

# Leelanau Montessori Public School Academy

## Board of Directors Manual

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## 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.

# SECTION 1: ORGANIZATIONAL OVERVIEW

## Our Mission

Leelanau Montessori 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 enable and sharpen 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.

## 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 those 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 alumni, parents, staff, and other community members the primary program also merged with the Suttons Bay Public School, reuniting the Montessori programs. In 2010, Leelanau Montessori became a charter school authorized by Suttons Bay Public Schools and leased space in the former high school building.

In 2018, Leelanau Montessori was granted an 8 year charter by Bay Mills Community College and purchased our own building in Lake Leelanau. Leelanau Montessori's history is long and tells the story of a community that values educational choice in Leelanau County. With strong family support, Leelanau Montessori has grown and nurtured and educated hundreds of children in authentic Montessori environments. We look forward to many more years serving the families in our region.

The Leelanau Montessori staff would love to give you a tour of the 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.

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

## SECTION 2: THE JOB OF THE BOARD

### Role of the Board of Directors

#### **General Responsibilities:**

Responsible for ensuring that the academic program of Leelanau Montessori 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.

**Term of Length:** 3 years.

#### **Specific Responsibilities:**

1. **Determine the mission and purpose of Leelanau Montessori 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, and led by the Academic Excellence Chair, 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 3<sup>rd</sup> 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 Development 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, articles of incorporation, and charter.
- 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 Leelanau Montessori Board of Directors

**Supports:** The Head of School

**Term of Office:** One year; renewable with the approval of a majority vote of the Board.

**General Responsibilities:**

The Board president is the senior volunteer leader of the school who presides at all meetings of the Leelanau Montessori 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 Leelanau Montessori 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 Leelanau Montessori Board, paid staff and volunteers, in accordance with the Leelanau Montessori'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 Leelanau Montessori 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 President 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 processes.
- 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.
- 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 Leelanau Montessori Board of Directors

**Supports:** The Board President

**Term of Office:** One year; renewable with the approval of a majority vote of the Board.

### **General Responsibilities:**

The Vice President is the secondary volunteer leader of Leelanau Montessori 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 the President's absence, presides at meetings of the Leelanau Montessori 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 Leelanau Montessori 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 and energy to support Leelanau Montessori and its values; an understanding of the school's 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 processes.
- 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 Leelanau Montessori Board

**Reports to:** The Board President and the Leelanau Montessori Board

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

**Term of Office:** One year; renewable with the approval of a majority vote of the Board.

**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 the annual budget and any necessary budget amendments and their 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 Leelanau Montessori 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 Leelanau Montessori Board

**Reports to:** The Board President and the Leelanau Montessori Board

**Supports:** Member of the staff or volunteer taking minutes.

**Term of Office:** One year; renewable with the approval of a majority vote of the Board.

**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 Bylaws 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 Board 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 Bylaws 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 Bylaws, or which may be assigned to him or her from time to time by the Leelanau Montessori Board.
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 (Leelanau County, Michigan) 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

At the annual organizational meeting, held each July, the Board of Directors sets the dates, times, and places of the board's regular meetings for the coming year. Historically, the monthly board meetings have been held on the 3rd Wednesday of the month, at 6 pm, in the Health Department Conference Room. The organizational meeting

## Open Meetings Act

All meetings of the Leelanau Montessori Board shall be held in compliance with the [Open Meetings Act \(OMA\), Public Act 267 of 1976](#).

**Notice requirements:** Board meetings may not be held unless public notice is given consistent with the OMA. To meet this requirement, a public notice is posted within 10 days after the organizational meeting in July stating the dates, times, and places of the board's regular meetings.

For a rescheduled regular or a special meeting, notice must be posted at least 18 hours before the meeting. All decisions of the Board must be made at a meeting open to the public.

**Presence:** As a general rule, under the OMA, a Board member must be present in person to vote on any business before the board. However, remote participation is permitted if absence is due to:

- military duty,
- The need for a "reasonable accommodation" under the ADA for a qualified disability under the ADA.

At a meeting that accommodates members absent due to military duty, only those members absent due to military duty may participate remotely. Each member attending the meeting remotely shall make a public announcement at the outset of the meeting stating that they are attending remotely.

## SECTION 3: OUR COMMITTEES

### Overview

There are six standing committees that support the Board. The committees include Finance, Governance, Academic Excellence, Marketing, Development, and Grants. The Board President and HOS serve as members or *ex officio* members on all committees. Generally, it is expected that each committee will meet at least once per month, and will report on its activities at the monthly board meeting. Some committees, as noted below, may meet on a quarterly or biannual basis.

### Applicability of the Open Meetings Act to Committee Meetings

The OMA does not apply to committees and subcommittees composed of less than a quorum of the full Board of Directors if they are merely advisory, or are only capable of making recommendations concerning the exercise of governmental authority. Our committees are set up to be advisory in nature. The work of the committees is subject to review and approval by the entire Board. Therefore, the OMA does not apply. That said, interested members of the public are encouraged and welcome to attend committee meetings. In the event a committee is given the power to make a decision on behalf of the board as a whole, the OMA would apply.

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 the 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 the 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, including facilities needs and requirements.
- 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, supports the Head of School in oversight of the Parent Advisory Committees, and ensures that the HOS evaluation complies with the MDE requirement and is completed. As a primary responsibility, this committee is tasked to ensure equitable access for faculty, staff, students, and their communities.

**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 Leelanau Montessori.
- 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 Director recruitment, nomination, orientation, training and evaluation in accordance with the Bylaws as well as established policies and practices approved by the Board. The Governance Committee is also responsible for monitoring governance and compliance matters, and developing and/or updating policies as required.

**Primary Responsibilities:**

- Analyze the skills and experience needed on the Board.
- Create a short and long-term Board recruitment strategy.
- Work with the 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 candidates for consideration by the Board of Directors in accordance with the nomination procedures outlined in the Bylaws.
- Ensure that all Board of Director candidates nominated by the Board are forwarded to Bay Mills Charter Schools Office for approval by the Bay Mills Board of Regents.
- Develop and review annually the procedures for Board recruitment.
- Develop an orientation and training plan for new Directors.
- 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 Directors.
- Report to the Board at regular meetings of the Board in a manner determined by the Board.
- Work with the HOS to identify new or changed legal mandates that require Board approved policy to implement.
- Review existing Board policies, recommending updates as required.
- Ensure all compliance requirements established by the Charter School Authorizer are met in a timely manner.

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

## Development Committee

**Purpose:** The Development Committee's main responsibility is to coordinate and oversee the raising of non-public funds to support the school's mission.

**Primary Responsibilities:**

- Provide a forum for coordinating all fundraising activities to benefit Leelanau Montessori and its students.
- Establish a fundraising plan and related fundraising strategies and calendar for school-based fundraising. These include, and are not limited to, annual appeals, product sales, house gatherings and 'friend-raising', and planned giving.
- Develop and uphold policies and procedures for fundraising.
- Serve as primary liaison with the Leelanau Montessori Forever Foundation (LMFF), the non-profit supporting organization that raises and distributes funds for the benefit of Leelanau Montessori.
- Ensure that the names of potential Board members of the LMFF nominated by the remaining directors of that Board are presented for consideration and appointment at a Leelanau Montessori Board meeting.
- In conjunction with the Head of School, identify specific funding needs that cannot be met with operational funding or school-based fundraising, and communicate those needs to LMFF for their consideration.
- Coordinate the implementation of the fundraising plan with efforts by board members, staff, parent volunteers, and community members.
- Utilize staff, board and volunteers to successfully carry out the fundraising activities that are part of the annual fundraising plan. Develop prospects, donors, and other mailing/contacts lists.
- Conduct donor meetings focused on soliciting major gifts.
- 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 by the school and the LMFF to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost effective.
- Create specific measurable board-level goals for the year as part of the full board planning process.
- Serve as an ambassador and promote the organization's image, visibility and case for support within the community.
- Coordinate with Grant and Marketing Committees on goals/objectives for the school's growth and stability.

**Structure:** The chair of the Development Committee shall be a member of the Board of Directors. Other members of this committee shall be the Board President, the chairs of the Grant and Marketing Committees, and the Head of School (*ex officio*). The work of the Development 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 biannual basis, generally in September and April.

## Grants Committee

**Purpose:** The Grant Committee shall assist and advise the Board regarding its responsibility for oversight of Leelanau Montessori's financial development by seeking external funding through grants for activities and programming that support and enhance the LPMSA community in accordance with Leelanau Montessori 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.
- 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 and Development Committees to identify opportunities/needs.
- 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 quarterly basis, with additional meetings as needed from time to time, as determined by the committee chair

## 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 the 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 Directors. Other members of this committee shall be members of the Board of Directors, 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 quarterly basis, with additional meetings as needed from time to time, as determined by the committee chair.



## SECTION IV: BOARD POLICIES

The following policies have been approved by the Leelanau Montessori Board of Directors to govern the conduct of Board members in the execution of their duty.

### 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, 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.

### Conflict of Interest Policy

Board members shall scrupulously avoid 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 is in a position to influence a decision that may result in a personal gain for that Board member, or for a relative of a Board member. A “relative” is any person who is related by blood or marriage or whose relationship with the Board member 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 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.

The purposes of this policy are to protect the integrity of the Leelanau Montessori decision-making process, to enable our students and the community-at-large to have confidence in our integrity, and to protect the integrity and reputations of Board members. Upon or before appointment to the Board, Board members shall make a full, written disclosure of interests, relationships, and listing of holdings that could

potentially result in a conflict of interest, using the Bay Mills Charter School Office Conflict Disclosure Form. This written disclosure will be kept on file and should be updated as appropriate, and annually as required by Bay Mills.

In the course of meetings or activities, Board members shall disclose any interests in a transaction or decision where that member, their family and/or their significant other, employer, or close associates will receive a benefit or gain. After disclosure, the Board member may be asked to leave the room for the discussion and may not be permitted to vote on the question.

This policy is meant to supplement good judgment, and Board members shall respect its spirit as well as its wording.

## Absenteeism Policy

Unexcused 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, but may only participate in, and vote on business of the Board if the requirements of the Open Meetings Act are met (absence due to military service or a medical condition).

## 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.

## 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 functions 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.

## 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.

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.

## 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.

| <b>Type of Document</b>                          | <b>Minimum Requirement</b> |
|--|----------------------------|
| 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     |

## SECTION 5: REFERENCES FOR BOARD

### Michigan Revised School Code Sections Pertaining to Public School Academies

- [380.501](#) Public school academy; scope; powers; definitions.
- [380.502](#) Public school academy; organization; operation; bodies authorized to issue contract; application to obtain contract; contents; oversight; suspension of powers; fees; presumption of legality; intergovernmental agreement to issue public school academy contracts.
- [380.503](#) Public school academy; issuance of contract; priority; petition to place question on ballot; submission; resolution; contents of contract; compliance with applicable laws; governmental immunity; exemption from taxation; acquisition of property; oath of office.
- [380.504](#) Location; operation at other than single site; documentation that proposed educational model results in measurable progress; discrimination prohibited; admission limits; enrollment; priority; grades and programs offered.
- [380.504a](#) Public school academy; additional powers.
- [380.505](#) Use of certificated teachers; use of noncertificated individuals by public school academy run by state public university or community college; report of new or revised teaching techniques.
- [380.507](#) Authorizing body; duties; powers; fiscal agent; revocation of contract; notice of certain conditions; consideration of other public school options; decision to issue, not issue, or reconstitute contract, or terminate or revoke contract; discretion; corrective measures; transition for affected pupils upon revocation of contract; notice to superintendent of public instruction.

### Board Information from Bay Mills Community College Charter Schools Office (our authorizer)

See the “resources” tab at: <https://bmcsso.org>

### Contract to Charter a Public School Academy issued by Bay Mills Community College Board of Regents to Leelanau Montessori Public School Academy

This is the contract that allows Leelanau Montessori to operate as a Public School Academy. The contract was issued on July 1, 2018, and is valid for eight (8) years. The contract and

subsequent amendments can be viewed on the Bay Mills charter schools office website, under the schools tab, school listing, Leelanau Montessori. <https://bmcsso.org/school-listings/?paged=3?>

## Bylaws

The bylaws of Leelanau Montessori, which govern the board of directors, can be accessed on the Leelanau Montessori website, under the board tab:

[https://4508c65d-0d3f-46ab-9893-23f3a57496de.filesusr.com/ugd/d1793e\\_195d4f5aa5004aaf8c821faa4eff5f79.pdf](https://4508c65d-0d3f-46ab-9893-23f3a57496de.filesusr.com/ugd/d1793e_195d4f5aa5004aaf8c821faa4eff5f79.pdf)

## Leelanau Montessori Policies

The board-approved policies that govern the operations of Leelanau Montessori can be found on the Leelanau Montessori website, under the board tab:

[https://4508c65d-0d3f-46ab-9893-23f3a57496de.filesusr.com/ugd/d1793e\\_76220864636f42729315859d1a8792be.pdf](https://4508c65d-0d3f-46ab-9893-23f3a57496de.filesusr.com/ugd/d1793e_76220864636f42729315859d1a8792be.pdf)

## Board Meeting Agendas and Minutes

Minutes for Leelanau Montessori Board Meetings can be found on the Leelanau Montessori website, under the Board Tab. [Board Agendas & Meetings for Leelanau Montessori School - Suttons Bay, Michigan](#)

## Budget and Financial Reports

The annual budget can be obtained by asking the Finance Committee Chair or Head of School. Monthly financial reports are shared with Board members each month prior to the monthly meeting.

## Useful acronyms, terms to know

- ISD: Intermediate School District, now referred to as Northwest Education Services.
- M-STEP: Michigan student Test of Educational Progress, a computer-based assessment for students in grades 3 and up.
- NWEA: Testing system used three times per year to measure a student's academic level and growth

## Board Policy Acknowledgement Form

The Board of Directors of Leelanau Montessori are committed to the highest ethical and professional standards of conduct in pursuit of its mission.

The Leelanau Montessori Public School Academy Board of Directors Manual contains the following policies in furtherance of that commitment:

- Whistleblower Policy
- Conflict of Interest Policy
- Absenteeism Policy
- Disclosure of News or Information Policy
- Confidentiality Policy
- Sexual Harassment and other Unlawful Harassment Policy
- Document Destruction Procedure

In signing your name below, you are stating that you have reviewed these Board of Directors Policies and agree to abide by them.

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Signature

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Date

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Print your name