B.2 SCHOOL GOVERNING BODY

This section will provide details concerning the school governing body. It will identify if the corporate board will act as the school governing body. It will include a clear description of the responsibilities of the school governing body as per A.R.S. §15-183 (E)(8), provide a description of the composition of the school governing body, describe a viable and adequate process for filling vacancies on the school governing body, and be consistent with all sections of the application package.

GOVERNING STRUCTURE

Focus Education Services Inc. will have 2 boards: a Corporate Governing Board and a School Governing Board. Each will operate as a separate and distinct governing body. Pursuant to FES' Organizational Bylaws, a Director or Member may serve on both governing boards, but it is not necessary.

The **Corporate Board of Directors** shall be responsible for corporate policy and for operations of the corporation. As outlined in FES' Organizational Bylaws, the Corporate Board of Directors has the general charge of the affairs, property, and assets of the corporation. In this capacity, the Corporate Board of Directors will provide oversight, guidance, direction, counsel, and resources to the School Governing Board of Directors.

The **School Governing Board of Directors** will adhere to ARS 15-183 with regard to policy to ensure safe and successful school operation. The School Governing Board will be responsible for the policy decisions of the charter. The school's governing body will provide knowledgeable oversight of the school's operations, financial matters, and student growth and achievement to the Corporate Board of Directors.

Both boards will work to realize the shared vision and mission of Focus Education Services, Inc.

ORGANIZATIONAL STRUCTURE AND COMPOSITION OF GOVERNING BODY

Corporate Board of Directors (FES)	1: Robert Sterling Kellis 2: Brent Kellis 3: TBD 4: TBD 5: TBD
School Governing Board of Directors (FHS)	1: Robert Sterling Kellis 2: Brent Kellis 3: TBD 4: TBD 5: TBD

Table B.2.1: Composition of Governing Body[1]

[1] See ARS 15-183

CORPORATE BOARD OF DIRECTORS (CORPORATION – FOCUS EDUCATION SERVICES)

Each member of the Corporate Board of Directors shall seek to act and make decisions in the best interest of Focus Education Services and help the organization fulfill its mission to provide motivated high-school students the opportunity to achieve academic excellence in a technology-rich, career-focused, and safe learning environment taught by caring and knowledgeable educators.

The following sections will address roles, positions, composition of the governing body, and policies for filling vacancies of the School Governing Board of Directors.

SCHOOL GOVERNING BOARD OF DIRECTORS (SCHOOL – FOCUS HIGH SCHOOL)

Each member of the School Board of Directors shall seek to act and make decisions in the best interest of Focus High School. Pursuant to A.R.S. §15-183(E)(8) the school board will be responsible for the policy decisions of the charter school. The School Governing Board will serve four principal roles, clearly defined below[2]:

- *Govern*: The Governing Board will fulfill the governance functions of the school. These responsibilities will include, but are not limited to, the following:
    - Establish, approve, and evaluate progress towards the mission.
    - Hire, evaluate and support the School Principal who understands and buys into the school's mission, vision, and values.
    - Approve all school policies
    - Align policies and school resources to the mission statement.
    - Approve curricular framework and Academic Program alignment with mission statement and appropriateness for all students.
    - Approve annual budget, make changes as needed, set fiscal and risk-management policies, and set internal controls by monitoring finances.
    - Review annual audit.
    - Sign off on major expenditures.
    - Ensure that insurance is in place.
    - Approve adequate staffing plan to fulfill Academic Program, including personnel policies
    - Monitor recruitment, hiring, and teacher retention.
    - Hear and address teacher and parent complaints not resolved by leadership.
    - Approve discipline policies and make expulsion decisions.
    - Review and sign facilities contracts.
    - Approve parent relations policies and collect input from parents.
    - Review and approve charter renewal application.
    - Set strategic plan goals and measures and monitor progress towards goals.
- *Represent*: The Governing Board shall serve as an ambassador to the community to communicate vision, mission, and values with one voice. The following functions relate to this role:
    - Speak to the media regarding the school's achievements, when necessary.

[2] Adapted from the governing board roles outlined by Western School of Science and Technology, Inc., an Arizona approved charter school.

    - Approve public annual reports.
    - Hold meetings open to the public, pursuant to statute.
    - Advocate and represent the school and the larger charter movement to family, friends, fundraisers, and other potential stakeholders or community partners.
- *Sponsor*: The Governing Board shall give of its time, talent, or treasure to ensure that the school has the resources it needs to fulfill its mission. This will entail that Board members:
    - Donate personal gifts, or accumulation of others' gifts, to the best of one's ability.
    - Fundraise by approving fundraising plan and cultivating donors.
    - Provide time, talent, and resources to further the vision and mission of Focus High
- *Consult*: The Governing Board shall be comprised of diverse, competent members who shall use their skills and expertise on behalf of the organization. Members will:
    - Serve actively on a committee.
    - Assess, communicate, and address community needs and wants.
    - Donate time and talents to the best of one's ability to support the school.

Governing School Board General Practices

- The Governing Board shall make decisions pursuant to the Bylaws of the corporation. A simple majority of the Board, in attendance either in person or telephonically, will constitute a quorum. A simple majority of those present will constitute action by the Board. The Board shall at all times ensure compliance with the Arizona Open Meeting Law.

Governing School Board Officer Descriptions

- The officers of the Board shall be comprised of (1) a Chairperson or President, (2) a Secretary, and (3) a Treasurer. Additional officer roles may be created and defined as needed. Officers shall be elected yearly by a simple majority vote.

CHAIRPERSON (PRESIDENT)

Primary responsibility is to lead and facilitate district board meetings. Chairperson should be familiar with rules and procedures and ensure proper organization and function of committees, appointment of committee chairpersons, and follow through of committee responsibilities. Chairperson shall be, ex officio, a voting member of all committees of the Board of Directors, and shall be the liaison between the Principal or Director(s) and the Board of Directors.

SECRETARY

Primary role is to ensure proper documentation and recording of board meetings and district business. Secretary is to create, prepare, post, and distribute proposed agenda for all board meetings 48 hours prior to meeting. In addition, meeting minutes should be updated within 48 hours of each official meeting. Secretary should also assist to ensure board member compliance to state, charter, and district rules and regulations. In the absences of the Chairperson/President the Secretary will act in his/her stead.

TREASURER

Primary role is to oversee the development and observation of the organization's financial policies, budgeting, reporting to the Board and to serve as chair or chief director of the Finance Committee, if such a committee is organized by the board. In general, the treasurer shall perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the President or by the Board.

ACADEMIC AND INFORMATION TECHNOLOGY DIRECTOR (AS NEEDED)

Primary role is to oversee curriculum, academic performance, student achievement, student progression, and information system offerings.

COMMUNITY AND COMMUNICATIONS DIRECTOR (AS NEEDED)

Primary role is to oversee marketing efforts within the district and to oversee and help facilitate community outreach programs including event planning, media relations, field trips, service activities, and Parent and Teacher Organizations (PTO). The board community and communications officer should work closely with committee members to develop goals and execute approved marketing plans.

GOVERNING BOARD COMMITTEES

The initial committees of the Governing Board may include Governance, Finance, Academics, and Development. Focus High School's Governing Board of Directors may establish additional governing board committees as needed.

ADDITIONAL SCHOOL GOVERNING POSITIONS

Focus High School's Governing Board of Directors may establish additional governing positions as needed. These roles may include Officers, Governing Board Positions, committees, and/or general management/operational positions. These titles and committees may include:

SUPERINTENDENT OF DISTRICT (DIRECTOR OF INSTRUCTION AND SUPPORT)

Primary role is to manage and direct the affairs of the district under the supervision of the board of directors. Superintendent shall develop policies and procedures to monitor and improve staff and student performance and compliance. Superintendent directs and oversees the affairs of, and works closely with principals, CEO, director of operations, and other district leaders to ensure proper staffing, training, curriculum development, and execution of district policies.

CHIEF DIRECTOR OR CEO

Primary role is to oversee the executive operations of the corporation and to plan and project the future growth of the corporation under the supervision of the Superintendent and board of directors. This includes overseeing corporate finances and working closely with marketing and communications directors and committees to ensure that current district practices align with future direction and goals.

DIRECTOR OF OPERATIONS

Primary role is to oversee the day to day operations of the district. This includes overseeing transportation services, facilities management, and payroll and banking needs.

DIRECTOR OF COMMUNICATIONS

Primary role is to develop and execute communications affairs of the district. This includes overseeing community outreach programs, press affairs, and media relations in an effort to portray the district in a positive light to the community. Communications committee should work closely with the activities committee, PTO, and marketing committee to reach objectives. Communications committee shall operate within the budget established by CEO, Superintendent, and/or Board of Directors.

DIRECTOR OF MARKETING

Primary role is to develop and execute marketing plans to further the goals and directions of the district especially as it relates to new student enrollment. This includes overseeing district growth and development as it pertains to marketing affairs, managing the district website, advertising, and assisting in brand development. Marketing committee shall operate within the budget established by CEO, Superintendent, and/or Board of Directors.

PRINCIPAL

Primary role is to oversee proper staffing, training, curriculum development, and execution of district policy within the high school. Principal will work closely with district directors and board members to ensure practices align with district vision and direction and ensure high school needs are met.

DESCRIPTION OF GOVERNING BOARD COMPOSITION

The initial School Governing Board will consist of Focus Education Services, Inc. two (2) Founding Directors who will then elect a minimum of three (3) additional school board members by February 1, 2016 to help further the success, growth, and sustainability of Focus High. The Governing School Board shall thereafter be self-perpetuating. It shall recruit and select its own membership according to the provisions of the bylaws. A minimum of one (1) member of the School Governing Board must be an Officer or Director of Focus Education Services, Inc. Unless otherwise stated in the bylaws, members shall serve for a period of 1 year from the time they were appointed as noted in Board meeting minutes.

An operable Governing School Board shall consist of no less than three (3) and no more than fifteen (15) members. The Board will, as far as is practicable, maintain an odd number of members for voting purposes. A simple majority of the Board, in attendance either in person or telephonically, will constitute a quorum. A simple majority of those present will constitute action by the Board. The Board shall at all times ensure compliance with Arizona Open Meeting Law.

Qualifications of Board Members

The most important qualifications for Governing Board members shall be the following:

- Able to legally serve on an Arizona Charter School Governing Board, per statute.
- Able to commit one's time to serve as a Governor, Ambassador, Sponsor, and Consultant, as described above.
- Demonstrate specific, needed skills for the success, growth, and sustainability of the school.
- Demonstrate a strong commitment in the school's mission, vision, values, and academic program.
- Able to advocate for and advance the school's mission, vision, values, and academic program, and improvement efforts.

Governing School Board members shall be unpaid volunteers willing to give of their time and talents to the benefit the school and community. Focus High will seek to organize a Governing School Board comprised of competent individuals drawn from diverse fields and experiences that help further Focus' organizational vision and mission. Initially, Focus High will seek out individuals with the following skill sets to serve:

SKILL SET (Operations)	SKILL SET (Outreach)	SKILL SET (Support)
Academics	Community Connections	Properties/Real Estate
Technology	Public Relations/Marketing	Finance/Accounting
Management	Fundraising	Legal/Regulatory

Figure B.2.1: Ideal Board Member Composition

VACANCIES

The Board will ensure the long-term sustainability of the school by planning and providing for its own succession. As the Board grows and adds new positions, members resign, or tenure expires, new board members will be required to fill vacancies. Focus High will utilize multiple pathways to identify and invite prospective board members to apply for vacancies. Examples may include:

- Identify and invite current committee members
- Identify and invite organizational contacts who demonstrate relevant skills
- Maintain an open invitation to the community at large

Prospective new board members will be required to submit a resume to the existing board for consideration. Successor members or directors shall be elected by the affirmative vote of a simple majority (51%) of the existing Board members cast during a regular or special board meeting (see organizational bylaws 4.3c and 8.4). While vacancies may be filled throughout the school year as needed, the School Board will primarily focus on selecting new members in June of each year.

In an effort to successfully onboard and train new board members on organizational procedures and to help align new members in unity, vision, mission, and purpose, Focus will have a board member training in July of each year. Then, throughout the year, the Board shall hold professional development

sessions on effective governance. Sessions may be presented by the Arizona Charter Schools Association, a contracted service provider arranged by the board, or existing Board Members. Content will include potential conflicts of interest, compliance with open meeting laws, and human, material, and financial resource allocation.