



The mission of the International School of Monterey is to educate all children toward becoming conscientious, compassionate, and responsible citizens of the world.

Board of Trustees Policy Manual

Statement of Expectations

As an innovative charter school and accredited international school, ISM is proud to have attracted dynamic and visionary men and women from many parts of the world to serve on its Board of Trustees. This active governing board offers all trustees the opportunity to serve on board committees that fit their interests and skills. The board expects all trustees to support the school generously with their time, treasure, and talent.

This board works to:

- ▶ Understand, shape, and take into account the culture and norms of ISM and its community.
- ▶ Ensure trustees are well informed about the school and the board's roles, responsibilities, and performance.
- ▶ Nurture the development of the board as a group, foster cohesion, and attend to the board and school's wellbeing.
- ▶ Recognize the subtleties of issues, dissect complex problems, and synthesize appropriate responses.
- ▶ Develop and maintain healthy relationships amongst key constituencies.
- ▶ Envision and shape institutional directions by focusing on a strategic approach to ISM's future.
- ▶ Foster a spirit of openness, honesty, and collegiality in all of its deliberations.

The board expects each trustee to support the mission and vision of the school; to pursue the strategic commitments, outcomes, and priorities adopted by the board through the *ISM Strategic Plan*; and to commit to meeting all of the following expectations.

Attendance

The board expects each trustee to attend at least 9 of the 12 regularly scheduled board meetings, including the annual retreat, and an equal percentage of committee meetings. When a meeting is missed, the trustee is responsible for following up with the board or committee chair on the substance of the meeting.

Financial Support

The board expects each trustee to make a personal contribution appropriate to personal means as part of the annual board donation and to capital campaigns. The board expects that ISM will be one of the top two philanthropic beneficiaries of each trustee's financial support during the trustee's tenure on the board. One hundred percent participation by trustees in school fundraising efforts serves as one of the key indicators to alumni and foundations of the school's strength as a well governed institution.

Solicitation

The board expects each trustee to assist in soliciting additional funds for the school. The Advancement Committee, ISM staff, and ISM Foundation members work with all trustees to identify potential donors and assist with plans to reach those donors.

Committee Participation

The board expects each trustee to chair at least one standing board advisory committee or, if not chairing a committee, to serve on at least two. The board chair makes all standing committee assignments in consultation with the individual trustees, and may ask trustees to also serve on ad-hoc committees from time to time.

Advocacy

The board expects trustees to act as advocates for the school within the larger community, and among parents and alumni. In turn, trustees should bring the concerns and needs of these constituencies to the attention of the school. Trustees can play a positive role in promoting the school to potential students and their families.

Confidentiality

It is understood that the work of the board and its committees during closed sessions must be treated confidentially. If the decisions made by the board during closed sessions are publicly disseminated, the details of the deliberations and discussions during closed session should remain confidential. Since many of the board's discussions are sensitive in nature, it is particularly important for trustees to keep confidentiality in mind as they interact with faculty, staff, parents, and students.

Standing Advisory Committee Charters

The standing advisory committees of the ISM board will have the following roles and responsibilities.

Advancement Committee

The Advancement Committee shall oversee and ensure coordination of all aspects of fundraising at ISM, including:

- ▶ Board contributions
- ▶ Contributions through the ISM Foundation
- ▶ Fundraising events
- ▶ Fundraising from external sources such as the international community
- ▶ Grantwriting

The Advancement Committee shall work with board members in raising funds for the school, as well as the administration in developing and implementing fundraising strategies.

The chair and one other trustee serving on the Advancement Committee shall serve as liaisons to the ISM Foundation, to ensure that, though an independent nonprofit, the Foundation mission and activities remain consonant with the mission and policies of ISM.

Audit & Oversight Committee

The Audit & Oversight Committee shall:

- ▶ Ensure that the board fulfills its financial oversight responsibilities.
- ▶ Oversee the integrity of ISM's financial accounting process and systems of internal controls regarding finance, accounting and use of assets.
- ▶ Oversee the independence and performance of the independent auditors and staff with finance responsibilities.
- ▶ Oversee the operation of ISM conflict of interest policies and declarations.
- ▶ Provide an avenue of communication among the school's independent auditors, management, staff, and board.

- ▶ Conduct any investigation (within legal and ethical boundaries) appropriate to fulfilling its responsibilities, with direct access to the independent auditors as well as to anyone in the organization.
- ▶ Recommend, when appropriate, that the board retain special legal, accounting, or other consultants or experts it deems necessary for the board to fulfill its fiduciary responsibilities.

Budget & Finance Committee

The Budget & Finance Committee shall:

- ▶ Provide oversight for the financial management of ISM.
- ▶ Work with the ISM Director to develop and monitor the annual budget.
- ▶ Work with the Director to develop systems that ensure timely and accurate financial reports to the board.
- ▶ Regularly review and analyze the financial reports to identify areas of concern and recommend appropriate action by the administration and board.

Program Committee

The Program Committee shall:

- ▶ Provide oversight for the delivery of the ISM curriculum and ensure that it aligns with the ISM mission, vision, and academic commitments.
- ▶ Work with the ISM Director and Budget & Finance Committee to ensure that the annual budget provides for the full implementation of the school curriculum.
- ▶ Work with the ISM Principal to ensure that ISM provides appropriate professional development to teachers to fully implement the school curriculum and pedagogy.
- ▶ Work with the ISM Principal to ensure an appropriate framework for teacher evaluation that supports implementation of the school curriculum and pedagogy.
- ▶ Work with the ISM Director and Strategic Planning Committee to ensure annual assessment of parent satisfaction with program delivery.
- ▶ Work with the ISM Principal to review and analyze student assessment to ensure that the school curriculum and pedagogy meet student development needs.

Strategic Planning Committee

The Strategic Planning Committee shall:

- ▶ Ensure that the Board of Trustees adopts and annually updates a five-year strategic plan that maps long-term strategic commitments, medium- to long-term strategic outcomes, and short-term strategic priorities.
- ▶ Ensure that the strategic plan serves as a usable reference that guides virtually all decisions by trustees and school administrators.
- ▶ Identify persistent, challenging issues, and constructively ensure that the strategic plan effectively addresses each.
- ▶ Provide ISM Community members with multiple opportunities for input into the strategic planning process, both direct and through representation.
- ▶ Unite members of the ISM Community around common purposes, and excite them about their roles in the future of the school.
- ▶ Solidify an open, respectful, and productive relationship among the ISM trustees and the school faculty, staff, administration, and families.

Trusteeship Committee

The Trusteeship Committee shall:

- ▶ Establish systems for considering and presenting candidates for board membership.

- ▶ Monitor and address the effectiveness of individual trustees and the Board of Trustees as a whole, including the administration and reporting of the annual board effectiveness questionnaire.
- ▶ Oversee the annual process of nominating and electing trustees and officers according to the *ISM Bylaws*.
- ▶ Review and recommend changes to the bylaws and this board policy manual.
- ▶ Conduct annual performance reviews of the ISM Director.

Evaluation

Board Performance

Each year, the board will engage in a process to assess board effectiveness. An annual questionnaire prepared by the Trusteeship Committee will be given to all trustees to complete. A summary of the evaluation will be presented to the board by the board chair.

Trustee performance

The board chair or a designee will meet individually with each new trustee at the end of the trustee's first year on the board. The meeting provides an opportunity to gain a fresh perspective from new members as to how the board functions. It also offers an opportunity to discuss the participation of the new member. Either the board chair or a member of the Trusteeship Committee will meet with each trustee at the end of the trustee's service on the board.

Conflict of Interest

The Board of Trustees has adopted a conflict of interest policy and each Trustee signs a conflict of interest statement on an annual basis.

Dual Roles

Due to ISM being a charter school, parent and grandparent trustees play an important role on the board. Parents and grandparents may join the board because of their positive associations with the school as parents or grandparents. Parent and grandparent trustees should be aware of the special burden placed on them to maintain a trustee role separate from their role as a parent or grandparent.

Communications

The ISM Director and board chair are the school's official spokespersons. If the media contacts individual trustees for information on any subject or issue, the board member should refer them to these official spokespersons.