B.3 Governing Body

Camino Montessori's Board of Directors is currently a "planning and development" Board. It is the intent of Camino that, upon award of a Charter, the Board will begin its shift to a governing board model. Camino will move current members to the new Board. We believe 5-10 members an ideal size for a collaborative group, and will add members as needed. Camino Montessori is currently considering adopting Carvers Policy Governance®--an integrated board leadership paradigm created by Dr. John Carver, designed to empower Boards of Directors to fulfill their obligation of accountability for the organizations they govern—as our Board model. We like this model because it enables the Board to "focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization, and to truly lead its organization".

Our Board agrees with Carver's *Policy Oversight Principles*:

- Organizations exist to meet specified ends (purposes).
- Ends (purposes) and means (policies) are different.
- Board means and staff means are different.
- Means delegation policy is best described by identifying what to avoid rather than what to do.
- Accountability is assured through monitoring.

Our Board appreciates the simplicity of and general framework for Carver's *Policy Oversight Model* and believes it would be complementary to view of a Board's purpose, as well as our goal of creating a *Cycle of Evaluative Inquiry* within our school's culture. (See overview in A.3.1, Promotion & Mastery)

- As representatives of the public good, the Board will define the ends to be accomplished.
- Board maintains the separation between ends and means, and Board means and staff means by establishing *four types of written policies*:
    - Ends Determination
    - Executive Limitations
    - Policy Oversight Process
    - Board/Executive Relationship
- Organizational monitoring

At Camino Montessori there will be no unwritten Board policies. The only policies, decisions, authorizations, or limitations in effect at the Board level are those explicitly stated as written policies after a vote of adoption. These policies will be given to the Executive Director, who has exclusive authority over his or her staff. Camino Board members will not advise staff members.

Our policy oversight will involve four essential elements of Board policies that must be in place to govern the behavior of a business or organization. *Policy oversight* will specify:

- The ends to be achieved by the organization.
- Unacceptable means to those ends, or means limitation.
- The authority of and powers of delegation to the Executive Director.
- Ongoing monitoring and directive development.

Camino Montessori's Board of Directors will not manage the organization or its staff. Rather, they manage the Executive Director (ExD) through policy setting and development. This clarification of responsibility immediately solves the problems of authority confusion and micromanagement, which haunt so many organizations.

The *clarification of authority* is the first order. The Board directs the ExD, and the ExD directs the organization. It is the job of the ExD to manage the company or organization, and the Board should not usurp or otherwise confuse the authority of the ExD to do so.

Three of these four elements will be applied by the ExD in the management of the organization. The ends to be achieved by the organization should be communicated to the staff and employees in order to focus them upon the achievement of those ends. Such ends are not determined by the ExD, but only communicated by him/her to various organizational stake holders. In addition, the ExD will be charged with the development of specific policies and procedures related to the job of each and every staff person and/or employee—and of the whole organization—in order to provide job clarity.

Unacceptable means for the achievement of the organization's ends can also be communicated to stake holders, but the proscription of means is primarily directed to the ExD. Any means not proscribed are automatically authorized by the Board as a method of providing maximum freedom and creativity for the ExD to accomplish the stated ends. The means determination is, then, the responsibility of the ExD, who will develop various policies and procedures for staff and employees that will be different from, but not in conflict with the means proscription developed by the Board. If the policies and/or procedures developed by the ExD are ever in conflict with the Board's policies, the Board must engage the ExD to rectify the conflict.

We agree with the ideal outcomes of a *management by policy* process. When necessary, the Board develops management policies for the ExD. And, likewise, when necessary, the ExD develops management policies and procedures for the staff and employees. The result will be clear lines of authority and delegation built on a foundation of trust and transparency.

More specifically, the ExD is charged with 14 major areas of responsibility:

Board of Directors – The ExD will sit on the Board as a non-voting ex-officio member and will function as as chief advisor to the Board, guiding it the full range of its activities, and serve as the chief communicator between the Board and the faculty and staff. The ExD will bring to the attention of the Board such matters and data as are appropriate to keep the Board fully informed to meet its responsibilities. This includes suggestions for broad policy development as well as strategies for institutional betterment. The ExD will suggest philosophic positions appropriate to the changes which occur in the community and students served and will develop and implement recommendations of the Board regarding governance of Camino Montessori.

Organization – The ExD will create and nurture an appropriate and strong management team. As the school director, the ExD will be expected to share with and delegate to key staff such that this group is prepared to collectively lead Camino Montessori should the ExD become incapacitated. The ExD will promote an internal organization that permits effective communication and promotes a sense of partnership throughout the organization and will work to produce smooth day to day operations.

Planning and Analysis – The ExD will develop tactical plans with the help of key members of the management team. Together they initiate studies of pertinent data (financial, enrollment, academic performance, etc.) to facilitate and inspire such plans. The ExD will encourage and demand perspective via testing, comparisons with similar institutions and external as well as internal critiques while remaining abreast of trends and research in education, particularly tohose affecting private-independent operation and management. The ExD will prod the Board to undertake periodic, systematic, long-range planning initiatives.

Programs – The ExD will design, implement and administer student programs and services appropriate to the needs of those enrolled and develop systems of scheduling to accommodate these programs and services. Setting standards of participation and achievement in each of the following areas will be a high priority: **Academic**: Establishing the educational offerings as well as appropriate systems to guide students and evaluate achievement. The curriculum must have continuity and be capped by appropriate movement of graduates to the next level of their education. **Co-Curricular**: Will organize activities, elective offerings of para-academic nature, formal cultural exposures, and athletics sufficient to round out the school's academic program and provide for student interest development. **Character Development**: The ExD will ensure implementation of formal and informal programs that relate to high moral and ethical conduct. This includes counseling and advisory programs, a disciplinary structure that is administered fairly, and a mechanism for coordinated psychological assistance in the event of student need. **Student Life**: The ExD will be charged with ensuring the establishment, implementation, and consistent running of programs for extended day care, recreation and cultural activities.

Personnel – The ExD will devise the teaching and non-teaching positions needed to implement Camino Montessori programs and will select and employ competent personnel to fill those positions. The ExD will also be responsible for administering equitable systems of compensation, working conditions, discipline, training, and development for all employees of the organization while determining standards and taking appriopriate steps to measure and maintain reasonable performance and professional growth among all employees, counseling and dismissing those that fail to meet standards.

Program and Service Support – The ExD will administer efforts that provide sufficient support for student programs. This encompasses general equipment and facilities as well as technological and electronic systems. Also important is assuring that a comprehensive set of recors is maintained in accordance with the needs of the school, its constituents and the government.

Environment – The ExD will hold general operating responsibility for the safety and well-being of all students under Camino Montessori jurisdiction. This will include approving and administering rules and procedures governing the student body, working to promote harmonious and constructive relationships among and betrween students and faculty and striving to create and maintain an aesthetically attractive environment that is compatible with the character of the school.

Finance – The ExD will oversee the development of the School's annual budget in coordination with the Board of Directors, the person keeping the books and the contracted financial firm. This will include presenting the annual budget to the Board of Directors for final approval and responsibility for implementation of the budget, on-going communication regarding financial decisions, and preparation of monthly financial reports for the Board. The ExD will oversee the reporting financial data to the appropriate government parties and be responsible for the Annual Audit and Annual Report. The ExD will be oversee all financial transactions including payroll and will ensure that all purchases are tracked and assigned.

Enrollment and Recruitment - The ExD will recommend enrollment objectives with respect to student numbers, character, and quality while executing programs to achieve them. Will remain abreast of all effective marketing concepts and techniques that apply to private-independent schools and oversee their implementation. Responsibility for establishing standards and procedures for student admissions and dismissals will fall on the ExD.

Fundraising – The ExD will advise the Board with respect to fundraising needs and plans, propose realistic goals for annual, capital and deferred giving programs and coordinate fundraising efforts and events becoming personally involved in the cultivation and solicitation of major prospects.

Constituent Relations – The ExD will work to maintain programs that contribute to relations with the local community, particularly with those people who come into regular contact with the school. The ExD will also encourage and cultivate meaningful parent participation in events that aid and support the goals of Camino Montessori.

Constitutional Image – The ExD will interpret the school and its programs to the public and strive to become the personification of Comino Montessori while acting as the lead spokesperson for the school.

Auxiliary Services and Programs – There are two significant areas of responsibility here. The ExD will identify special services that are either necessities or worthwhile conveniences to those who seek out the school i.e. transportation, food service, health service, security, etc. The ExD will also suggest to the Board any supplemental enterprises that are compatible with the school operation and which give promise financial surplus, effective utilization of facilities and personnel, and/or significant public relations exposure.

Facility Management – The ExD will supervise the operation and maintenance of all school facilities including within budget limits, approval for operation and maintenance, recommending changes or additions necessary for maintain desired standards of appearance, and safety and adequacy.

The ExD is also responsible for the development and maintenance of positive and collaborative relationships within the organization. The purpose of this responsibility is to reinforce the practical and equitable powers of authority and delegation throughout the organization. Every staff person and employee will be responsible to someone in such a way that the ExD is ultimately responsible for the entire organization.

In this way the Board evaluates and monitors the ExD by evaluating and monitoring the organization. There is no difference, from the Board's perspective, between the performance of the organization and the performance of the ExD.

It is inevitable that there will be individuals on the Governing Board that will need to be replaced from time to time, and there may be a need to add additional members that bring new skill sets and perspectives. Any member of the Board may make a recommendation for new members and the rest of the Board will vote whether to bring that person on after an interview process and clearance of requirements (fingerprinting, affidavit, resume, etc.).

Our school Founder and Executive Director is currently responsible for ensuring that all new Board members receive orientation to Montessori education and the mission of our school. A *Camino*

Montessori Board of Directors Handbook has already been developed and will continue to be refined as our Board transitions beyond its early development. This will be the central piece of the training for new members. It will be expected that as part of the orientation process, each Board Member will observe the school for at least one full day. The Handbook serves as a reference for policies and procedures, as well as providing a common framework for the Board, and includes:

Camino Montessori's Articles of Incorporation, By-Laws, Mission and Philosophy statements, and Policies and Procedures (as they pertain to Board Members, finance and budgeting, fundraising, historical references of the school, strategic framework, laws & regulations—e.g., Open Meeting Law--and important meeting minutes). The Board Handbook also includes information about Board composition (number, method of appointment, terms, etc.); Board responsibilities—including responsibilities of officers and of the Executive Director; schedule of meetings; and a list of committees and responsibilities.

As indicated in Section B.2, the Principals for Camino Montessori are the Members of the Board of Directors. Currently this is a planning Board and it is our goal to transition to a more formal Governing Board upon award of the Charter.
The Principals/Members:

Judy Webster
Kevin Webster
Marianne Mulligan
Rebecca Brandon
Carol Hoover

Additional information can be found in Section B.2

Camino Montessori will comply with Arizona's Open Meeting Law (A.R.S 38-431) which states that *"All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings."* To ensure that the Board of Directors complies with the law, training will occur during early in 2012, and become part of the orientation process for new members. Included in our Board orientation will be discussions about:

1. Notice of Meetings
2. Agenda
3. Public Rights
4. Calls to the Public
5. Executive Sessions
6. Minutes

In addition, each Board Member will receive a copy of the Open Meeting Law.