C. Strength and Stability of the Charter Holder

1. Current Officers, Directors, Managers, or Partners

The corporate board (Board of Directors, or BoD) currently has ten (10) members. A detailed listing that includes areas of expertise and experience, sector represented, initial dates of service, length of service, and term expiration dates is included as an attachment.

Current members come from the private, public, educational, faith-based, and nonprofit sectors. They are representative of large and small business, higher education, the legal and financial communities, human resources, health care, youth development and nonprofit leadership. There is a conscious effort to have as members former program participants or students.

Members serve terms of three years, but may be re-elected to multiple terms if they continue to be interested and engaged. Terms are staggered in order to encourage continuity should there be a need for replacement. Longevity is encouraged to maintain the institutional memory of the organization, but is carefully balanced with regular recruitment of new members to take advantage of the value of fresh ideas and perspectives. The current average length of service is 5.8 years.

The corporate bylaws designate four officers: President, Vice President, Secretary, and Treasurer. As allowed in the bylaws an additional office – Vice President for Resource Development – has recently been added to focus on the need to increase resources for the organization. The individual who holds this office concentrates on strategies to expand all resources necessary for the continued viability of the organization, including board recruitment, nonrestricted funds, community partnerships, and corporate support. A copy of the corporate bylaws (*ACYR Bylaws*) is attached to provide more detailed information relative to length of terms, officers, etc.).

The Executive Director, Pam Smith, serves as a non-voting member of the corporate board.

1. Recruitment, Selection, and Development

There is an annual needs assessment for the recruitment of new members. The President of the Board appoints a recruitment committee, chaired by the Vice President for Resource Development. The committee reviews current membership against a matrix (see attached *Recruitment Matrix*), designed as a guide to ensure the membership represents a cross-section of the community and brings to the organization a variety of knowledge, expertise, and experience. Based on identified gaps, board members will contact individuals and/or corporate entities with whom they have professional relationships and whom they believe have an interest and commitment to the mission of ACYR. Additionally, ACYR maintains relationships with the Community Relations departments at several local corporations and has standing requests with these departments for individuals who may be interested in serving on the BoD. Should an unsolicited inquiry for membership occur, the board is open to these opportunities.

Prior to recommendation for election to the BoD, a member of the Executive Committee and the Executive Director will have several informal conversations with the potential members to ascertain their understanding of the organization's mission, their potential level of commitment, and the unique contribution they might make to the agency's growth and development. If there appears to be a clear match between the candidate and the organization's needs, the board President will extend a formal invitation, based on BoD approval. The candidate's name will be presented at the next BoD meeting as a formal action item.

Once elected, the President and Executive Director schedule a meeting with the new member to provide an orientation. The orientation includes:

- The organization's vision, mission, and core values
- Board member responsibilities and expectations
- An organizational overview and program summary
- The current budget and most recent audit and financial reports
- Information about Open Meeting Law requirements
- A discussion about the organization's strategic plan and its status
- A tour of the ACYR campus if one has not already been completed

An annual board retreat is held to renew commitment, review the strategic planning process; clarify information related to budgets, financial position, and programs; and set goals for the year. Open Meeting Laws are reviewed at each retreat. The organization subscribes to *The Nonprofit Board Report*, a resource for nonprofit boards published monthly. The publication covers topics such as fundraising, strategic planning, financial growth, etc., and is distributed to members for review.

2. Roles and Responsibilities

Board Members are responsible for the effective governance of the organization including its vigorous pursuit of its mission and objectives and the adherence to its core values. The BoD has five main functions:

Policy Administration: Assumes ultimate responsibility for internal policies which govern the organization, maintains the legal existence of the organization and ensures that it meets legal requirements for the conduct of the organization's business and affairs. Responsible for adopting and updating bylaws and ensures that the organization operates within them. Adopts policies which determine the purposes, governing principles, functions, activities and courses of action.

Evaluation: Monitors and reviews the organization's activities, operations and standards of performance, to include reviewing reports of appropriate committees; approving or rejecting proposals and recommendations; counseling and providing sound judgment on plans of committees or of the Executive Director.

Personnel: Employs, supports, and evaluates the Executive Director. Approves and updates policies which govern the administration of personnel. Participates in the recruitment and development of board members.

Finance: Approves and monitors the annual budget. Creates a financial climate for fulfilling the organization's purpose. Ensures that sufficient funds are available for the organization to meet its objectives. Authorizes and approves the annual audit.

Fundraising: Assists in planning and executing fundraising activities appropriate for the organization. Identifies sources of funds, solicits in-kind goods and services as well as providing financial support for the organization.

3. Role in Monitoring Academic Performance

A report from the Charter School Board Committee is a standard agenda item at all board meetings. The individual who represents the corporate board on the CSBC provides a detailed overview of items that were discussed at the last CSBC meeting (usually scheduled one week prior to the corporate board meeting). The BoD is fully informed as to goals, statistical progress, improvement efforts, and other issues affecting the school.