



**Marblehead Community  
Charter Public School**

## **Networking, Orientation and Training for New Trustees - DRAFT**

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MCCPS Board of Trustee Training – November 2018

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**Introduction:** The goal of the Networking, Orientation and Training program for prospective and new trainees is to provide an experience that is engaging, informative, consistent and reflects our commitment to supporting an efficient and high performing Board.

The following principles were utilized when creating the program:

1. Create a uniform and consistent process.
2. Build a user friendly reference document that outlines key steps in the process and provide resources and links that can be easily accessed by any Committee and/or Board Member.
3. Material and program components will align with the requirements outlined in the Charter, By-laws, training requirements outlined by the Department of Elementary and Secondary Education (DESE) and in-line with the school's mission.

## 1.0 Networking, Interviewing and Voting

- 1.1. **Networking** - The goal of the 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.

Sample Introduction Topics	Example Speaking Points	References
Personal Introduction	Hi, my name is XX, I am a parent of XX children at MCCPS and a member of the Governance Committee. My role as a member of the Committee is to provide an introduction to people who may be interested in volunteering their time on the Board.	NA
Candidate introduction	Tell me about yourself and how/who referred you to us?	NA
High-level Overview	<p>The Board of Trustees is made up of parents, community members and teachers who volunteer their time to serve on the Board.</p> <p>Trustees shall serve a term of three (3) years from the date of their appointment, or until their successors are seated. This allows for continuity and lends to a high-performing Board. No Trustee shall serve more than two (2) consecutive, three-year terms.</p> <p>The Board of Trustees shall consist of at least nine (9) and not more than fifteen Trustees (15). In alignment with the School's Charter, teachers, community members and parents are encouraged to serve on the Board.</p>	MCCPS By-laws Article II
Roles & Responsibilities of the Board	<p>The Board holds the Charter from the state and is responsible for ensuring that the policies of the school:</p> <ul style="list-style-type: none"> <li>(a) Comply with all applicable laws and regulations; and</li> <li>(b) Ensure that the school is an academic success, organizationally viable, faithful to the terms of its charter, and earns</li> </ul>	MCCPS By-laws Article II

	<p>charter renewal</p> <p>(c) Oversee the financial affairs of the school and approve the budget</p> <p>(d) Hire and oversee the Head of School</p>	
Policy vs. Day to Day	<p>The primary purpose of the Board is to ensure that the school’s focus and mission is in accordance with the Charter and By-laws.</p> <p>The Head of School (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.</p>	MCCPS By-laws Article V
Board Meetings	<p>The Board of Trustees will meet monthly during the year; typically the meetings are held the last Tuesday of the month.</p> <p>In addition, there is an annual meeting referred to as “the retreat” that is typically held on a Saturday in June.</p>	MCCPS By-laws Article IV
Roberts Rules of Order	Roberts Rules of Order shall govern the conduct of all meetings of the school.	Roberts Rules of Order
Open Meeting Law (OML)	<p>The Open Meeting Law requires all meetings be held in public (with some exceptions) and it establishes rules that public bodies must follow in the creation and maintenance of records relating to those meetings.</p> <p>All Board related work must be conducted during these meetings.</p>	<a href="http://www.mass.gov/ago/openmeeting">www.mass.gov/ago/openmeeting</a>
Other items of Note	<p>Trustees must participate in person and are expected to prepare for and attend all meetings.</p> <p>Meetings typically are scheduled from 7:00 – 9:00 p.m. and are held at MCCPS.</p> <p>Sometimes Trustees will be asked to serve on a Committee and/or task force in addition to serving on the Board (i.e.: Finance, Personnel, Governance, Academic Excellence, Strategic Planning and Development, Communications, and Community Relations</p>	

<p>Next Steps and Questions</p>	<p>If you are interested in learning more, we encourage you to begin to attend Board meetings as a member of the public so you can get a better understanding for the work performed and observe the way in which meetings are conducted.</p> <p>Another great way to gain an understanding of the School and work performed on the Board is to attend and/or participate as a member of the Governance Committee. This group typically meets the first Tuesday of the month from 7:00 – 9:00 p.m. at MCCPS. Governance Committee meetings are published on the school calendar, but I can also provide you the schedule for the upcoming meetings.</p> <p>In addition, take some time to read through our Charter and By-laws; both can be found on our website.</p> <p>All Board of Trustee candidates interview with the Governance Committee. The Committee will vote to approve the candidate and present the qualifications of potential Trustee to the Board for review, discussion and vote.</p> <p>If approved, the candidate will take an immediate seat on the Board but will not have voting rights until approved by the State. This approval usually takes between 1-2 months.</p> <p>Do you have any questions?</p> <p>Thank you for your time today! Please reach out to me if you have any additional questions that may come up.</p> <p>I hope to see you at the next Board Meeting currently scheduled for XX.</p>	
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## Networking, Interviewing and Voting

### 1.2. Governance Committee Interview and Vote:

Key Steps	Detail	References
Schedule the Interview	<p>Schedule the candidate for his/her interview and notify the Governance Committee Chair to reserve time on the Agenda for the agreed upon date.</p> <p>Request a resume from the candidate and provide copies to the Committee prior to the interview via Board on Track (attach to agenda)</p>	NA
Conduct the Interview	<p>Provide an introduction to the candidate and begin to conduct the interview.</p> <p>Provide an overview of the interview process (Governance Committee Interview, Vote, Nomination to the Board, Vote and approval from the State).</p> <p>Conduct the interview</p> <p>Ask the candidate if he/she has any questions.</p>	Interview Guide- See Appendix
Vote	<p>The Governance Committee may vote immediately or postpone the to another day if additional information is needed. The candidate may remain for the vote or choose to leave. It is his/her decision.</p> <p>When vote is conducted the Chair will initiate the procedure. Trustee positions to be filled on the Board shall be by an affirmative vote of the majority of Committee members.</p>	Vote

## Networking, Interviewing and Voting

### 1.3 Board Interview and Vote – The Chair of the Governance

Committee will present the prospective candidate to the Board for an interview and vote. The following the following steps should be followed:

Key Steps	Details	References
Schedule the Interview	<p>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.</p> <p>Provide a copy of the candidate's resume prior to the interview via Board on Track (attach to agenda the Friday prior)</p>	NA
Conduct the Interview	<p>The Chair of the Governance Committee will present the candidate, provide an introduction and ask the Trustees if they have any questions.</p> <p>The Trustees will conduct an interview and ask the candidate if he/she has any questions.</p>	Interview Guide
Vote	The Chair of the Board of Trustee will conduct a vote. Trustee positions to be filled on the Board shall be by an affirmative vote of the majority of Trustees.	Voting Language to be read by the Secretary – See Appendix
Welcome to the Table	If the vote is affirmative, the candidate will be welcomed to the table of Board of Trustees. He/she will be able to participate in the meeting, however, will not be able to vote until approved by the State.	



## 2.0 Board of Trustee Orientation

Once a candidate has been approved, the following actions need to be taken:

Key Steps	Details	References
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.	See Appendix and Board on Track for Sample Letter
Orientation Package	The Orientation Package for new Trustees should be attached to the congratulatory email.	See Appendix for Orientation Package
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.	See Appendix for Sample Letter to State
State Required Training	Once the candidate's information is submitted in the website, the candidate will be sent state required training.	See Appendix for Links
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.	See Appendix for Links
Board on Track - Trustees	Once approved by the state, the Chair of the Governance Committee will update his status on the Board on Track	See Appendix for Links

### 3.0 Board of Trustee Training

Once a candidate has been approved by the State, the following action items should be taken:

Key Steps	Details	References
Assign Mentor	Work with the Chair of the Board, HOS and/or Chair of Governance to assign a Board Mentor; review expectations	Mentor Guide – Best Practices (In Progress)
Orientation Material and Training Curriculum for New Trustees	Provide an overview of Training Topics and recommend best practices for housing material (i.e.: binder, Board on Track etc.)	See Appendix for Training Topic Resource Guide and Check-off List
Check-in	The applicable Governance Committee Member should reach out to the new board member after his/her second board meeting to see if he/she has any questions or additional training needs.	
Annual Board on Track Board Assessment	Trustee should participate in the annual board assessment on Board and Track and identify any gaps in knowledge he/she may have	Board on Track
Annual State Required Training	Participate in Annual State Required Training	
June Training – Retreat	Participate in Annual Training at the June retreat.	
Ad Hoc Training as needed	Support individual training as needed.	

## 4.0 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 an 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.

**Appendix Items:**

- A. MCCPS Mission Statement**
- B. Interview Guide**
- C. Voting Language**
- D. Approval Process for Prospective Trustees – Checklist**
- E. Draft Congratulatory Letter for New Trustees**
- F. Candidate Approval Letter to DESE**
- G. Orientation Checklist for New MCCPS Board Members**
- H. Orientation Guide for New Trustees**
- I. Training Topic Resource Guide and Links**

## **A. MCCPS Mission Statement**

MCCPS 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.

## B. MCCPS Interview Guide for Board Candidates

Candidate Name:

Candidate Contact Information:

Referred by:

Resume Received: Yes/No

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What intrigued and interested you enough to want to learn more about board and committee service?

What skill sets and areas of interests do you possess that you feel would be assets to the board?

What is your current understanding of the mission and purpose of MCCPS?

What do you perceive to be the greatest strengths of MCCPS?

What do you perceive to be the greatest areas of opportunity for MCCPS?

What is your current understanding of the primary responsibilities of the board?

Do you clearly understand the differences in responsibilities between the Board and the Head of School?

Would it be challenging for you to separate personal feelings about the day to day operations of the school with the big picture issues which the board must address?

How would you handle a strong difference of opinion between board members?

Board service requires monthly meeting time, meeting preparation, and any additional committee work or school and fundraising events. Can you realistically commit roughly 4-6 hours per month to the MCCPS Board of Trustees?

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FOR GOVERNANCE COMMITTEE USE ONLY:

Does the candidate appear to possess a clear understanding of the role and responsibilities of a MCCPS Board Member?

Does the candidate have any past experience serving on a Board and/or have knowledge of the Open Meeting Law (OML)?

Did you perceive any possible conflicts of interest with the candidate's service on the Board?

Does the candidate seem compatible with the school's mission and vision?

Does the candidate appear to be a good fit with the current Board (i.e. ability to interact with Board as a team player, listens well and actively participates in the meeting, demonstrates ability to come prepared to meetings and use facts and objectivity when considering decisions etc.)

Does the candidate appear to possess any time constraints with active board and/or committee service?

What do you perceive to be the candidate's strengths as a potential board member?

Do you have any reservations about this candidate serving on the Board?



## C. Voting Language

### **Motion 1**

I (name) move that the Board appoint (name) as a member of the MCCPS Board of Trustees to fill a term commencing immediately upon approval by the Department of Elementary and Secondary Education and expiring at the close of the (insert date) Regular Meeting of the Board of Trustees.

**Second of motion: (name)**

### **Motion 2**

I (name) move that the Board invite the newly appointed Trustee (name) to all Board meetings and activities while (his/her) approval is pending with the Department of Elementary and Secondary Education. (Name) will be entitled to participate as provisional Trustee and will be able to vote on any matter until (he/she) received formal approval from the Department of Elementary and Secondary Education, and will not be counted when determining a quorum.

## **D. APPROVAL PROCESS FOR PROSPECTIVE TRUSTEES OF THE BOARD – CHECKLIST**

- Governance chair makes initial contact with the prospective candidate.
- Chair or committee member sends background and/or orientation materials such as Trustee Overview, MCCPS Charter and MCCPS By-laws to prospective candidate.
- Candidate forwards resume to Governance chair who distributes it to committee members for review.
- Committee meets and interviews candidate in compliance with the Open Meeting Law. this often occurs several times to get a fuller picture of the candidate.
- Committee votes whether to present candidate to the MCCPS Board as a prospective trustee OR Committee votes to recommend candidate join a MCCPS committee or task force to gain more working knowledge of MCCPS prior to committing to board service.
- The Governance chair or committee member prepares a letter to the Massachusetts Department of Elementary and Secondary Education (DESE) requesting state approval of the new trustee. Candidate's resume and signed financial disclosure form must be attached to this letter which is signed by the MCCPS Board chair. SEE ATTACHED SAMPLE. This is a form letter as recommended by DESE.
- THIS PAPERWORK SHOULD BE COMPLETED AND MAILED IMMEDIATELY AFTER CANDIDATE IS VOTED IN BY THE BOARD as the new trustee is not a voting member until state approval is received.
- The state informs the MCCPS chair, via email, if the candidate is approved. This state typically takes 2-4 weeks to process an approval.

## E. Draft Welcome Letter to New Trustees

[Date]

Dear [Insert Name],

Congratulations on being approved by the Marblehead Community Charter Public School (MCCPS) Board of Trustees to serve as a trustee for a term of three years [insert term dates]. Your professional and interpersonal skills, insight, and balanced perspective promise to be a valuable addition to this board.

We have submitted a request for approval, your resume, and your contact information to the Massachusetts Department of Elementary and Secondary Education (DESE) to begin the process of obtaining the necessary approval from the State of Massachusetts. To reiterate, you cannot participate in any voting until you receive State approval to serve on the MCCPS Board of Trustees. In the coming days, please expect several communications from DESE. They will request that you complete a financial disclosure form, a receipt of Open Meeting Law materials, and to take an online conflict of interest training/certificate program. These items are fairly simple to complete and should not take more than 60-90 minutes total. We kindly request that you complete these online requirements as soon as possible and that you print out and retain copies of the Financial Disclosure form, as well as the certificates showing you have received the Open Meeting Law materials and have completed the Conflict of Interest training. Please submit copies of these documents to the current clerk of the MCCPS board, [insert name here] and to the Governance Committee.

We are grateful for your willingness to serve MCCPS in this important capacity. We urge you to review the documents contained in the orientation packet. This packet should provide the necessary tools to help ensure you are off to an informed start. We understand some of this will take time to absorb and that you may have many questions in the coming

weeks and months. It is our sincere hope that you will contact us for any clarifications or concerns, especially from a governance standpoint. We are here to support you as you begin your board service and throughout your term.

We very much enjoyed getting to know you during our screening process and wish you the best of luck with this important endeavor.

Sincerely,

[Insert Governance Committee Chair of Member Name]  
On behalf of the MCCPS Governance Committee

## F. Board of Trustee Approval Letter to DESE

Marblehead Community Charter Public School  
*Board of Trustees*

[INSERT MAILING DATE]

Massachusetts Department of Elementary and Secondary Education  
Charter School Office  
75 Pleasant Street  
Malden, MA 02148

To Whom it May Concern:

On [INSERT MEETING DATE] the MCCPS Board of Trustees voted in accordance with the Open Meeting Law to accept [INSERT TRUSTEE NAME] as a member of the Marblehead Community Charter Public School Board of Trustees, pending approval from the Commissioner of Elementary and Secondary Education. Enclosed for review and approval is the resume for [INSERT NAME].

Providing that [INSERT TRUSTEE NAME] is approved, our Board will then consist of [INSERT #] members. All Board members and their positions are listed below. Thank you and I look forward to hearing from you regarding his/her status.

[USE THIS FORMAT FOR BOARD LISTING]

<u>Name</u>	<u>Position</u>	<u>Current Term</u>	<u>Voting Status</u>
*Ms. Jane Chair	Chair	Jan 2019 – Jan 2021	Voting
**Mr. New Candidate		Feb 2019 – Feb 2021	<i>(pending approval)</i>

Note: List all Trustees and note their affiliation (*\*Parent Trustee, \*\*Faculty Trustt, \*\*\*Non-affiliated, outside Trustee*)

Please contact me with any questions.

Sincerely,  
[INSERT NAME OF CURRENT BOARD CHAIR]  
Chair, MCCPS Board of Trustees

c.c. [INSERT NAME OF GOVERNANCE CHAIR], Chair, MCCPS Governance Committee

## G. Orientation Checklist for New MCCPS Board Members

### **Prior to Appointment:**

- Provide resume to Governance Committee
- Read trustee overview document which highlights responsibilities and expectations (NHO Binder)
- Review upcoming schedule of Board meetings
- Review list of current Board members (NHO Binder)
- Read the MCCPS charter (NHO Binder)
- Ready the MCCPS by-laws (NHO Binder)

### **Within two Weeks of Appointment:**

- Complete/sign online receipt of Open Meeting Law (OML) required by the State
- Complete the online the conflict of interest training course
- Sign the conflict of interest acknowledgment form
- Sign on and begin using Board on Track

### **Within 2-4 Weeks of Appointment:**

- Read latest strategic plan (NHO Binder)
- Read latest annual report (NHO Binder)
- Review most recent budget (NHO Binder)
- Review Head of School job description (NHO Binder)
- Review MCCPS calendar of events and meetings

### **Within 6-12 Weeks of Appointment:**

- Become broadly familiar with Massachusetts General Law Chapter 7, section 89, Charter Schools
- Become broadly familiar with Mass Department of Education regulations on charter schools, 603 cmr 1.0
- Become broadly familiar with Robert's Rules of Order

**MCCPS PROSPECTIVE TRUSTEE  
ORIENTATION PACKET**

*Marblehead Community Charter Public School 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.*

## **ORIENTATION PACKET CONTENTS**

MCCPS Board of Trustees Overview

MCCPS New Board Member Orientation Checklist/Timeline

Important Links to Online Information

Best Practices Suggestions for MCCPS Trustees

MCCPS Board Committees Overview



## **MCCPS BOARD OF TRUSTEES OVERVIEW**

### **Charge:**

The primary charge of the Marblehead Community Charter Public School (MCCPS or the School) Board of Trustees is to ensure that the School is an academic success, organizationally viable, faithful to the terms of its charter, and earns charter renewal while in compliance with all applicable laws and regulations.

### **General Expectations of the Board:**

- Work together effectively to ensure the mission and purpose of MCCPS remains clear and focused.
- Conduct business with legal and ethical integrity.
- Ensure that resources are adequate and managed responsibly.
- Select, support, and evaluate the Head of School.
- Guide effective organizational planning.
- Strengthen and grow MCCPS's position and standing in the community.
- Recognize that the primary purpose of the Board is to set policy, whereas the Head of School is responsible for the day-to-day operations of MCCPS.

### **Individual Expectations of Board Members:**

- Believe in, advocate, and act as an ambassador for the values, charter, and vision of MCCPS.
- Thoroughly read and possess an understanding of the MCCPS charter and the by-laws which govern the School.
- Honor the commitment of Board term.
- Commit to additional Board service each month, which may include:

Participation on a Board Committee or Task Force  
Attending and supporting School events and fundraising activities  
Reading and research to prepare for monthly Board meeting

- Keep informed on School issues, as well as broader educational and political issues affecting charter schools.
- Attend MCCPS Student Exhibitions which occur three times during the academic year.
- Conduct oneself ethically and in a manner that focuses on the effectiveness of the Board and the good of the organization, as opposed to a personal agenda.

### **General Details:**

- Board meetings usually occur the first week of each month at MCCPS with the intent of lasting no more than two hours.
- Board committees include the Governance Committee, the Finance Committee, and the Personnel Committee.
- In order for business to be transacted at a Board meeting, a majority of Trustees must be in attendance to constitute a quorum.
- The Board must be composed of no more than 15 and no fewer than 9 members. Membership must include MCCPS faculty and parents, community members, and an ex officio seat for the Head of School.

### **IMPORTANT LINKS TO ONLINE INFORMATION**

#### **Commonwealth of Massachusetts Attorney General Open Meeting Law Guide and Certification of Receipt of Materials:**

<http://www.mass.gov/ago/government-resources/open-meeting-law/attorney-generals-open-meeting-law-guide.html>

The revised Open Meeting Law (OML) requires that boards of trustees and other related committee members complete a certification document proving that they have received, read, and understand the OML. For the purposes of OML, MCCPS Trustees are considered State Public Bodies. Therefore, they must follow all guidance related to State Public Bodies. This must be completed within two weeks after joining the MCCPS Board

**Link to State Ethics Commissions conflict of interest law training:**

<http://www.stateprog.eth.state.ma.us/>

MCCPS Trustees must complete an online training program on the Commonwealth of Massachusetts Conflict of Interest Law. This must be completed within 30 days after joining the MCCPS Board. Trustees are required by law to complete this training every two years.

NOTE: Notice of completion of each Trustee's conflict of interest training AND receipt of OML materials should be held on record at MCCPS.

**Link to Marblehead Community Charter Public School:**

<http://marbleheadcharter.org>

School calendar, important events, school news, MCCPS Foundation information, and governance documents such as the MCCPS Charter and By-Laws, Mass General Law, MCCPS Annual Reports (click on Board of Trustees tab) are found on the MCCPS website.

**Direct Link to MCCPS Charter:**

[http://marbleheadcharter.org/sites/default/files/userfiles/MCCPSCharter08\\_enrollrev.pdf](http://marbleheadcharter.org/sites/default/files/userfiles/MCCPSCharter08_enrollrev.pdf)

**Direct Link to MCCPS By-Laws:**

<http://marbleheadcharter.org/userfiles/file/ESE%20Approved%20By-Laws%20Apr%203%2008.pdf>

**Link to Board On Track (formerly The Highbar)**

Within two weeks of joining the Board trustees will receive instruction from the Board Chair or the Head of School as how to log on to this online tool that helps an all-volunteer Board with scheduling, record-keeping, and strategic planning, among other functions.

<http://www.boardontrack.com/how-it-works>

### **BEST PRACTICES SUGGESTIONS FOR MCCPS TRUSTEES**

- Continually familiarize oneself with the by-laws and charter.
- Adhere to the Open Meeting Law.
- Keep informed on School policy and strategic issues by allowing sufficient time for Head of School reports at each Board meeting.
- 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.
- Ask for assistance from the chair, if needed, to help keep one's agenda item(s) focused and on track.
- Continually evaluate/monitor meeting efficiency for time spent on topic to help avoid backtracking or repetitive discussion.

## **MCCPS BOARD COMMITTEES OVERVIEW**

The three MCCPS Board committees that must exist per the by-laws are:

- Governance Committee
- Finance Committee
- Personnel Committee

Each committee is expected to meet at least once per month, and to present a committee report at each regular monthly meeting of the MCCPS Board.

Duties and responsibilities of each committee per the MCCPS by-laws:

### **Governance**

There shall be a committee of the Board known as the Governance Committee.

Committee members shall be appointed, and may be removed, by a majority vote of the Board at a regular or special meeting. The Governance Committee shall prepare reports to be submitted and presented by its chair, or a representative designated by its chair, to the Board at each regularly scheduled Board meeting, or as may be required by the Board at special and/or emergency meetings. The reports shall inform the Board of work done by the Committee, what it is working on, the time frame for completion of remaining work, and of any other matters that are within its jurisdiction. The Governance Committee shall prepare reports to be submitted and presented to the Board at each regularly scheduled Board meeting. The Committee shall elect its own chair.

The duties of the Governance Committee shall include but not be limited to the following:

- (a) To review and recommend changes of the Schools By-Laws, Charter, policies and procedures as may be necessary or efficacious;

- (b) To determine skills and qualities that would be useful for future Board members and identify potential candidates who possess those skills and qualities and present the best qualified candidates to the Board as nominees to fill vacant positions on the Board as they become available;
  - (c) To provide training and orientation to new Trustees on the Charter, By-Laws, policies and procedures;
  - (d) To provide training to Trustees as may be needed on the Charter, By-Laws, policies and procedures;
- (Governance, Continued)

- e) To develop and oversee a Trustee assessment process to ensure optimum performance;
- (f) To conduct an annual review of these By-Laws;
- (g) To conduct a periodic review of the Charter;
- (h) To study and make recommendations to the Board on governance issues that the Board identifies and on which it requests assistance;
- (i) Annually submit objectives as part of the planning process;
- (j) Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board;
- (k) Report to the Board at each regular meeting in a manner determined by the Board;
- (l) Develop necessary policies and procedures, which shall be approved by the Board, to accomplish these duties.

## **Finance**

There shall be a Finance Committee which is commissioned by and responsible to the Board. Ex-officio members of the Finance Committee shall be the Treasurer of the Board, the Chair of the Board and the School's chief staff person who shall serve along with other trustees and non-trustees who shall be appointed, and may be removed, by a majority vote of the Board at a

regular or special meeting. Except for the chief staff person, the ex officio members have exactly the same rights and privileges as do all other Finance Committee members, including the right to vote on matters and to be counted when determining whether a quorum is present. The chief staff person shall have no voting privilege. The Treasurer shall serve as Chair of the Finance

Committee or will recommend to the Board an alternate Chair for appointment, who shall be elected by an affirmative vote of a majority of Trustees then in attendance. The Finance Committee shall ensure compliance with all appropriate federal and state laws.

The duties of the Finance Committee shall include but not be limited to the following:

- (a) Assist and advise in preparing an annual budget for the charter school in collaboration with the School's chief staff person.
- (b) Develop and annually revise a five-year financial forecast and develop long-range financial plans based on the forecast in collaboration with the School's chief staff person
- (c) Review all unanticipated expenditures over limits set by policy and inform the Board.
- (d) Annually submit objectives as part of the planning and budgeting process.
- (e) Annually evaluate its work as a committee and the objectives it has committed itself to and report results on same to the Board.
- (f) Recommend to the Board appropriate policies for the management of the School's assets.
- (g) Arrange for an annual independent audit with submission of same to the Board.
- (h) Report financial status and/or results for the most recent current period, year-to-date activity and forecasted cash flows for the end of the next reporting period to the Board at regular meetings of the Board.
- (i) Develop necessary policies and procedures, which shall be approved by the Board, to accomplish these duties.

## Personnel

There shall be a Personnel Committee which is created by and responsible to the Board. The Chair of the committee shall be a member of the Board and shall be chosen from among the current Trustees. This committee assumes the responsibility for advising the Board on matters pertaining to the School's chief staff person. This responsibility shall, in no way, interfere with the authority of the School chief staff person to hire, supervise and terminate the remaining staff of the charter school, in accordance with federal and state laws and School personnel policies.

The duties of the Personnel Committee shall include but not be limited to the following:

- (a) Develop for Board review and approval the annual process for the evaluation of the School's chief staff person
- (b) Review and propose recommendations for amendments to policies as they pertain to legal issues relating to employees, employee benefits, employee relations and recruitment.
- (c) Annually submit objectives as part of the planning process.
- (d) Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the board of trustees.
- (e) Report to the board of trustees on at each regular meeting in a manner determined by the Board.
- (f) Develop necessary policies and procedures, which shall be approved by the Board, to accomplish these duties.



**i. Training Topic Resource Guide and Links**

Topic	Resource	Link
MCCPS Charter	Written contract approved by the state that outlines the school's mission, objectives and governance of the school	Board on Track or School Website
By-laws	Provides the framework for effective governance  Outlines general guidelines for the way the board operates  Not intended to delineate operating procedures, and should provide the big picture guidance around the structure and procedures of the Board	Board on Track or School Website
Open Meeting Law	To ensure transparency in the deliberations on which public policy is based; the OML requires, with some exceptions, that meetings of public bodies be open to the public.	<a href="http://www.mass.gov/ago/openmeeting">www.mass.gov/ago/openmeeting</a>
Roberts Rules of Order	Parliamentary procedure for meetings; the standard for facilitating discussions and group decision making	
Public Records Law	The Massachusetts Public Records Law provides that each person has a right of access to public information.  Every record that is made or received is presumed to be a public record unless a specific statutory exemption permits or requires it to be withheld.  Minutes of open meetings, regardless of form, are public and must be made available in a timely fashion. There is no requirement that the minutes be approved before they are made public, however, should be marked "unofficial"	Go to <a href="http://www.sec.state.ma.us">www.sec.state.ma.us</a> >Public Records Tab>Locate, print and read PDF guide  If you have any questions, contact the Public Records Division at 617-727-2832 or <a href="mailto:pre@sec.state.ma.us">pre@sec.state.ma.us</a>
Conflict of Interest	Members of the Board of Trustees shall comply with any and all State law governing Conflict of Interest	Go to <a href="http://www.mass.gov/ethics/">www.mass.gov/ethics/</a> >Education & Training Resources Tab  Take the Conflict of Interest Law Online Training Program