II Business Plan – Sustainability
Strength and Stability of the Governing Board

Part 1 Current Governing Board Members

As was mentioned in the Organization Chart section, our Governing Board and Corporate Governing Board are one in the same.
Current Governing Board members and a brief description of their backgrounds follow:

Dorothy Tucker, Chair & Acting Secretary

Ms Tucker is a retired teacher and adult educator. She has a Degree in Education from Colorado State and a Master of Science from Colorado University. She taught PE, Math and Science in the Denver Public School and has worked at major NY banks as a trainer in the IT departments. Ms Tucker spent several years as an IT consultant in her own business and with a consulting firm out of Texas, whose focus was on training IT staff in major corporations. Ms. Tucker has been on the Governing Board since 2003 and served as its Chair since June of 2004. In addition to being the Chair, she also heads the nominating committee and is the acting secretary. Her third term will expire in December 2012.

Dr. Robert Chartier, Vice Chair

Dr. Chartier graduated with a BS from Central Connecticut University, a MA from the University of Connecticut and received his Ed.D from Northern Arizona University. He has spent 42 years in the field of education, 39 years as an Administrator. He retired in 1999 after 21 years as Principal in the Madison School District in Phoenix. Dr. Chartier is a licensed teacher K-8, Principal and Superintendent. He serves on the finance committee, the capitol fundraising committee and the building committee. He was elected to the Governing Board in August of 2008. His first term will expire August 2011.

Reginald Monachino, Treasurer

Mr. Monachino's 35 year banking career on Wall Street included managing a clerical processing division of 250 people and four officers, managing services for pension funds, insurance companies, and investment portfolios for Fortune 100 companies and as a lending officer for a major money center bank, he completed $55 million in financings. In 2000 he established a de novo bank in Arizona for a Registered Investment Advisory group. He was a consultant to GE Capital for five years where he established a Quality Control program for their Trust Company. Mr. Monachino serves on our finance committee which helps establish our annual budget and assists in capitol fund raising for the new school. He has a BA from the University of Ottawa. Mr. Monachino has been on the Governing Board since 2005. His second term will expire in October, 2011.

Dana Gonder, Member

Mr. Gonder retired in 1994 from the Maricopa County Sheriffs Department. After many years in the Construction Industry he retired again in 2004. He brings to the Governing Board considerable knowledge about and experience in construction projects. Mr. Gonder is a parent of a former Ventana student and his son currently attends the Academy. He is currently the owner/proprietor of a local business in Cave Creek and is well known in the area. Mr. Gonder severs on our building committee and has been on the Governing Board since the fall of 2005. His second term will expire in November, 2011.

Shea Stanfield, Member

Shea Stanfield is a former Cave Creek Town Council Member. She holds a B.A. in Secondary Education/Graphic Arts and a M.Ed. in Elementary Education from Arizona State University. Ms Stanfield has current Elementary and Secondary Teaching Certificates with endorsements in Art, Reading, English as a Second Language, HQ in Language Arts and School Counseling. Ms Stanfield is also a Certified Reality Therapist with the William Glasser Institute International and holds an Association of Montessori International Certificate in Primary

Education. Ms Stanfield has worked over 40 years in the field of education in all her endorsement area. Her first term will expire August 2011.

We anticipate partnering with the Challenge Foundation, which will become effective July 1, 2010. One of their requirements is to have two of their people sit on our Governing Board. That addition would bring us to the seven person Governing Board allowed by our bylaws. We believe that the two people who have been suggested will bring legal, financial and real estate knowledge in one case and school marketing and web development in the other case. Both will have considerable knowledge and associates in the nationwide charter school world.

Part 2
Governing Board Member Recruitment, Selection and Development

The bylaws provide for a five to seven member Governing Board. When there are openings, the nominating committee reaches out to parents, interested community members and advocates for education. Interested parties will fill out an application, interview with one or two of the current Governing Board members and are presented to the Governing Board for membership, which requires a majority vote by the Governing Board at a meeting in which a quorum is present.

New Governing Board members are given the Arizona Open Meeting Law and the Arizona Public Records Law booklets provided by the Arizona Ombudsman- Citizens Aid. Additionally they are directed to our Governing Board handbook which is on our web site (www.ventanaschool.com). Reprints of various handouts from Brian Carpenter's presentations at the Arizona Charter School Association's conferences are made available to new Governing Board members.

For existing Governing Board members, we have a Governing Board Development topic on each agenda. Currently this topic addresses the Core Knowledge curriculum. Last fall the topic addressed Governing Board behavior, to lessen the stress level in our discussions by agreeing to call "time outs". (So far that is working!) Currently this topic is used to review and approve the Charter Renewal Application documents. Each summer the Public Meeting Law is reviewed.

Since 2004 the Governing Board has developed a Governing Board handbook, recruited new members, established a roles/responsibilities matrix for themselves and between themselves and the administration, attended workshops to improve their governance knowledge and skills, established and developed a job description and appraisal process for the Principal and a performance review for themselves, purchased property to build on, learned in the ins & out of trying to finance construction for a charter school, adopted the Core Knowledge Curriculum and is working toward partnering with TeamCFA (the Challenge Foundation Academies).

Part 3
Governance Structure & School Organization

Regarding the ***organization and structure***, the following is from the Governing Board handbook:

> "The major responsibilities of the Governing Board include oversight of all financial matters, establishment of school policy and the employment and removal of the Principal and all paid employees and contractors/vendors of the Academy. All such decisions of the Governing Board will be made by a majority vote at any meeting at which there is a quorum.
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> The Governing Board, collectively or individually, shall be available to the Principal of the Academy for consultation, advice and assistance in the resolution of any questions or issues with members of the community, parents or staff personnel. The Governing Board shall at all times recognize that in addition to safeguarding the school finances and establishing school policies, its duty is to provide support to the Principal in the overall administration of the school."

The Governing Board Handbook contains the following list of responsibilities for the Governing Board members and the direct reporting administrators.

Office	**Name**	**Bylaw responsibilities Article III Section 6**	**Additional assigned responsibilities**
Chair	Dottie Tucker	Chairperson Attends Governing Board meetings 1. Presides at all Governing Board meetings 2. Signs letters and contracts on behalf of school 3. Assigns officers & committee members	Point person for 1. Establishing agendas & editing minutes 2. Human Resource issues from the Principal 3. Overall management assist to the Principal 4. Is back up for check signing on all bank accounts 5. Chair of the Nominating Committee
Vice Chair	Bob Chartier	Vice Chairperson Attends Governing Board meetings 1. Assumes the duties of the Chair in the absence of the Chair 2. Provides general assistance and counsel to the Chair	Back up to Treasurer on signing Operating AP checks Point person for 1. Curriculum & Administration issues from the Principal 2. Chair of the Building & Finances Committees
Secretary	(Position open)	Secretary Attends Governing Board meetings 1. Records proceedings of all meetings. 2. Notifies the general public and Governing Board member of scheduled meetings. 3. Conducts correspondence for the Governing Board 4. Maintains files of all Governing Board records and correspondence. 5. Reviews the record-keeping of the school.	Point person for 1. Assisting Office Manager in setting up and maintaining the school's records management system *Note: These responsibilities may be delegated, but overall accountability remains with the Secretary.*
Treasurer	Reg Monachino	Treasurer Attends Governing Board meetings 1. Monitors the preparation of all financial reports or contracts with a professional accountant for such services Makes recommendations to the Governing Board to ensure the financial integrity of the school and compliance with all local, state, and federal regulations and with the State Department of Education requirements..	Signs checks for all accounts and Point person for 1. Chair of finance Committee 2. Administers the Building fund AP 3. Administers the Rural Schools Grant funds 4. Develops and maintains the annual advertising and publicity plan *Note: These responsibilities may be delegated, but overall accountability remains with the Treasurer*

Office	Name	Bylaw responsibilities Article III Section 6	Additional assigned responsibilities
Member	Dana Gonder	Attend Governing Board Meetings Assist in project assignments	1. Verifies all transmittal sheets 2. Governing Board liaison to Director of Business & Operations for Grounds and Maintenance issues 3. Member of the Building Committee
Member	Shea Stanfield	Attend Governing Board Meetings Assist in project assignments	1. Governing Board Liaison to Principal for curriculum issues
Principal	Helen Shoulders	Attend Governing Board Meetings 1. Keep the Governing Board informed as to the overall performance of the classified / certified employees and the student performance 2. Keeps the Governing Board informed as to the student performance 3. Keeps the Governing Board informed as to the curriculum and after school programs	1. Approves payroll for classified / certified employees 2. Has check signing privileges on the revolving account
Director of Business & Operations	Ken Bacher	Attend Governing Board Meetings 1. Keeps the Governing Board informed as to the recruitment & retention of the students and the community outreach programs for the school 2. Bring to the Governing Board's attention any financial and policy issues for their discussion and approval 3. Keeps the Governing Board informed as to the overall performance of the school's physical plant, contractors and the student enrollment	1. Reviews and approves all invoices 2. Oversees the budget 3. Oversees the website

Part 3
Governance Structure & School Organization (continued)

Roles, Accountability and Responsibility

The following list is designed to clarify lines of authority, accountability and responsibility between the Governing Board and the administration for each category of the school's functions.

Strategic direction & growth of school (Curriculum and after school emphasis, size of student body)

Who Initiates

Governing Board, Principal, Director of Business & Operations, Staff, Parents

Who Decides/Approves

Governing Board by majority vote

Who Implements /Is Accountable for Results

Governing Board designee (will vary depending on the initiative)

Who Reports Status

Governing Board designee to the Governing Board for their information and inclusion in the minutes

Building Project (Includes site selection, financing, selection of contractors, general & detail plans, and any & all items having to do with new or refurbished buildings.)

Who Initiates

Governing Board with input from interested parties, any change of direction requires a Governing Board vote

Who Decides/Approves

Governing Board by majority vote

Who Implements /Is Accountable for Results

Governing Board & its committees

Who Reports Status

Committee Chairs and Governing Board Chair to the Governing Board for their information and inclusion in the minutes

Finances-Operating Budget

Who Initiates

Finance committee: Principal, Director of Business & Operations, Business Manager, Governing Board Treasurer, and Outside Accountant

Who Decides/Approves

Governing Board

Who Implements/Is Accountable for Results

Director of Business & Operations

Who Reports Status

Accountant to Governing Board Monthly on Plan vs. Actual

Director of Business & Operations to Governing Board re changes to budget

Treasurer to Governing Board Monthly re: Balances

Finances-Capital Budget

Who Initiates

Governing Board, Parents, Administration, Staff

Who Decides/Approves

Governing Board

Who Implements/Is Accountable for Results

Governing Board designee with accountant assistance if needed

Who Reports Status

Governing Board designee

Finances- Accounts Payable

Who Initiates

Approved Budget
Receipt of Bills/Invoices

Who Decides/Approves

Invoices – Director Business & Operations
Check Requisitions – Business Manager
Transmittal Sheet – Governing Board Member
Payroll – Director Business & Operations
Checks –Governing Board Treasurer, Vice Chair in the wings

Who Implements/Is Accountable for Results

Business Manager accountable to Director Business & Operations

Who Reports Status

Accountant to Governing Board Monthly on Plan vs. Actual
Director of Business & Operations to Governing Board re: changes to budget
Treasurer to Governing Board re: Monthly Balances

Finances – Procurement (of items outside the approved budget, change in curriculum acquisition, items totaling more than $5,000)

Who Initiates

Need is presented to Governing Board with appropriate procurement procedures included via the Principal.
Relative to a capital projects, a Governing Board member presents to the Governing Board

Who Decides/Approves

Governing Board

Who Implements/Is Accountable for Results

Director of Business & Operations except capital procurement, then the delegated person from the Governing Board Implements & is accountable for results

Who Reports Status

Director of Business & Operations or delegated Governing Board person: In either event, status is reported to the Governing Board and recorded in the minutes

Contracts/Work Agreements

Who Initiates

Director of Business & Operations for non certified/classified employees and school vendors (with vendor/consultant recommendations from Principal for curriculum and student services)
Principal for classified and certified employees & Registrar
Governing Board for a capital Project contracts

Who Decides/Approves

Governing Board by majority vote
Contracts signed by Chair for employees and school vendors,
Governing Board designee for a capital Contracts

Who Implements/Is Accountable for Results

Principal & Director Business & Operations for employees and school vendors
Governing Board designee for a capital project contracts

Who Reports Status

Principal & Director of Business & Operations for employees and school vendors
Governing Board designee for capital project contracts
Both to the Governing Board for recording in the minutes

Development (School's standing in the community, Donor Base, Volunteer Base, Student Recruitment)

Who Initiates
Governing Board, Principal, Director of Business & Operations, Parents, Staff
Who Decides/Approves
Governing Board
Who Implements/Is Accountable for Results
Director Business & Operations
Who Reports Status
Director Business & Operations

Web/Internet

Who Initiates
Director of Business & Operations, Principal, input from TeamCFA, Governing Board
Who Decides/Approves
Governing Board re: Governing Board business,
Director of Business & Operations re: events,
Principal re: faculty & students
Who Implements/Is Accountable for Results
Web Master
Who Reports Status
Director of Business & Operations

Regulatory Reporting (to ASBCS, ADE, State and Federal)

Who Initiates
Principal
Who Decides/Approves
Regulatory agencies
Who Implements/Is Accountable for Results
Registrar to Principal
Who Reports Status
Principal

Contractor/Vendor Reporting

Who Initiates
Receipt of invoice/repetitive agreed payments
Who Decides/Approves
Director of Business & Operations
Who Implements/Is Accountable for Results
Business Manager
Who Reports Status
Monthly status to the Governing Board by Director of Business & Operations for their information and inclusion in the minutes

Classified & Certified Staff- Hiring, Development, Firing

Who Initiates

Principal recommends candidate to the Governing Board with a synopsis of the person's qualifications and checked references

Who Decides/Approves

Governing Board gives tentative approval. Final approval after the candidate is presented to the Governing Board

Who Implements/Is Accountable for Results

Principal, Governing Board Chair signs work agreement before it is given to the new employee

Who Reports Status

Periodic status to the Governing Board for their information and inclusion in the minutes by Principal

Principal recommends rehire or dismissal

Non Classified & Non Certified Staff- Hiring, Development, Firing

Who Initiates

Director of Business & Operations

Who Decides/Approves

Governing Board gives approval.

Who Implements/Is Accountable for Results

Director Business & Operations, Governing Board Chair signs work agreement before it is given to the new employee

Who Reports Status

Periodic status to the Governing Board for their information and inclusion in the minutes by Director Business & Operations

Director Business & Operations recommends rehire or dismissal

Curriculum (Includes subjects, media, techniques)

Who Initiates

Principal, staff, parents, Governing Board

Who Decides/Approves

Principal with curriculum committee

Governing Board if replacing a curriculum

Who Implements/Is Accountable for Results

Principal

Who Reports Status

Periodic status to the Governing Board for their information and inclusion in the minutes by Principal

Student Extra Curricula Activities (Clubs, field trips, guest speakers, etc***)***

Who Initiates

Principal, Director of Business & Operations, staff, parents, Governing Board

Who Decides/Approves

Principal

Governing Board if in support of a new direction the Governing Board desires for the school

Who Implements/Is Accountable for Results

Principal

Who Reports Status

Periodic status to the Governing Board for their information and inclusion in the minutes

Part 3 Open Meeting Law

Regarding the Open Meeting Law, the bylaws dated 3/25/09 state in Article III Section 4 Meetings:

- Governing Board members shall meet at such times and places as required by these bylaws. The agenda for each meeting shall be posted in a public place at least 24 hours prior to each meeting. The meetings will be open to the general public in accordance with ARS 38-431.01.
- Annual budget meetings will be scheduled in the spring of each year to review and approve a preliminary and final budget for the following fiscal year that begins July 1. These budgets will be submitted as per the Arizona Department of Education's schedule.
- Any other meetings may be called by the chair and /or any Governing Board member with the stipulation that all meetings must have a posted agenda and subsequent minutes as per the Arizona State Public Meeting Law.
- Roberts Rules of Order shall be the parliamentary authority followed in all deliberations of the Governing Board.

Part 3 Decision Making

Regarding ***decision making*** by the Governing Board:

Policies

All policies are approved by majority vote at a public meeting in which a quorum is present. They are published in the Parent/Student Handbook, the Staff Handbook or the Governing Board Handbook as appropriate. The meeting minutes in which a policy decision was passed lists that policy, which is then put into the appropriate handbook as an addendum. Annually the handbooks are updated and reissued.

Income and Expense

Each spring the Principal, our account and the finance committee develop the next school year's budget based on actuals of the previous year's income and expenses and a conservative estimate of the anticipated enrollment. This is presented to the full Governing Board for their approval.

Monthly our accountant reports our Balance Sheet, a Summary Budget Comparisons, Cash Flow Projection, and an Operating Statement. Variances from the budget are discussed and resolved.

Selection of Contractors/Vendors

When selecting either we list the criteria desired, yet three competitive bids, score the bids against the criteria and make selection via the majority vote of the Governing Board in a meeting in which a quorum is present. The bids are oral, written or sealed depending on the total amount anticipated and following our procurement guidelines. The Business Manager serves as our purchasing agent.

Part 4 Monitoring Academic Performance

The Principal and Special Ed/Core Knowledge Coordinator regularly report to the Governing Board the school's AIMSweb results. All students are tested at the beginning of school, midyear and at the end of school. These results are shared with the individual student's parents and the overall results shared with the Governing Board. The Core Knowledge Coordinator will recommend to the Governing Board when any new/different curricular resources needed.

See also the PMP section of the renewal documents.