



Board of Directors Manual

Table of Contents

Welcome	2
Section 1: Organizational Overview	3
• Mission Statement	4
• Our Values	4
• Our Vision	5
• Our History	6
• Bylaws and Articles of Incorporation	7
Section 2: The Job of the Board	
• Board Member Contact Information	9
• Board Member Commitment Agreement	11
• Officer Role Descriptions	13
• Board Annual Calendar	22
Section 3: Our Organization	23
• Organizational Structure/flowchart	24
• Board Committees	25
• Board Policies	31
Section 4: Strategic Plan	
Section 5: Budget and Financial Reports	
Section 6: Meeting Minutes	



Welcome to Our Board

We are delighted to welcome you to our Board of Directors. The following manual provides background information and structure for our organization and ensures that we operate as good stewards of Leelanau Montessori Public School Academy's (Leelanau Montessori) resources and as dynamic, passionate leaders in pursuing our mission. We hope you enjoy your tenure on our Board and find our work to be fulfilling and rewarding.

Revised: 12-14-15



SECTION 1: ORGANIZATIONAL OVERVIEW



Our Mission

Leelanau Montessori Public School Academy nurtures the whole child in a prepared environment based on respect, individuality, a love of learning, and freedom with responsibility.

Our Values

Montessori Beliefs are as follows:

1. To nurture a positive attitude towards learning and foster an abiding sense of curiosity while giving the child an opportunity to acquire skills and knowledge essential for a lifetime of learning and living, including but not limited to Montessori curriculum and the required State standards.
2. To build and encourage habits of initiative, concentration, perseverance, and organization while the children strive for their fullest potentials, learning self-pacing and time awareness.
3. To develop a sense of self-respect, confidence, responsibility, and inner discipline in a caring, cohesive, supportive learning community.
4. To foster hypothesis, experimentation, observation, discovery and application.
5. To foster socially acceptable behavior, from a sense of belonging, service, freedom to choose with responsibility to others, life and the environment, and stewardship of peace.
6. To develop a compassion and reverence for life and the earth's environment, and assume a personal responsibility for stewardship of the earth including world peace.
7. To create caring, cohesive, and supportive learning communities.
8. To foster dynamic partnerships with families for a consistent Montessori framework and educational experience.

9. To provide a creative, aesthetically pleasing, adaptive/dynamic, inspirational environment that responds to the child's needs and interests.
10. To develop sensory and motor skills that enables and sharpens the ability to discriminate, judge, and control.

Our Vision

Leelanau Montessori children will attain mastery of essential academic skills, an inner disciplinary drive toward self-fulfillment and actualization while allowing the ongoing development of each child's imagination and creative abilities.

Leelanau Montessori is located within the Suttons Bay Public School building. One of our staff would love to give you a tour of our classrooms and answer any questions you may have regarding the Montessori philosophy and curriculum. Leelanau Montessori is tuition free for all five year olds and up, and tuition based for children 1 1/2 to 4 years old. We are licensed by the State of Michigan and funding may be available through the Department of Human Services or through the Great Start Readiness Program.

Leelanau Montessori is a public school and therefore supports a nondiscriminatory open enrollment process.



Our History

Leelanau County's Montessori journey began in 1984 with the introduction of the Suttons Bay Children's House, at the base of Herman Road, just a short distance from our present location. As these students matured, requests for a Montessori elementary school arose. In 1991, Suttons Bay Montessori Elementary opened on East Pine View about half a mile west of the Children's House. Two years later it moved out of its portable classroom into a home of its own, situated next door to the Children's House. Both schools were privately owned, and funded through tuition. In 1996, Leelanau Montessori Elementary was invited to become a part of Suttons Bay Public School. In 2001, through the hard work of dedicated alumnae, parents, staff, and other community members the primary program also merged with the Suttons Bay Public School, reuniting the Montessori programs.

Revised: 12-14-15



Bylaws

<http://www.leelanaumontessori.org/78/bylaws>

Revised: 12-14-15



SECTION 2: THE JOB OF THE BOARD



Board of Directors Roster 2015-2016

Sarah Bordeaux – President
8235 E. O'Brien Road
Lake Leelanau, MI 49653
(231) 360-0357
joshuadeters@aol.com Term Ending June 30, 2018

William Chaney – Secretary
4574 S. Bay Valley Drive
Suttons Bay, MI 49682
231-866-4222
wmlchaney@gmail.com Term Ending June 30, 2016

Alicia Evans – Trustee
623 N St. Joseph/P.O. Box 924
Suttons Bay, MI 49682
(231) 620-8556
aliciae0321@gmail.com Term Ending June 30, 2018

Elizabeth Lint – Vice President
10766 S. Orchard Way
Traverse City, MI 49684
(231) 935-4252 (231) 633-2974 cell
ejswaney@charter.net Term Ending June 30, 2018

Colleen Macdonald – Trustee
9773 E. Valley Hills Drive
Traverse City, MI 49684
(231) 929-2168 (231) 620-1286 cell
rwty@charter.net Term Ending June 30, 2016

Tom McConnell – Trustee
66 Highland Drive
Lake Leelanau, MI 49653
(231) 256-9606 (231) 620-2284 cell
tom@mconnellassociates.com Term Ending June 30, 2016

Revised: 12-14-15

Ben Nelson - Treasurer
840 S. Pit Road
Lake Leelanau, MI 49653
(231) 944-5101 cell
Nelsonlmpsa@gmail.com

Term Ending June 30, 2017

Nicole Martin
11149 E. Meadow View Drive
Suttons Bay, MI 49682
(231) 432-0211
Nicolemartin0707@hotmail.com

Term Ending June 30, 2019

Rebecca Creighton, Interim Head of School, *ex officio* member

Physical address:

310 Elm Street
Suttons Bay, Mi, 49682

Mailing address:

P.O. Box 838
Suttons Bay, Mi, 49682

creightonr@leelanaumontessori.org

(231) 271-8600 ext. 120



Board of Trustees Role Description

General Responsibilities:

Responsible for ensuring that the academic program of Leelanau Montessori Public School Academy (LMPSA) is successful, that the school's program and operation are faithful to the terms of its charter, and that the school is a viable organization.

Specific Responsibilities:

1. **Determine the mission and purpose of LMPSA and keep it clearly in focus**
 - Create and periodically review the mission statement which:
 - Serves as a guide to organizational planning, Board and staff decision-making, volunteer initiatives, and setting priorities.
 - Is used as the vehicle for assessing program activities to ensure that the organization remains aligned to its original purposes.
 - Understand and support the mission statement.
2. **Select the Head of School**
 - Reach consensus on the Head of School's job description.
 - Undertake a careful search process to find the most qualified individual.
 - Advise and approve contract negotiation and renewal.
3. **Support and review the performance of the Head of School**
 - Provide frequent and constructive feedback.
 - Assist when Board members overstep prerogatives or misunderstand their roles.
 - Compliment for exceptional accomplishments.
 - An *ad hoc* committee appointed by the Board will provide for an annual written performance review with a process agreed upon with the Head of School well in advance.
4. **Ensure effective strategic planning**
 - Approve a strategic plan that includes concrete, measurable goals consistent with the long-term vision of the school.
 - Develop annual Board goals.
5. **Ensure adequate resources**
 - In conjunction with the Fundraising, Grant and Marketing Committees,
 - Approve fundraising targets and goals.

- Assist in carrying out the resource plan.

6. Manage resources effectively

- Approve the annual budget.
- Monitor budget implementation through periodic financial reports.
- Ensure any 3rd party contractors meet best practice standards in their policies and procedures.
- Provide for an independent annual audit by a qualified CPA.
- Ensure the full Board has the proper training to be effective stewards of public funding.
- Ensure adequate insurance is in force to cover students, staff, visitors, the Board, the assets of the school and as required by our charter agreement.

7. Oversee and strengthen the programs and services

- Assure programs and services are consistent with the mission and the charter.
- Through the Head of School:
 - Approve measurable organizational outcomes.
 - Monitor progress in achieving the outcomes and goals.
 - Assess the quality of the program and services.

8. Enhance Leelanau Montessori's public standing

- Serve as ambassadors, advocates and community representatives of the school.
- Ensure that no Board members represent themselves as speaking on behalf of the Board unless specifically authorized to do so.
- Support the Head of School in providing for a written annual report and public presentation that details Leelanau Montessori's mission, programs, financial condition, and progress made towards charter promises.
- In conjunction with the Marketing Committee, approve goals of an annual public relations program.

9. Ensure legal and ethical integrity and maintain accountability

- Establish policies to guide the school's Board members and staff.
- Adhere to the provisions of the school's bylaws and articles of incorporation.
- Adhere to local, state, and federal laws and regulations that apply to the school.
- Ensure compliance with all federal, state, and local government regulations

10. In conjunction with the Governance Committee, recruit and orient new Board members and assess Board performance

- Define Board membership needs in terms of skill, experience, and diversity.
- Cultivate, check the credentials of, and recruit prospective nominees.
- Provide for new Board member orientation.
- Conduct an annual evaluation of the full Board and individual trustees.



Board President Role Description

Member of, Elected by and Reports to: The Charter School Board

Supports: The Head of School

Term of Office: One year; renewable for two consecutive years with the approval of a majority vote of the Board; a third consecutive year may be held in the case of an unfilled position.

General Responsibilities:

The Board president is the senior volunteer leader of the school who presides at all meetings of the Charter School Board and other meetings as required. The Board president is an *ex officio* member of all committees of the organization. The Board president oversees implementation of Board and school policies.

Specific Responsibilities:

1. Works with the Head of School, other Board officers, and committee chairs to develop the agendas for the Charter School Board meetings, and presides at these meetings.
2. In consultation with other Board officers, appoints volunteers to key leadership positions, including positions as chair of Board committees and task forces, and cultivates leadership succession.
3. Recognizes his or her responsibility to set the example for other Board members by playing a major role in fundraising activities.
4. Works with the Charter School Board, paid staff and volunteers, in accordance with the charter school's bylaws and mission, to establish and maintain systems for:
 - Planning the organization's human and financial resources and setting priorities for future development.
 - Reviewing operational effectiveness and setting priorities for future development.
 - Ensuring the legal and ethical standard.
 - Hiring and evaluating the Head of School.
 - Developing and maintaining an effective Board culture.

- Developing an effective pipeline of future leaders of the Board.
5. In conjunction with the Governance Committee, manages the development of the Board in order to help it work more effectively and efficiently.
 6. Works with the Head of the School and other Board officers to develop both immediate and long-term goals and expectations for the Board that support organizational priorities and governance concerns.
 7. Communicates effectively with and supports the Head of the School in his/her job as manager of the school. In this capacity, focuses on ensuring that the Board governs rather than manages.
 8. Works with the Committee Chairs and the Head of the School to keep apprised of committee work and to ensure that committees have the resources needed to do their job. Also, works to ensure effective and efficient communications between the committees and the Board.
 9. Creates a safe environment for decision-making by inviting participation, encouraging varying points of view and stimulating a frank exchange of ideas in an effort to provide shared decision-making.
 10. Communicates with the Board effectively so the Board information system focuses on decision-making, stimulates participation and supports an appropriate balance of responsibility between Board and staff.
 11. Links with major stakeholders when it is agreed that the president is the most appropriate person to represent the organization at a key meeting, write an editorial for a newspaper or thank a major donor.

Qualifications:

- Commitment and energy to support the charter school and its values; an understanding of the school's mission and goals, and the distinctions between governance and management.
- Strong leadership skills to inspire a shared vision for the school and for the Board's work. Stimulated by a commitment to the mission, the Chair should guide the Board toward articulating and committing to a commonly held perception of the future of the School.
- Strong network of relationships within the greater community to leverage resources for the organization.
- Strong shared vision with staff about school mission and goals for student achievement.
- Strong facilitation and communication skills and an understanding of group process.
- Objectivity so that dialog is productive and contributions are encouraged from all sides of an issue.
- Decisiveness in order to tackle and resolve difficult issues and to keep the business of the Board moving.

Revised: 12-14-15

- An ability and willingness to support, encourage and develop a strong, entrepreneurial school leader.
- Strong organizational skills.

Indicators of effectiveness:

- Meets annual goals as identified and adopted at the beginning of the leadership term, including specific goals for development.
- Is perceived by other Board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on student growth.
- Is perceived by senior staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.



Board Vice President Role Description

Member of, Elected by and Reports to: The Charter School Board

Supports: The Board President

Term of Office: One year; renewable for two consecutive years with the approval of a majority vote of the Board; a third consecutive year may be held in the case of an unfilled position.

General Responsibilities:

The Vice President is the secondary volunteer leader of the charter school and as such, discharges the duties of the President as required in the President's absence. The Vice President supports the activities of the President including sharing responsibilities as appropriate.

Specific Responsibilities:

1. In President's absence, presides at meetings of Charter School Board. Serves as *ex officio* member of standing committees.
2. Recognizes his or her responsibility to set an example for other Board members by playing a major role in fundraising activities.
3. Works with the President to assist in developing the agendas for Charter School Board meetings.
4. Advises the President on appointing volunteers to key leadership positions, including positions as chair of Board committees and task forces.
5. Assists the President by taking on responsibility as necessary for communication with committee chairs.
6. Supports and challenges the President in all his/her responsibilities to ensure organizational priorities and governance concerns are addressed in the most effective and efficient manner.
7. Represents the Board in the community, especially at events at which the President cannot attend.
8. Other duties as delegated by the President.

Qualifications:

- Commitment to and energy to support the charter school and its values; an understanding of mission and goals, and the distinctions between governance and management.
- Strong leadership and collaborative skills to support the President and to offer alternative proposals in the interest of best serving the organization.
- Strong facilitation and communication skills and an understanding of group process.
- Objectivity so that dialog is productive and contributions are encouraged from all sides of an issue.
- Decisiveness in order to tackle and resolve difficult issues and to keep the business of the Board moving.
- Strong organizational skills.

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the Board at the beginning of the leadership term.
- Is perceived by other Board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on student growth.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.



Board Treasurer Role Description

Member of and Elected by: The Charter School Board

Reports to: The Board President and the Charter School Board

Supports: Head of School, Business Services Provider, Office Manager, and auditors as necessary.

Term of Office: One year; renewable for two consecutive years with the approval of a majority vote of the Board; a third consecutive year may be held in the case of an unfilled position.

General Responsibilities:

Provides direction for the financial management of the school and facilitates the Board in meeting its financial oversight responsibilities.

Specific Responsibilities:

1. Acts as chair of the Finance Committee.
2. Provides direction for the oversight of the school's record keeping and accounting policies.
3. Ensures the presentation of timely and meaningful financial reports to the Board.
4. Ensures the development of annual budget and its submission to the Board for its approval. Leads the monitoring of budget implementation.
5. Oversees development and Board review of financial policies and procedures. With the Finance Committee, monitors the adherence to financial policies and procedures adopted by the Board.
6. Develops and monitors any investment policies adopted by the Board.
7. Ensures that assets are protected and invested according to Board policy.
8. Leads the Board in assuring compliance with federal, state, and other financial reporting requirements.

9. Presents the recommendation of the auditor to the Board for their approval. With the Finance Committee reviews the results of the audit including the management letter, develops a plan for remediation, if necessary, and presents the results to the Board.
10. Recognizes his or her responsibility to set the example for other Board members by playing a major role in fundraising activities.
11. Takes responsibility for designing an annual Board education program so that all Board members can effectively conduct oversight of the financial health of the organization.

Qualifications:

The Treasurer must display:

- A commitment to the charter school and its principles, mission and goals, and the distinctions between governance and management.
- A strong understanding of the record keeping, accounting systems, financial reports and financial policies and procedures.
- An ability to focus on both the short-term and long-term financial health of the organization.

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the Board at the beginning of the leadership term.
- Is perceived by other Board members as being transparent and efficient in delivering financial reports and as being aggressively protective of the integrity of the organization's fiscal management.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.



Board Secretary Role Description

Member of and Elected by: The Charter School Board

Reports to: The Board President and the Charter School Board

Supports: Member of the staff or volunteer taking minutes.

Term of Office: One year; renewable for two consecutive years with the approval of a majority vote of the Board; a third consecutive year may be held in the case of an unfilled position.

General Responsibilities:

Provides direction for the keeping of legal documents including minutes of all meetings of the Board of the school.

Specific Responsibilities:

1. Certify and keep at the main office of the school the original, or a copy of the by-Laws as amended or otherwise altered to date.
2. Keep at the main office of the school or at such a place as the Board may determine a book of minutes of all meetings of the Trustees and meetings of committees. Minutes shall record time and place of meeting, whether regular or special, how called, how notice was given, the names of those present or represented at the meeting and the proceedings thereof.
3. Present for approval by the Board copies of all minutes of meetings of the Board.
4. Ensure that all notices are duly given in accordance with the provisions of the by-Laws or as required by law.
5. In general, serves as the protocol officer of the Board, ensuring that the keeping and posting of meeting minutes, meeting notifications, adherence to open meeting laws, and other procedural requirements are followed legally and ethically.
6. In general, perform all duties incident to the office of the Clerk and such other duties as may be required by law, by the Articles of Incorporation or by-laws, or which may be assigned to him or her from time to time by the Charter School Board.

Revised: 12-14-15

7. Recognizes his or her responsibility to set the example for other Board members and by playing a major role in fundraising activities.

Qualifications:

- A commitment to the school and an understanding of the school and its values, mission and goals and the distinctions between governance and management.
- An understanding of the required record keeping and the laws of the jurisdiction (city, state) in which the school operates.
- A capacity for attention to detail.

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the Board at the beginning of the leadership term.
- Is perceived by other Board members as being an accurate and reasonable steward of the decision-making history of the organization and as being ever mindful of the duties and requirements of public service.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.

Board of Directors Annual Calendar

July 2015	July 20, 2015; Organizational Meeting	
	<ul style="list-style-type: none"> * Administer Oath of Office to New Trustees * Appointment of new officers * Consent Agenda * Board Governance * Committee and Task Force Calendars * Auditor Selection * June Financials 	
August	August 17	Board of Directors Meeting
September	September 21	Board of Directors Meeting
October	October 19	Board of Directors Meeting
November	November 16	Board of Directors Meeting
December	December 14	Board of Directors Meeting
January 2016	January 18	Board of Directors Meeting
February	February 15	Board of Directors Meeting
March	March 21	Board of Directors Meeting
April	April 18	Board of Directors Meeting
May	May 16	Board of Directors Meeting
June	June 20	Board of Directors Meeting; 2016 Budget Hearing

SECTION 3: OUR ORGANIZATION

Revised: 12-14-15

Organizational Chart

Committee Charters

Overview: There are seven standing committees that support the Board. The committees include Finance, Governance, Academic Excellence, Marketing, Fundraising, Grants, and Facilities. The Board President and HOS serve as members or *ex officio* members on all committees. Each committee shall post its meeting dates, times and location on the LMPSA website and subsequently post its meeting minutes within seven days after a meeting.

The following charters outline each committee's purpose and responsibilities.

FINANCE COMMITTEE

Purpose: The Finance Committee oversees the required monthly financial reports for the Board, oversees the draft budget with Head of School, anticipates future financial needs, and addresses financial issues that relate to providing adequate resources for operations. This Committee is also responsible for overseeing an annual external financial audit, presenting the final audit to the Board for approval and ensuring appropriate financial controls are in place. The Finance Committee shall prepare and recommend to the Board appropriate policies for the management of the organization's assets.

Primary Responsibilities:

- Review annual budget with Head of School and Business Services Provider prior to its submission to Board.
- Determine necessary Board financial reports and format.
- Oversee preparation of financial reports as needed.
- Monitor financial reports and identify potential financial issues.
- Through the Head of School, monitor checking account and cash flow/balance.
- Conduct financial forecasts and project future needs.
- Identify process and timing for conducting audit including selection of an auditor.
- Facilitate audit process; ensure access to required information and records is available to the auditors.
- Review initial audit reports.
- Provide final audit report and explanations to Board.
- Create specific, measurable Board-level goals for the year as part of the full Board's planning process.

- Serve as ambassadors for the organization and promote a positive image/reputation.

Structure: The Finance Committee includes Board members with the Board Treasurer serving as the Committee's chair. The Head of School (*ex officio*) and Board President (*ex officio*) shall serve on the Committee. The work of the Finance Committee is subject to review and approval by the full Board. It reports routinely to the Board and submits committee minutes.

Schedule: Meets, at a minimum, on a monthly basis.

ACADEMIC EXCELLENCE COMMITTEE

Purpose: The Academic Excellence Committee oversees the development and implementation of academic excellence goals, completes the Michigan School Improvement Framework, and supports the Head of School in oversight of the GSRP and Title VII Parent Advisory Committees.

Primary Responsibilities: It is important to note that this is a governance function, not a management function, and it is anticipated that school leadership will collaborate and help lead the work of this Committee. The Committee's main role is to assure that academic excellence is defined, and that the Board approves annual goals to attain academic excellence goals.

- Define and continue to refine what academic excellence means for LMPSA.
- Ensure that all Board members understand the key charter promises we have made to our community and to our authorizer.
- Work with the Head of School to devise clear and consistent ways to measure progress towards stated goals.
- Work with the Head of School to set annual academic excellence goals, to be presented to and approved by the full Board.
- Work with the Head of School to share with the Board annual successes, barriers to reaching academic excellence, and strategies to overcome these barriers.
- Arrange for Board training on issues related to academic oversight and academic excellence, as needed.
- Create specific measurable Board-level goals for the year as part of the full Board planning process.
- Report to the Board at regular meetings of the Board in a manner determined by the Board.

Structure: The Academic Excellence Committee includes at least one Board member and the Head of School (*ex officio*). The work of the Academic Excellence Committee is subject to review and approval by the full Board. Reports routinely to the Board and submits Committee minutes.

Schedule: Meets, at a minimum, on a monthly basis.

GOVERNANCE COMMITTEE

Purpose: The Governance Committee has the primary responsibility for matters pertaining to Board of Trustee recruitment, nomination, orientation, training and evaluation in accordance with the Bylaws as well as established policies and practices approved by the Board.

Primary Responsibilities:

- Analyze the skills and experience needed on the Board.
- Create a short and long-term Board recruitment strategy.
- Work with Board President and Head of School on a succession plan for Board officers.
- Recruit candidates to serve as members of the Board and develop a slate of trustees for consideration by the membership at the annual meeting in accordance with selection/election procedures outlined in the bylaws.
- Develop and review annually the procedures for Board recruitment.
- Develop an orientation and training plan for new Board trustees.
- Assist in the planning of an annual Board retreat and other deeper strategy sessions as needed.
- Develop and revise a Board member handbook outlining the responsibilities of the Board and Board members, Board policies, and other relevant information (e.g. Board Manual, strategic planning documents, policies, etc.).
- Conduct Board education as needed.
- Create specific measurable Board-level goals for the year as part of the full Board planning process.
- Regularly evaluate the effectiveness of Board meetings, and make recommendations for improvement to the President and the full Board as needed.
- Annually coordinate an evaluation of the full Board and individual trustees.
- Report to the Board of Trustees at regular meetings of the Board in a manner determined by the Board.

Structure: The chair of the Governance Committee shall be a member of the Board of Trustees. Other members of this committee shall be the Board President, members of the Board of Trustees, and the Head of School (*ex officio*). The work of the Governance Committee is subject

Revised: 12-14-15

to review and approval of the full Board. Reports routinely to the Board and submits committee minutes.

Schedule: Meets, at a minimum, on a monthly basis.

FUNDRAISING COMMITTEE

Purpose: The Fundraising Committee's main responsibility is to develop and oversee the raising of funds to support the organization's mission.

Primary Responsibilities:

- Provide forum with Development Coordinator for coordinating fundraising activities and contacts.
- Establish a fund development plan and related fundraising strategies and calendar. These include, and are not limited to, annual appeals, community-sponsored events, house gatherings and 'friend-raising', and planned giving.
- Develop and uphold policies and procedures with assistance from the Development Coordinator.
- Coordinate the implementation of the fundraising plan with efforts by board member, staff, parent volunteers, and community members.
- Utilize the task force in place to successfully carry out the fundraising events and activities that are part of the annual fundraising plan; supervise the functions of the task group.
- Partner with the Development Coordinator to develop prospects, donors, and other mailing/contacts lists.
- Collaborate with the Development Coordinator to conduct donor meetings focused on soliciting major gifts with Development Coordinator.
- Identify fundraising infrastructure needs.
- Involve all board members in fundraising, such as having board members make telephone calls to ask for support, and conduct donor meetings.
- Monitor fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost effective.
- Participate in fundraising training sessions and evaluate and refine strategies to insure their successful execution.
- Create specific measurable board-level goals for the year as part of the full board planning process.

Revised: 12-14-15

- Serve as an ambassador and promote the organization's image, visibility and case for support within the community.
- Produce and vote within task group, fundraising calendar for the next year by June for the following school year.

Schedule: Meets, at a minimum, on a monthly basis.

GRANTS COMMITTEE

Purpose: The Grant Committee shall assist and advise the Board regarding its responsibility for oversight of LMPA's financial development by seeking external funding through grants for activities and programming that support and enhance the LMPA community in accordance with LMPA Mission, Vision, and Values.

Structure:

- Appointments of the chair and members of the Grant Committee shall be made annually by the President with the advice and consent of the Board in accordance with the Bylaws.
- The chair of this committee may be a member of the Board.
- Additional members may be appointed and need not be members of the Board.
- A member of the committee shall be appointed to take minutes at every meeting and to submit those minutes to the committee chair.

Responsibilities: The Grant Committee's primary responsibilities include preparation of proposals and grant applications through responsible and professional work in researching, identifying, developing and responding to public and private grant opportunities in the areas of Education, Youth Development, Health, Technology, and other related areas.

- Collaborate with school faculty and the Head of School to identify opportunities.
- Collaborate with the Finance Committee to identify opportunities.
- Report to the Board at regular meetings in a manner determined by the Board.
- Annually evaluate its work as a committee and the objectives it has set.

Schedule: Meets, at a minimum, on a monthly basis.

MARKETING COMMITTEE

Purpose: The Marketing Committee assumes the primary responsibility for management of the Leelanau Montessori brand, developing and implementing all marketing communications vehicles whether they are broadcast, online or print, and assisting faculty and staff in the promotion of new and ongoing school events.

Primary Responsibilities:

- Develop an annual marketing strategy based on the current situation.
- Help Montessori staff create advertising and marketing materials.
- Work with Head of School on plans to increase enrollment every year to target levels.
- Differentiate the Montessori Method from others whenever possible.
- Assume the management of and consistency of the Montessori message in all marketing communications vehicles.
- Contain all costs within the parameters of the annual marketing budget.
- Review marketing activities on a monthly basis throughout the school year.
- Engage all opportunities for unpaid media as part of the annual campaign.
- Engage all opportunities for online and social media promotion.
- Evaluate the effectiveness of the various marketing campaigns.
- Keep Board members apprised of all marketing activities.

Structure: The chair of this committee shall be a member of the Board of Trustees. Other members of this committee shall be members of the Board of Trustees, the Head of School, Leelanau Montessori staff, and volunteers. The work of the Marketing Committee is subject to review and approval of the full Board. Reports routinely to the Board and submits committee minutes.

Schedule: Meets, at a minimum, on a monthly basis

FACILITIES COMMITTEE

Purpose: The Facilities Committee is established by and responsible to the Board of Trustees to assume the primary responsibility of creating a Montessori inspired environment.

Responsibilities: The Committee's main role is to assure that goals, both short and long-term, are defined, and that the Board approves goals to attain a Montessori inspired environment. It is important to note that this is a governance function and not a management function, and is anticipated that the school leadership will lead the work of this Committee.

- Define and continue to refine what a Montessori inspired environment looks like for the school.
- Work with school faculty and the Head of School to recommend both short-term and long-term goals, to be presented to and approved by the Board.
- Report to the Board at regular meetings in a manner determined by the Board.
- Annually evaluate its work as a committee and the objectives it has set.

Structure:

- A member of the Committee shall be appointed to take minutes at every meeting and to submit those minutes to the Committee chair.
- Appointments of the chair and members of the Facilities Committee shall be made annually by the President of the Board with the advice and consent of the Board and school leadership and in accordance with the bylaws.
- The chair of this committee shall be a member of the Board of Trustees.
- Additional Task Force members may be appointed and need not be members of the Board.

Schedule: Meets, at a minimum, on a monthly basis.



Board Policies

Whistleblower Policy

Leelanau Montessori expects all Board members to be honest and ethical in their conduct, and to comply with applicable Federal and State law, Board policies and administrative guidelines. The Board encourages and requires all Board members to report possible violations of these Board expectations. Board members, parents, volunteers, contractors and concerned citizens are encouraged to report possible violations, based on a good faith belief.

It is the responsibility of a Board member who is aware of conduct on the part of any Board member or staff member that possibly violates Federal or State law, or Board policy, to call this conduct to the attention of the Head of School. If the Head of School is not responsive or is the staff member whose behavior is in question, the Board member may report the conduct to the Board President. If the reported conduct relates to the Board President, the report may be filed directly with the Board Vice President. After such a report is made, the Board member will be asked to put the report in writing. Any Board member making such a report shall be protected from discipline, retaliation, or reprisal for making such report as long as the Board member had a good faith belief as to the accuracy of any information reported. Board members may be subject to removal from the Board for knowingly making a false report under this policy. Board members may also be subject to removal from the Board, if they are aware of a violation of Federal, State, or local law involving or relating to the business of the District and they do not make a report confirmed in writing to the Head of School or Board President in accordance with this policy.

The Head of School shall develop administrative guidelines necessary for implementation of this policy, including the development of forms upon which such reports may be made.

Approved: December 14, 2015

Last Revised: December 14, 2015

CONFLICT OF INTEREST POLICY & AGREEMENT

The standard of behavior at Leelanau Montessori involves all staff, volunteers, and Board members scrupulously avoiding conflicts of interest between the interests of Leelanau Montessori on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest. An actual or potential conflict of interest occurs when a Board member, employee, or volunteer is in a position to influence a decision that may result in a personal gain for that Board member, employee, volunteer, or for a relative of a Board member, employee, or volunteer. A “relative” is any person who is related by blood or marriage or whose relationship with the Board member, employee, or volunteer is similar to that of persons who are related by blood or marriage. No “presumption of guilt” is created by the mere existence of a relationship with such potential. If Board members, employees, or volunteers have any influence on transactions involving purchases, contracts or leases, it is, however, required that they disclose such to the Board President promptly so that safeguards can be established to protect all parties.

I understand that the purposes of this policy are to protect the integrity of Leelanau Montessori decision-making process, to enable our supporting students and the community-at-large to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and Board members. Upon or before my election to the Board, hiring or appointment, I will make a full, written disclosure of interests, relationships, and listing of holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a benefit or gain. After disclosure, I understand that I may be asked to leave the room for the discussion and may not be permitted to vote on the question.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

Signed: _____ Date: _____

Absenteeism Policy

Absence of 25% or more of regular meetings per year shall be considered a resignation. The Board of Directors shall be vested with the authority to remove any member from office, for cause, upon one week's notice of the purpose of the meeting, and providing a majority of the Directors present, a vote of two-thirds of those present and voting in favor of removal of such member. Board members who provide 24 hours or more notice to the Board President may attend Board meetings by conference call or video meeting.

Approved: December 14, 2015
Last Revised: December 14, 2015

Disclosure of News or Information Policy

The Head of School of Leelanau Montessori serves as the principal contact with the news media and the spokesperson for the organization. Employees, Board members, and volunteers will not participate in public interviews or release information related to the organization without consulting with the Head of School. If decided on as part of a planned strategy, the Board President may serve as the principal contact and spokesperson with the media.

Operational, donor and budget planning information as well as Board, staff and volunteer information related to any Leelanau Montessori activities shall not be disclosed or released to any person or public media. Information requests that are subject to the Freedom of Information Act must be referred to the Head of School and will follow the School's protocol for these requests. Questions concerning protocols for specific situations should be directed to the Head of School.

Approved: December 14, 2015
Last Revised: December 14, 2015

Confidentiality Policy

In the course of your Board service, you may have access to confidential or proprietary information. This information includes employee files, background check results, medical records, billing data, and all other protected health information, as well as information related to business function including its management, business plan, bullying, collections, human resources, payroll, research, technology and information systems. You are expected to respect and maintain the confidentiality of such records and information in strictest confidence for the sole and exclusive benefit of Leelanau Montessori. Requests for information shall be referred to the Head of School who will follow the School's Freedom of Information Act procedure.

Revised: 12-14-15

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

Signed: _____ Date: _____

Approved: December 14, 2015
Last Revised: December 14, 2015

Sexual Harassment and other Unlawful Harassment Policy

Leelanau Montessori is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

- Unwanted sexual advances.
- Offering employment benefits in exchange for sexual favors.
- Making or threatening reprisals after a negative response to sexual advances.
- Visual conduct that includes leering, making sexual gestures, or displaying sexually suggestive objects or pictures, cartoons or posters.
- Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes
- Verbal sexual advances or propositions.
- Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, or invitations.
- Physical conduct that includes touching, assaulting, or impeding or blocking movements. Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment; (2) submission or rejection of the conduct is used as a basis for making employment decisions; or, (3) the conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

"Harassment" is defined as bullying, intimidation, or humiliating comments or actions intended to humiliate redundant or embarrass the recipient.

Revised: 12-14-15

If a Board member experiences or witnesses sexual or other unlawful harassment including receiving notice of harassment by an employee, he/she should report it immediately to the Head of School. If the Head of School is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Board President. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of harassment will be quickly and discreetly investigated. To the extent possible, the confidentiality of the complainant and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, the complainant will be informed of the outcome of the investigation.

Any Board member who becomes aware of possible sexual or other unlawful harassment must immediately advise the Head of School or Board President so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

Approved: December 14, 2015

Last Revised: December 14, 2015

Document Destruction Procedure

The Sarbanes-Oxley Act addresses the destruction of business records and documents and turns intentional document destruction into a process that must be carefully monitored. Nonprofit organizations should have a written, mandatory document retention and periodic destruction policy. Policies such as this will eliminate accidental or innocent destruction. In addition, it is important for administrative personnel to know the length of time records should be retained to be in compliance.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years
Expense Analyses/expense distribution schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports	3 years
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws and charter	Permanently
Patents and related Papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

Approved:

Last Revised:



SECTION 4: STRATEGIC PLAN



SECTION 5: BUDGET & FINANCIAL REPORTS

<http://www.leelanaumontessori.org/55/budget-and-salary/compensation-transparency-reporting>



SECTION 6: MINUTES

<http://www.leelanaumontessori.org/126/board-meeting-minutes-15-16-school-year>