26-27 Gov Charter

Governance Committee Charter 2026 - 2027

Board 2025 - 2027 Strategic Monitoring Plan

Committee Members:

Chair	● Rebecca Langrall, Vice-Chair, Board of Directors
Board Members	● Stephanie Madlinger, Chair, Board of Directors ● Whitni Perry, Director ● Shinita Jones Simpson, Director ● Gary Stevenson, Treasurer, Board of Directors
TLS Staff	● Courtney Moulder, Executive Director, non-voting member

Expectations & Accountability

1. **Board Member Code of Conduct & Expectations**:
   - Demonstrate the organization's work and values, acting as an ambassador.
   - Serve on at least one Committee.
   - Attend at least 80% of regular board and committee meetings.
   - Financially contribute to one or more fundraising activities annually.
   - Disclose any personal or professional conflicts of interest immediately.
   - Maintain confidentiality of private information regarding the school, staff, and clients.
   - Notify the board chair if unable to fulfill responsibilities.
2. **Removal and Termination Procedures**:
   - Failure to adhere to these criteria may result in termination.
   - Termination must be proposed through a motion by a TLS board member during a closed-session.
   - The member in question must be allowed an opportunity to address the motion during the closed-session.
   - A 2/3 affirmative vote of present board members is required to terminate.

Responsibilities of the Committee

Perform the duties of the Committee as set forth in this charter.

- **Recruit, Onboard, Educate:** Identify individuals qualified to become Board members, recommend nominees, and develop board members' understanding of their roles and responsibilities
- **Compliance and Committee Oversight:** Ensure school leaders and Board members comply with all statutory and regulatory requirements, review/determine board committee size and function, and ensure committees operate effectively by attending meetings, reviewing

agendas/minutes and adhere to the TLS/Board Compact, Conflict of Interest policy, and the Board Member Agreement.

- **Assessment and Evaluation:** Oversee and approve the process and guidelines for the annual evaluation of the performance of The Leadership School Executive Director, The Leadership School Board of Directors and its committees, and monitor/promote Board engagement in school events.
- **Policy Stewardship:** Review relevant sections of TLS Charter documents, policies, and bylaws at Board meetings to ensure mission alignment, revise existing policies, and generate new policies in response to emergent needs.

Meeting Schedule:

- First Wednesday of every month, 6pm - 7:30pm, virtual

General Purpose of the Committee

The Governance Committee serves as the strategic governance body responsible for ensuring the long-term viability, organizational health, and mission-alignment of The Leadership School through effective Executive Director oversight, board recruitment, evaluation, and both ED and board leadership succession.

Core Strategic Pillars

1. **Governance Capacity & Sustainability (Board Self-Management):** Manage the board lifecycle through proactive recruitment, vetting, and onboarding of new talent, self management, and self development to support the Year 6–10 Sustainability. Define and maintain metrics for board engagement, including attendance, financial contribution, and school/event participation. Develop systems to support the work of committees, including record keeping, reporting, task management, calendaring, and communication protocols.

2. **Executive Oversight (Executive Director Management and Supervision):** Lead the Executive Director (ED) succession plan; negotiate the ED employment contract; develop and deploy semi-annual job description- and strategic plan-aligned ED evaluations; oversee all ED job-aligned responsibilities including communication protocols, professional development, coaching, and corrective action.

3. **Legal Literacy & Strategic Communication (Policy, Compliance, Reporting):** Cultivate board-wide legal literacy to ensure rigorous oversight of the 2027–2032 charter renewal, interpret and execute on the connection between Charter Contract, Board bylaws and policies, annual state and authorizer compliance expectations and the board's legal responsibilities. Revise existing policies and develop new policies in response to emergent needs. Compile all

goal metrics, compose and disseminate biannual board reports to stakeholders. Use personal connections, professional networks, and board reporting to court donors and promote the school.

Committee Values

As a TLS Board Committee focused on Governance, our philosophy is built on the distinction between **Executive Responsibility** (the 'Means') and **Board Oversight** (the 'Ends').

- **Strategic & Sustainable Stewardship:** We treat the board's collective talent as a primary resource, prioritizing succession planning that fortifies the school for future charter terms.
- **Generative Oversight & Partnership:** We partner with the Executive Director to refine the school's strategic plan and ensure clear boundaries between board governance and staff execution.
- **Evidence-Based Inquiry:** We utilize self-assessments and data-driven tools such as the Board Engagement Tracker, Board Task Management Tracker, Leadership Professional Development Tracker, using the Tracker Directory to manage data-driven oversight efficiently. In addition, we use qualitative and quantitative metrics to evaluate Board and Executive Director performance and growth.
- **Inclusive & Transparent Governance:** We commit to building a board that reflects the community and maintains transparent and effective communication protocols.

Board Self-Evaluation & Strategic Development Plan

- **Board/ED Delineation:** Biannual (Jan & June) review and sign-off on the Board/ED Compact to clarify collaboration vs. autonomy.
- **Meeting Efficiency:** Adherence to the 'Pulse Dashboard' protocol; committee meetings that emphasize strategic 'Deep Dives' over operational updates.
- **Governance Literacy:** Establish an annual 'Legal Literacy' training module for all board members to ensure consistent understanding of charter renewal and fiduciary obligations and metrics.

Governance Roadmap: Years 6-10 Sustainability

- **Shift from Operational to Generative Governance:** Committee Sustainability's focus from foundational systems development (start-up) to strategic oversight and pipeline/board management (maturity).
- **SPARK Playbook:** Prioritize the completion and maintenance of this playbook as the central repository for 'How We Lead' (e.g., audit simulations, strategic inquiry protocols, institutional knowledge capture).
- **Long-Term Succession Pipeline:** Develop a formal 3-year rolling recruitment cycle to ensure deep talent benches for future leadership positions.

Committee Goals - Board Accountability (Self-Evaluation)

Approved 8.25.26

1. **Committee Governance Efficacy**
   - **Measure:** 90% or more of committee members report they agree or strongly agree that the Governance Committee functioned as a high-performing body.
   - **Evidence:** Adherence to the 'Ends vs. Means' framework; utilization of the Pulse Dashboard; consistent prioritization of strategic 'Deep Dives' over operational status; use of Committee-Based Resources for Professional Learning and other professional learning sources, leading to continual updating of the Board Professional Development Tracker.
2. **Board Engagement (TLS Internal School Goal #10)**
   - **Measure:** 80% or higher attendance at Board and Committee meetings by all members; 100% financial contribution; and participation in at least four school-based events per year.
   - **Evidence:** Board Engagement Tracker data.
3. **Governance Continuity**
   - **Measure:** Finalization of a 'Year 6-10 Governance Roadmap' and completed *SPARK Playbook* (SP) by June 2027.
   - **Evidence:** SPARK, mapping Year 5 outcomes to the 2027-2032 charter vision.
4. **Strategic Maturity (Years 6-10)**
   - By June 2027, the committee will have delivered a Sustainability report documenting the alignment of AY 26-27 governance structures with the 2027-2032 charter performance framework and performance metrics.

Focus Areas

Focus Area 1: Board Development - Recruitment, Onboarding, and Succession

Note: Connection to Original Charter Goal 10 (Board Engagement)

- **Impact Statement:** We ensure the board has the expertise and diversity required to lead the school through its mature charter phase.
- **Connection to Strategic Monitoring Framework:** Supports MCPSC Performance Goal #11: Reporting and Governance Sustainability, and TLS Internal School Goal #10: Board Engagement.
- **Measurement:** 100% of board members engage in semi-annual self-assessment identified leadership pipeline for 2027-2032 officers.
- **Executive Responsibility (Staff):** Maintain board recruitment document and facilitate orientation logistics (Strengths codes, badges, cards, background checks).
- **Board Oversight (Committee):** Vet candidates, conduct board skill-gap analysis, and manage the orientation and participation process.
- **Sustainability to Years 6-10:** This year serves as a pilot for the recruitment playbook to ensure the board is fully seated for the renewal term.

Focus Area 2: Executive Oversight & Board/Executive Director Partnership

Note: Connection to Original Charter Goal 9 (Staff Satisfaction)

- **Impact Statement:** We foster a professional, accountable partnership with the Executive Director that prioritizes respect for our respective roles and responsibilities: Board holds the ED accountable to the mission, charter/legal expectations, job description, and school goals (ENDS); the ED has autonomy in how to meet them (MEANS).
- **Connection to Strategic Monitoring Framework:** Directly aligns with TLS Internal School Goal #9: Staff Satisfaction.
- **Measurement:** Bi-monthly Board/ED check-ins consistently maintained; ED adherence to the two-business-day response policy.
- **Executive Responsibility (Staff):** Adhere to the Board/ED Compact and provide regular performance updates.
- **Board Oversight (Committee):** Support the ED in refining the strategic plan; monitor adherence to Board Agreement, Board Conduct Policy, and Board/TLS Compact for Board-to-Staff interactions. Manage the ED, including the semi-annual ED Evaluation.
- **Sustainability to Years 6-10:** Establishing the "Process Layer" of governance to ensure stability during leadership cycles.

Focus Area 3: Policy Maintenance: Compliance, and Rolling Review

Note: Connection to Original Charter Goal 12 (Compliance & Reporting)

- **Impact Statement:** We uphold the school's legal and ethical standards through rigorous policy review and compliance monitoring. We will utilize a rolling audit cycle to ensure all policies are reviewed on a set frequency (annually/bi-annually/periodically), preventing backlog and ensuring operational alignment.
- **Connection to Strategic Monitoring Framework:** Aligns with Performance Framework Goal #11: Reporting, and Internal School Goal #12: Compliance/Reporting.
- **Measurement:** Verified 100% completion of Annual Policy Compliance; Zero material audit findings.
- **Executive Responsibility (Staff):** Verify report ownership in Reportwell/Epicenter; maintain the Ops File Structure.
- **Board Oversight (Committee):** Annual review of Bylaws and Board Sustainability; oversight of the Annual Fiduciary Hygiene checklist (to be built).

26 - 27 Governance & Monitoring Calendar

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
July	FA 2, 3 (ISG #9 #12)	Board/ED Compact Review; Annual Policy Compliance Sync, Annual Board Report Revise Committee Charter; Review ED Succession & Board Succession Plans	Signed Compact; Annual Compliance Calendar
August	FA 1, 2 (ISG #9 #10)	8.1 Board Retreat; Charter Renewal Plan	Strategic Plan Draft; Policy Review (Grievance/ Professionalism)
September	FA 3 (ISG#12)	Charter Renewal work; Bylaws Review; ED Eval Cycle; Rolling Policy Audit (2-3 items)	Bylaws Review Status; Annual Policy Compliance Tracker; ED Eval Cycle Overview (goals;dates) approval; Charter renewal narrative (board portion)
October	FA 1 (ISG #10)	SPARK Playbook (SP) Development/Revision; Skill-Gap Analysis; Recruitment; Rolling Policy Audit (2-3 items) Check student enrollment/staff retention	Recruitment Targets; Member-led Policy Literacy Reports; Annual Policy Compliance Tracker
November	FA 2 (ISG #9)	MOY/EOY Board/ED Professional Performance Process; TP Progress; Rolling Policy Audit (2-3 items)	ED/Board Evaluation Rubric/Criteria; Annual Policy Compliance Tracker

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
December	FA 1 (ISG #10)	Board Self-Assessment & ED MOY Eval Deployment; Rolling Policy Audit (2-3 items); AY 26-27 Charter Draft	AY 26-27 Charter Draft; Board Self-Eval and ED Eval Surveys Live; Compliance Status Check (Reportwell); Annual Policy Compliance Tracker
January	FA 1, 3 (ISG #10 #12)	5-Year Strategy; Succession; Rolling Policy Audit (2-3 items)	Year 6-10 Roadmap; Mid-Year Self and ED-Eval Synthesis/Review; Annual Policy Compliance Tracker
February	FA 1 (ISG #10)	New Member Vetting; TP Review; Staff Survey Review; Rolling Policy Audit (2-3 items)	Candidate Recommendations; Revised SP; Caregiver / Family & Staff Satisfaction Data Pulse; Annual Policy Compliance Tracker
March	FA 2 (ISG #9)	Strategic Goal Review; Rolling Policy Audit (2-3 items)	Strategic Goal Updates; Annual Policy Compliance Tracker
April	FA 1 (ISG #10)	Board/CEO Performance Review; Onboarding Design; Rolling Policy Audit (2-3 items)	EOY ED Evaluation Data Collection Apr/May; Orientation Materials; Succession Planning Docs; Annual Policy Compliance Tracker
May	FA 3 (ISG #12)	Final Policy Compliance Audit; Rolling Policy Audit (2-3 items)	ED Evaluation Memo; Compliance Sign-off; Annual Policy Compliance Tracker
June	All Goals	EOY Self-Assessment Analysis	Update Sustainability Playbook; EOY Governance Efficacy Report

Board Self-Evaluation & Development Prompts (examples)

- **Shared Vision:** Do the board and the CEO have a written, shared definition of "Governance Excellence"?
- **Ends vs. Means:** Did we spend more time this meeting on "The Results" (Ends) or "The Execution" (Means)?
- **Succession Readiness:** If a key board leader left tomorrow, is there a documented process for their replacement in the *SPARK Playbook?* See Bylaws, Article 3 (Directors). Section 6. *Vacancies* & Article 5 (Officers). Section 6. *Vacancies*. Nutshell: If something were to happen, with a majority vote anyone can fill a role until the next Annual Meeting. See also the Draft 25 - 26 Emergency Board Succession Plan.

Focus: Status & Meeting Template

Pulse Dashboard (Monthly Report)

Part 1: The Status Check

Metric Category	On Track	Off Track	At Risk	Note (context, optional)
Board Management	☐	☐	☐	
ED Management	☐	☐	☐	
Policy/Compliance/ Reporting	☐	☐	☐	

Part 2: Strategic Alert (Staff Responsibility)

- **Primary Blocker:** (e.g., systemic blockers, staffing vacancies, or data delays)
- **Requested Board Action/Advice:** (e.g., policy clarification or advocacy needs)

Part 3: The "5-Minute" Pulse

- ☐ Proceed to Deep Dive (All systems green)
- ☐ Request Operational Review (Need 10 mins to discuss blocker)

Governance Committee: Monthly Agenda Template (use for both internal and external)

Time	Agenda Item	Description / Purpose
6:00 – 6:10	The Pulse Dashboard Review	Quick Review using the "Pulse Dashboard" form above. Notetaker completes Qs on the Gov Comm Mtg google form (creates an archive for the year). If all Green, skip operational details. If Red/Yellow, spend 5 minutes clarifying blocker.
6:10 – 6:20	Compliance & Reporting	Executive Responsibility. Verify high-level compliance (e.g., Reportwell). If there are no issues, move to deep dive.
6:20 – 6:30	Policy Pulse (Rolling Review)	Ongoing review of policy backlog. Conduct rolling audits of 2-3 specific policy items per cycle.
6:30 – 7:15	Strategic Deep Dive	Board Oversight. The core of the meeting. Focused on monthly Focus Area(s).
7:15 – 7:25	Board Inquiry & Actions	Governance. Determine need for policy change, resource reallocation, or affirmation of strategy.
7:25 – 7:30	Meeting Wrap-Up	Closure. Confirm action items and "Goal Steward" for next month.

Strategic Deep Dive Questions

1. **1. So What, Now What? (Strategic Inquiry):** How does data impact the 2027-2032 charter term trajectory?
2. **2. Peer View, Local & Global Connections (Comparative Context):** Are we an outlier compared to peer schools?
3. **3. Strategy Check, Oops or Ops (Policy Alignment):** Is the current 'Means' the best way to reach our 'Ends' results?

Governance Committee Briefing Sheet (2026-2027) ~ based on committee charter

The Leadership School (TLS) *Our Core Philosophy: Ends vs. Means*
The Governance Committee is the strategic engine of the Board. Our primary philosophy is the distinction between **Executive Responsibility** (the "Means"—the *how* of day-to-day operations) and **Board Oversight** (the "Ends"—the *what* of mission impact). We partner with the Executive Director to ensure the school is effectively led, while maintaining clear boundaries to support operational autonomy.

Our Three Strategic Pillars

1. **Board Pipeline (Recruitment & Succession):** We manage the board lifecycle, ensuring we have the talent, diversity, and skill sets required to navigate the 2027–2032 charter renewal.
2. **Executive Partnership (Oversight):** We foster a professional, accountable partnership with the Executive Director, monitoring performance through a strategic lens rather than getting lost in daily details.
3. **Fiduciary Hygiene (Policy & Compliance):** We uphold the school's legal and ethical standards through a "Rolling Policy Audit," ensuring compliance is a continuous process, not an end-of-year rush.

How We Work (The Cadence)

- **Meeting Schedule:** First Wednesday of every month, 6:00 PM – 7:30 PM (Virtual).
- **The "Pulse" Protocol:** We start every meeting with a "Dashboard Pulse" to quickly clear operational questions. If the dashboard is "Green," we skip the details and move immediately to our **Strategic Deep Dive**.
- **Goal Stewards:** Every monthly meeting assigns a "Goal Steward" to lead the inquiry into specific strategic goals. This ensures accountability for the Board's 12 internal charter goals.
- Committee Members: Becky Langrall (Committee Chair / VC), Stephanie Madlinger (Chair), Gary Stevenson (Treasurer), Susie Lake, Whitni Perry, Courtney Moulder (ED)

Governance Scorecard Alignment (Year 5 Focus)
As we approach the charter renewal, our committee owns the "Primary Oversight" for specific goals from the 12 internal charter targets:

Focus Area	Core Goals Managed
FA 1: Board Development	**Goal 10:** Board Engagement & Capacity
FA 2: Executive Oversight	**Goal 9:** Staff Satisfaction & ED Leadership Efficacy
FA 3: Policy, Compliance, & Reporting	**Goal 12:** Compliance/Reporting & Bylaws Maintenance

Note: We also provide secondary oversight for Academic & Fiscal goals (1-8 & 11) by monitoring ED leadership efficacy.

Strategic Imperative: The Year 6-10 Roadmap
This is Year 5 for The Leadership School. Everything we do this year is designed to sustain us from "Foundational/Operational Governance" (start-up) to "Generative Governance" (maturity). Our ultimate deliverable by June 2027 is the **SPARK Playbook (SP)**, an institutional "Playbook" that ensures the school is resilient through leadership cycles and charter renewals.

Approved 8.25.26

25-26 Gov Charter

2025 - 2026 Governance Committee Charter

General Purpose of the Committee

- The Governance Committee is responsible for **overseeing** the activities, membership, and committees of The Leadership School (TLS) Board, providing **ongoing feedback** on the **structure and functioning** of each.
- The Governance Committee also **promotes and monitors Board Engagement** via attendance of the Board at TLS events including Fam U and PTO, finding partners, and communicating with community members through reports/coffees
- The Governance Committee plays a crucial role in designing and implementing an **assessment and evaluation** process for Board Members and School Leaders.
- Ultimately, the Governance Committee ensures that the Board and Executive Director are consistently **monitoring compliance** with DESE and the Missouri Charter Public School Commission policies.

Committee Composition

Chair	• Rebecca Langrall, Board Chair, Committee Chair & Secretary
Members	• Gary Stevenson, TLS Board Treasurer • Stephanie Madlinger • Shinita (Jones) Simpson
TLS Staff / Community Members	• Courtney Moulder, Executive Director (non-voting member)

Committee Member Qualifications

- Must be a TLS board member; or
- Must meet one of the following qualifications:
    a. Be a TLS staff member who is:
        i. A **full-time** staff member

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ii. In **good standing with the school** as determined by TLS employee guidelines
iii. **Able to attend regularly scheduled** TLS Governance Committee meetings, full board meetings, and other board-related activities

b. Preferably possess **previous experience related to governance committee structures, responsibility, and policies** or other experience the Board may find pertinent
c. A **Community stakeholder** with an interest in charter school governance

Responsibilities of the Committee

- **Perform** the duties of the Committee as set forth in this charter

Recruitment and Education

- **Identify individuals** qualified to become Board members and to recommend to the Board nominees for consideration
- Establish the procedures and processes by which to **develop board members' understanding** of their roles and responsibilities
- Ensure the Board is leading TLS towards its mission, purpose, and objectives by **sharing summaries** of relevant sections of TLS Charter documents, TLS Policies, and TLS Bylaws at Board meetings

Compliance and Committee Oversight

- **Ensuring school leaders and Board members comply with all statutory and regulatory requirements as outlined in the TLS Charter.**
- **Review and determine** the size, composition, function, and duties of board **committees**
- Ensure board committees are operating effectively and following bylaws and policies, by **representing the Governance Committee while attending other Committees' meetings** and reviewing Committees' meeting agendas and minutes

Assessment and Evaluation

- Create and maintain a **board calendar** that includes scheduling a **semi-annual review** of Board agreements and conduct self-assessments by the Board and EDs.
- Monitor and promote **Board engagement in the school** through advertising, attending and tracking attendance of the Board at TLS events including Fam U and PTO, finding fund-raising partners, and communicating with community members through reports/coffees

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- Oversee and approve the process and guidelines for the **annual evaluation** of the performance of TLS Directors, the Board, and its committees
- Support the **use of feedback** to adjust actions and increase effectiveness.

2025-2026 Goals of the Committee

- **100% compliance with TLS Charter and Missouri Public School Expectations.**
  - Action: Ensure compliance by reading, synthesizing, and regularly sharing legal expectations with the Board and Executive Director based on the TLS charter, TLS Bylaws & Policies, DESE, and the MSPSC's expectations.
  - Action: Recommend and develop additions and revisions to the Bylaws, as needed.
  - Action: Monitor report submissions to ReportWell.

- **90% or higher satisfaction** with the **lifecycle plans** for school board members as reported on end-of-year board member self-report evaluations.
  - Action: Develop structured onboarding, goal-setting, continuous development, and efficient functioning

- **90% or higher satisfaction of TLS Board and the Executive Director with assessment and evaluation processes**
  - Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

Monthly Committee Meeting Date/Time

- Second Tuesday of the month at 6:00 PM, virtual

Board Annual Task Calendar

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24-25 Gov Charter

2024 - 2025 Governance Committee Charter

General Purpose of the Committee

- The Governance Committee is responsible for **overseeing** the activities, membership, and committees of The Leadership School (TLS) Board, providing **ongoing feedback** on the **structure and functioning** of both.
- In addition, the Governance Committee plays a crucial role in designing and implementing an **assessment and evaluation** process for Board Members and School Leaders.
- Ultimately, the Governance Committee ensures that the Board and Co-Executive Directors are consistently **monitoring compliance** with DESE and the Missouri Charter Public School Commission policies.

Committee Composition

Chair	● Krysta Grangeno
Members	● Gary Stevenson, TLS Board Treasurer ● Rebecca Langrall, Committee Secretary and TLS Board Chair
TLS Staff/ Community Members	● Keisha Moody-Seymour, TLS Co-Executive Director

Committee Member Qualifications

- Must be a TLS board member; or
- Must meet one of the following qualifications:
    a. Be a TLS staff member who is:

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  i. A **full-time** staff member
  ii. In **good standing with the school** as determined by TLS employee guidelines
  iii. **Able to attend regularly scheduled** TLS Governance Committee meetings, full board meetings, and other board-related activities

b. Preferably possess **previous experience related to governance committee structures, responsibility, and policies** or other experience the Board may find pertinent
c. A **Community stakeholder** with an interest in charter school governance

Responsibilities of the Committee

- **Perform** the duties of the Committee as set forth in this charter

Recruitment and Education

- **Identify individuals** qualified to become Board members and to recommend to the Board nominees for consideration
- Establish the procedures and processes by which to **develop board members' understanding** of their roles and responsibilities
- Ensure the Board is leading TLS towards its mission, purpose, and objectives by **sharing summaries** of relevant sections of TLS Charter documents, TLS Policies, and TLS Bylaws at Board meetings

Compliance and Committee Oversight

- **Ensuring school leaders and Board members comply with all statutory and regulatory requirements as outlined in the TLS Charter.**
- **Review and determine** the size, composition, function, and duties of board **committees**
- Ensure board committees are operating effectively and following bylaws and policies, by **representing the Governance Committee while attending other Committees' meetings** and reviewing Committees' meeting agendas and minutes

Assessment and Evaluation

- Create and maintain a **board calendar** that includes scheduling a **semi-annual review** of Board agreements and conduct self-assessments by the Board and EDs.

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- Oversee and approve the process and guidelines for the **annual evaluation** of the performance of TLS Directors, the Board, and its committees
- Support the **use of feedback** to adjust actions and increase effectiveness.

2024-2025 Goals of the Committee

- **100% compliance with TLS Charter and Missouri Public School Expectations.**
    - Action: Ensure compliance by reading, synthesizing, and regularly sharing legal expectations with the Board and Co-Executive Directors based on the TLS charter, TLS Bylaws & Policies, DESE, and the MSPSC's expectations.
    - Action: Recommend and develop additions and revisions to the Bylaws, as needed.
    - Action: Monitor report submissions to ReportWell.

- **90% or higher satisfaction** by TLS Leaders with the **lifecycle plans** for school board members as reported on end-of-year self-report evaluations.
    - Action: Develop structured onboarding, goal-setting, continuous development, and efficient functioning

- **90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes**
    - Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

Monthly Committee Meeting Date/Time

- Third Monday of the month at 4:30 PM, virtual

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2024-25 Governance Committee meeting & work plan by month:

	Sept 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025
Meeting topics/ items to discuss or draft	Understand the scope of the committee's responsibilities Encourage reaching out to TLS staff/community members at Sept. 24 Board meeting to encourage recruitment.	Read the Bylaws, Policies, and Charter	-Read the Charter -ID criteria for Board and ED self-assessment - Checklist of Board docs required to stay in compliance	Begin review of ED contracts, job descriptions and evaluation categories. Begin work on **Board Handbook**, including succession planning. Help with update of new **website** re: Board info: **(meeting dates, current members' pics/bios, procedure for expressing interest in joining; meeting minutes)**	**Mid-Year Board Self-Evaluation**: (Jan. 3, intro; Jan. 28 share out) Continue review of **evaluation criteria** & collaborate with EDs re: progress indicators **Continue work on Board Handbook**	Share key content from the **MCPSC Portfolio Conference** **Continue work on Board Handbook**
Items finalized this month	Develop committee charter goals Review docs on the MCPSC website	-Complete committee charter -Met with MCPSC Chair -Met with BOT Rep		**Organize Board Committee PD-Based Presentations**	Provide report on synthesis of Board mid-year Self-Evaluation **Organize Board Committee PD-Based Presentations**	Presentation on Key Takeaways from the Conference **Organize Board Committee PD-Based Presentations**

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Tasks to execute/ do	- Started reading the Bylaws and Policies - Met with outgoing TLS Board Chair and Chair of Atlas Charter for orientation - Shared Board Member Agreement Docs and expedited MEC filing requirements (ID portal, directions, location of disclosure forms for 2023 activity) to new board members.	- Plan Board Retreat - Finish review of Policies/ Bylaws and divide into chunks for reporting -Review monthly committee notes	Create assignments for Board Members to report on Policies and Bylaws at Board meetings	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info

	Mar 2025	Apr 2025	May 2025	Jun 2025
Meeting topics/ items to discuss or draft	**Development of ED evaluation and process** **Parent, Staff, & Student Handbook Development**	**Finalize ED evaluation** rubric, process **Succession plans** for Board Members, EDs	**ED Evaluation** - solicit input from EDs and the Board	End of Year Evaluation Report for Board andEDs Review TLS Charter Amendments on MCPSC website, including those not yet

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				uploaded to the website.
Items finalized this month	Board Handbook **Organize Board Committee PD-Based Presentations**	Drafts of plans to share with Leaders for feedback. **Organize Board Committee PD-Based Presentations**	**Organize Board Committee PD-Based Presentations** **Work on Summer Retreat Planning**	**Organize Board Committee PD-Based Presentations** **Work on Summer Retreat Planning**
Tasks to execute/ do	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info Gather resources for Parent, Staff, & Student Handbook Development	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info **Succession docs** to be presented at April 29 Board meeting Continue developing Parent, Staff, & Student Handbooks	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info Continue developing Parent, Staff, & Student Handbooks	Monthly reports by Board members on the content of the Policies, and Bylaws at Board meetings, as well as committee-specific training (technical terms), concepts, key info Presentation of EDs Evaluation Presentation of Parent, Staff, & Student Handbooks

Potential Responsibility/Goal	Member Responsible	Completion date	Notes
Complete **Governance Committee Goals**	Gary & Becky	Sept. 24 Board meeting	Proposed revision of committee; elim Exec Comm and include its goals in other Committees.

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2024 - 2025 Governance Committee Charter

Complete the **Governance Committee Charter**	Becky & Gary	Nov. 25	Present at Dec. 3 Board Meeting
Read the **Bylaws & Policies**	Gary/Becky	Oct. 22	Determine key points - Becky
Divide into **chunks** for sharing	Becky	Oct. 22	Share first chunks at Dec. 3 Board meeting - Gary
Read the 22 - 27 **TLS Charter**	Gary/Becky	Nov. 25	Create a list of key points - Becky
Divide into **chunks** for sharing	Becky	Nov. 25	Share first piece/s of key info at Dec. 3 Board meeting
Engage in Board **Recruitment**	Both	On-going	Need at least one more member, preferably with a background in law
OnBoarding & **Development** Process	Both	Nov. 6 By Nov. 25 By Nov. 25	Planning for Board Retreat Conflict of interest statements distributed Background checks information shared
Ongoing **compliance** topics	Becky	Dec. 3 By Dec. 31	Conflict of interest statements signed Background checks completed
ID **Self-Assessment** criteria and processes for Board/Committees/EDs	Becky	Started in Sept. Complete by Dec. 15	Pulled content from Board on Track
ID **Evaluation** criteria and process for Board and EDs	Becky	September November Dec/January	EDs; BOT, Admin Eval Rubric Review with Committee Review with EDs Board: BOT questions,

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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			Conduct Self-Eval in January Report patterns - Jan Follow up from Self-Eval - Feb - June
Review Governance videos from **Ed Partners on YouTube and other resources compiled in the** **Committee-Based Resource for Professional Learning** **Create assignments for other committees to update Board**	All Becky	Monthly	Share Most Important Points at Board Meetings.
Attend **MCPSC Portfolio Conference** 1/27 - 1/28	Becky, Gary, Courtney, Keisha, Stephanie?		

21-22 Gov Charter

The Leadership School
STUDENT LEADERSHIP AT THE CENTER OF LEARNING

2021 - 2022 Governance Committee Charter

The purpose of the governance committee (the Committee) is to oversee The Leadership School (TLS) Board of Directors (the Board) activities as individual members and specialized committees. While maintaining the composition and identifying the qualities and attributes a board member must maintain and uphold upon selection, the Committee must ensure the board is guiding TLS towards its mission, purpose, and objectives.

Responsibilities of the Governance Committee

The Committee is appointed by the board to:

1. Establish the procedures and processes by which to consider, evaluate, and develop a new board member
2. Identify individuals qualified to become Board members and to recommend to the Board nominees for consideration;
3. Assist with maintaining the composition and identifying the qualities and attributes a board member must maintain and uphold upon selection;
4. Ensure the Board is leading TLS towards its mission, purpose, and objectives;
5. Provide board oversight and ensure members and committees are operating effectively and following bylaws and procedures;
6. Recommend to the Board governance principles, applicable to the TLS;
7. Oversee and approve the process and guidelines for the annual evaluation of the performance and effectiveness of TLS Director, the Board, and its committees;
8. Exercise and perform the authority, duties, and responsibilities of the Committee set forth in this charter;
9. Create a board calendar that includes scheduling quarterly and yearly board agreements, assessments, and other responsibilities as determined by the board
10. Review and determine the size, composition, function, and board committee duties

Committee Member Qualifications

1. Must be a TLS board member; or
2. Must meet one of the following qualifications;

a. Be a TLS staff member who is:
    i. A full-time staff member
    ii. In good standing with the school as determined by TLS employee guidelines
    iii. Able to attend regularly scheduled TLS Governance Committee meetings, full board meetings, and other board-related activities
    iv. Previous experience related to governance committee structures, responsibility, and policies is preferred but not required
b. Be an approved committee member who the TLS Governance Committee or the board has determined eligible to serve based on prior experience or any background information the committee or board may find pertinent

Governance Committee Composition

The Committee shall consist of at least three (2) members, including a board member and a TLS staff representative. The TLS Governance Committee and/or the Board may extend Committee membership to other board members, TLS staff, or a member-at-large. Members-at-large may serve a maximum of a two (2) year term which may be extended annually by the TLS Governance Committee and/or TLS board.

The Board shall recommend nominees for appointment to the Committee either annually and/or as vacancies or new positions occur.

Responsibilities of The Leadership School Board of Directors and School Staff Representatives

The Committee shall ensure the Board and TLS staff representatives meet and maintain the following characteristics:

1. When appointed to The Leadership School Board of Directors, a member must:
    a. Demonstrate the organization's work and values to the community, represent the organization and act as an ambassador;
    b. Serve on at least one Committee;
    c. Attend at least 80% of regular board and committee meetings and complete up to 10 hours (monthly) of board work;
    d. Financially contribute to one or more fundraising activities annually;
    e. Identify any personal or professional conflicts of interest and recuse themselves from discussions, votes, and decisions that impact The Leadership School or the Board of Directors;
    f. Stay informed on matters on The Leadership School and the Board of Directors;
    g. Participate in and take responsibility for making decisions on issues, policies, and other matters;
    h. Effectively communicate questions and concerns while respecting the diverse opinions of others;

i. Provide feedback and participate in assessments regarding the Executive Director's performance and school direction;
j. Work in good faith with staff and other board members as partners toward goal achievements;
k. Maintain the confidentiality of the private information of The Leadership School, staff, clients, and other board members;
l. Immediately notify the board chair if they cannot fulfill board responsibilities and duties and arrange to transfer any outstanding obligations to other board members.

2. When appointed to The Leadership School Board of Directors, a member must be:
    a. Demonstrate the organization's work and values to the community, represent the organization and act as an ambassador;
    b. In good standing with the TLS;
    c. Recommended by TLS Director
    d. Identify any personal or professional conflicts of interest and recuse themselves from discussions and decisions that impact The Leadership School or the Board of Directors;
    e. Stay informed on matters on The Leadership School and the Board of Directors;
    f. Effectively communicate questions and concerns while respecting the diverse opinions of others;
    g. Work in good faith with staff and other board members as partners toward goal achievements;
    h. Maintain the confidentiality of the private information of The Leadership School, staff, clients, and other board members;
    i. Immediately notify the TLS Director if they cannot fulfill board responsibilities and duties and arrange to transfer any outstanding obligations to other board members.

The Leadership School's Responsibilities to Board of Directors and School Staff Representatives

In turn, to the Board of Directors and School Staff Representatives, The Leadership School will:

1. Provide monthly financial reports and an update on organizational activities;
2. Provide opportunities to discuss with the Executive Director and the Board President the organization's programs, goals, activities, and status;
3. Consider board member requests regarding programs, goals, activities, and status;
4. Apprise board members about issues related to The Leadership School that may impact members personally or professionally.
5. Respond directly to questions that board members feel are necessary to carry out The Leadership School's fiscal, legal, and moral responsibilities.
6. Ensure Board members and staff work in good faith toward achieving goals.

Termination of a Board of Director or School Staff Representative

Failure to adhere to any of the aforementioned criteria under "Responsibilities of The Leadership School Board of Directors and School Staff Representatives" may result in termination of role as a TLS board member and staff representative. Termination of a board member or staff representative must:

1. Be proposed through a motion by a TLS board member during a closed-session
2. Board member or representative in question must be allowed an opportunity to address motion during TLS closed-session
3. A 2/3 affirmative vote of present board members to move to a vote to terminate a TLS board member or staff representative is required
4. A 2/3 affirmative vote of present members must be reached to terminate any board member or representative
5. Notification of termination must be provided to the board member or representative in question

Required Committee Composition

Chair	• Gerren McHam
Board Member(s)	• TBD
TLS Staff	• TBD

2022-2023 Goals of the Committee

1. Develop a calendar of activities and required responsibilities for the school year;
2. Hold a board retreat to offer training for members, discuss board priorities, build board member relationships and foster opportunities to influence positive morale, and consider the future direction of the board and school;
3. Develop a survey to receive feedback on school performance and board engagement, and productivity;
4. Review the board policy documents and, if necessary, provide updates

Committee Meeting Date/Time

- TBD

<u>2021-22 Governance Committee meeting & work plan by month:</u>

	Jun 2022	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022
Meeting topics/ items to discuss or draft	- Continue Governance Committee Charter -Reach to potential committee members	Consider dates for board retreat (postpone until new board members assigned)	Reconsider board retreat dates			
Items finalized this month	Reached out to potential memebers					
Tasks to execute/ do		Board Retreat				