
BOARD POLICIES OF
QUEST MONTESSORI SCHOOL
BOARD OF DIRECTORS

Revised: June 1, 2016

Quest Montessori School admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs. In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discrimination based on race, color, national origin, religion, sex, gender Identity(including gender expression) , sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity , in any program or activity conducted or funded by USDA(not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident. Persons with disabilities who require alternative means of communication for program information (E.G., Braille, large print, audiotape, American sign language, etc.) should contact the responsible Agency or USDA's TARGET center at (202)720-2600(voice and TTY) or contact USDA through the Federal Relay Service at (800)877-8339. Additionally, program information may be made available in languages other than English. To file a discrimination complaint , Complete the USDA Program Discrimination Complaint Form, AD-3027, found online at: http://www.ascr.usda.gov/complaint_filing_cust.html and any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866)632-9992. Submit your completed form or letter to USDA by: mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410; Fax: (202)690-7442; or Email: program.intake@usda. USDA is an equal opportunity provider, employer, and lender.

TABLE OF CONTENTS

I. Ends Statement

II. Executive Limitations Policies

EL 1	Treatment of Individuals
EL 2	Interactions with Members of the Board
EL 3	Conflicts of Interest and Breach of Fiduciary Duties
EL 4	Compensation and Benefits
EL 5	Financial Planning/Budgeting
EL 6	Financial Condition and Activities
EL 7	Financial Relief Policy
EL 8	Protection From Sudden Loss
EL 9	Asset Protection
EL 10	Communication and Support to the Board
EL 11	Consistency with Accreditation Standards
EL 12	Contracts

III. Governance Process

GP 1	Governing Style
GP 2	Board Job Description
GP 3	Agenda Planning
GP 4	Chairperson's Role
GP 5	Board Members' Role
GP 6	Board Committee Principles
GP 7	Working Toward Accreditation
GP 8	Board Nomination Process

IV. Board-HOS Linkage

- BL 1 Unity of Control
- BL 2 Accountability of the HOS
- BL 3 Delegation to the HOS
- BL 4 Monitoring HOS Performance
- BL 5 Board Monitoring Mechanisms
- BL 6 Grievance Process

APPENDICES

- Appendix A Contract Policy
- Appendix B Conflict of Interest Policy
- Appendix C Standing Finance Committee
- Appendix D Annual Board Agenda
- Appendix E Performance Summaries
- Appendix F Board Monitoring Mechanisms
- Appendix G Budget Review and Finance Schedule
- Appendix H Family Survey
- Appendix I Faculty/Staff Survey
- Appendix J Students Exit Questionnaire
- Appendix K Faculty/Staff Exit Interview
- Appendix L Graduation Questionnaire

DEFINITIONS

ENDS – Which needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the Board’s long-range planning.

EXECUTIVE LIMITATIONS – The Board establishes the boundaries of acceptability within which operations can responsibly be left to the Head of School (“HOS”). These limiting policies, therefore, apply to HOS means rather than to ends.

GOVERNANCE PROCESS – The Board determines its philosophy, its accountability, and specifics of its own job.

BOARD-HOS LINKAGE – The Board clarifies the manner in which it delegates authority to the HOS, as well as how it evaluates HOS performance with regards to the Ends Statement and Executive Limitation policy.

SECTION I: ENDS STATEMENT

Quest Montessori School (“QMS”) exists so that its students will receive an authentic Montessori education to become lifelong learners who realize their full potential. QMS is committed to delivering this education at a tuition that represents a good value compared to other independent schools serving the Rhode Island community.

SECTION II. EXECUTIVE LIMITATIONS

EL1. Treatment of Individuals

With respect to interactions with students, families, paid and volunteer staff, applicants, potential applicants, independent contractors, consultants and the community at large, the HOS may not cause or permit conditions, procedures or decisions that are unsafe, unnecessarily intrusive, inequitable, unlawful, unethical, discriminatory, harassing or that fail to provide appropriate confidentiality and privacy.

EL 2. Interactions with Members of the Board

With respect to interactions with members of the Board, the HOS may not take or permit to be taken any directive from any person other than the Board acting as a whole.

EL 3. Conflicts of Interest and Breach of Fiduciary Duties

The HOS may not act in a way that might bring discredit to the reputation of QMS. The HOS may not permit a conflict or the appearance of a conflict between the HOS and the interests of the Quest Community or the HOS’s fiduciary responsibilities to Quest. Nor may the HOS fail to annually disclose the HOS’s involvements with other organizations, with vendors or any other associations that might produce a conflict or the appearance of a conflict.

EL 4. Compensation and Benefits

With respect to employment, compensation and benefits to, and the treatment of, paid and volunteer staff (including but not limited to employees, consultants and independent contractors), the HOS may not cause or permit jeopardy to QMS or its fiscal integrity or public image. Nor may the HOS make decisions regarding employment, compensation and benefits to, and the treatment of, paid and volunteer staff (including but not limited to employees, consultants and independent contractors), without the Board's approval, in cases where there is an apparent conflict of interest.

EL 5. Financial Planning/Budgeting

The HOS may not cause or permit the financial planning for any fiscal year to (a) deviate materially (materiality to be determined by the Finance Committee in discussions with the HOS) from the Board's Ends Statement, or fail to consider short-term and long-term objectives, (b) risk fiscal jeopardy, or (c) fail to be derived from a minimum of a five-year plan. Further, the HOS may not fail to provide financial updates to the Board on a monthly basis.

EL 6. Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities of QMS, the HOS may not cause or permit (a) the development of fiscal jeopardy, (b) actual expenditures or allocations to deviate significantly from the Ends Statement, (c) borrowing from donor restricted funds, (d) deviation from standard financial practices, or (e) deviation from the current budget without Board approval.

EL 7. Financial Relief Policy

The HOS may not fail to have a written financial relief policy pursuant to which any financial relief that is granted by QMS is administered, which policy shall be in the best interests of QMS. The HOS need not actively communicate this financial relief policy to the QMS community.

EL 8. Protection from Sudden Loss

In order to protect QMS from sudden loss of the HOS services, the HOS may have no fewer than one administrator familiar with QMS policies and procedures on staff at all times.

EL 9. Asset Protection

The HOS may not permit the assets of QMS to be unprotected, inadequately maintained or unnecessarily risked.

EL 10. Communication and Support to the Board

The HOS may not permit the Board to be uninformed or unsupported in its work. Nor may the HOS fail to provide monthly (or more frequent as necessary) HOS Reports to the Board.

EL 11. Consistency with Accreditation Standards

The HOS may not act, or permit any paid and volunteer staff (including but not limited to employees, consultants and independent contractors) to act in a manner or cause QMS to be in a position that impedes the ability of QMS to meet or exceed the accreditation standards established from time to time by the American Montessori Society or any other accreditation agency.

EL 12. Contracts

The HOS may not enter into any contract that (a) significantly deviates from the Ends Statement, or (b) requires Board approval in accordance with QMS's Contract Policy (Appendix A).

SECTION III. GOVERNANCE PROCESS

GP 1. Governing Style

The Board will govern with an emphasis on (a) vision rather than operations, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than operational detail, (d) clear distinction of Board and HOS roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) being proactive rather than reactive.

GP 2. Board Job Description

The job of the Board is to represent the Quest Community in determining, mandating and monitoring appropriate organizational performance and assuring HOS performance against Board policies. In this role, the Board will produce written governing policies that, at the broadest levels, address each category of organizational decision, including an Ends Statement, Executive Limitations, Governance Process and Board-HOS Linkage.

GP 3. Agenda Planning

The Board will, to the best of its abilities, follow an annual Board agenda that (a) actively reaffirms Board policies at least annually, and (b) continually improves Board performance through Board education, and through enriched input and deliberation.

GP 4. Chairperson's Role

The chairperson assures the integrity of the Board's process by ensuring that the Board behaves consistently with its own rules and, secondarily, occasionally represents the Board to outside parties. The chairperson is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling and recognizing), but has no authority to individually supervise or direct the HOS.

GP 5. Board Members' Role

The Board commits itself and its members to ethical, professional, businesslike and lawful conduct, including proper use of authority and appropriate decorum, in accordance with all Board policies, when acting as Board members. Members must maintain appropriate confidentiality and act without conflict of interest in accordance with the Conflict of Interest Policy (Appendix B). Board members may not attempt to exercise individual authority over QMS or the HOS except as explicitly set forth in Board policies. Any Board member reasonably determined to be in violation of this may be removed (a) by the Chairperson, in her or his absolute discretion, upon written notification provided both to the subject Board member and to all other Members, or (b) by a majority of the Board members, where the subject Board member is not counted for purposes of determining a majority, and where the subject Board member is not present for any discussion or vote regarding this issue. Any Board member removed pursuant to clause (a) above may be reinstated at or before the next regular meeting of the Board (1) by a unanimous written consent (but not requiring the consent of the subject Board member or of the Chairperson) in favor of reinstatement by all Board members other than the subject Board member and the Chairperson, or (2) by a unanimous vote (but not requiring the vote of the subject Board member or of the Chairperson) taken at that next regular meeting of the Board, but only if there is a quorum (without taking into account the subject Board member or the Chairperson) present at that meeting.

GP 6. Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to the HOS. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the HOS. Consistent with this policy, the Board has established the following standing committee: Finance Committee and Nominating Committee (Appendix C)

GP 7. Working Toward Accreditation

The Board will establish policies that are consistent with the accreditation standards established from time to time by the American Montessori Society.

GP 8. Board Nomination Process

The Board will seek to recruit individuals as Board members who are committed to the Ends Statement and governing process of QMS and will strive to create a balanced and diverse Board profile of skills and strengths. The Board will seek out candidates who possess the following characteristics: (a) a demonstrated passion for Montessori education and ends-related issues; (b) a willingness to reflect and embrace the diversity of student body and service area; (c) an ability to support the Board governing structure and to meet Board work expectations; (d) a willingness to engage in deliberative and cooperative decision-making; (e) a commitment and understanding to their stewardship responsibilities; (f) knowledge of organization development, change management, strategic thinking, organizational growth or strategic legal and nonprofit issues; (g) an understanding of the fiduciary responsibilities a Board member holds for QMS; and (h) an awareness and acceptance of Board responsibilities and the related risk inherent in those responsibilities. Current Board members recommending candidates are responsible for a good faith check of references and due diligence. The Board will not elect more than two new Board members in any given year unless the total number of Board members will fall below five in that time period. Final Board selection will be made in accordance with the provisions outlined in the bylaws.

SECTION IV. BOARD-HOS LINKAGE

BL 1. Unity of Control

Only decisions of the Board acting as a body are binding on the HOS. Board meetings held in accordance with the Bylaws are the only appropriate forum for Board members to discuss Board issues with the HOS. In the case of Board members or committees requesting information or assistance without Board authorization, the HOS may refuse such requests, including but not limited to such requests that require, in the HOS's opinion, a material amount of staff time or funds, or are disruptive. The HOS shall not fail to report to the Chairperson any violation of this policy. If the Chairperson is the person acting in violation, then the HOS shall not fail to report a violation to any other member of the Board who shall bring the matter to the full Board's attention. The Board shall not fail to take action against violations of this policy.

BL 2. Accountability of the HOS

The HOS is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the HOS. The Board will never, and no member of the Board will ever, give instructions to persons who report directly or indirectly to the HOS. The Board will refrain from evaluations, either formally or informally, of any staff other than the HOS.

BL 3. Delegation to the HOS

The Board will instruct the HOS through written policies that prescribe the organizational Ends to be achieved (Ends Statement) and describe organizational situations and actions to be avoided (Executive Limitations), allowing the HOS to use any reasonable interpretation of these policies. As long as the HOS uses any reasonable interpretation of the Board's Ends Statement and Executive Limitations policies, the HOS is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. The Board may change its Ends Statement and Executive Limitations policies, thereby shifting the boundary between Board and HOS domains. By doing so, the Board changes the latitude of choice given to the HOS. But as long as any particular delegation is in place, the Board will respect and support the HOS's reasonable interpretation of the Board's Ends Statement and Executive Limitations Policies.

BL 4. Monitoring HOS Performance

Systematic and rigorous monitoring of HOS job performance will be solely against expected HOS job outputs, which are as follows: (a) organizational accomplishment of Ends Statement; and (b) organizational operation within the boundaries established in the Executive Limitations policies. The Board shall provide the HOS with a performance summary each Fiscal Year, and shall use reasonable efforts to conduct such performance summary before June 30 of each fiscal year. If, at any time, the HOS is not in compliance with any Board policy, the Board will (a) determine whether such noncompliance warrants, as determined by the sole and absolute discretion of the Board, termination or some other form of negative consequence, or (b) (1) set a date upon which the HOS will provide the Board with a written recommendation as to the actions to be taken to bring the HOS into compliance with Board policies, and a deadline for compliance, and/or (2) set new policy or modify an existing policy to give better direction to the HOS, and then set a date upon which the HOS will provide the Board with a written recommendation as to the actions to be taken to bring the HOS into compliance with the new or modified Board policy, and a deadline for compliance.

BL 5. Board Monitoring Mechanisms

The Board shall monitor performance with these Policies in accordance with Appendix F. The HOS must provide the Board at least monthly, sooner if necessary, with Board HOS Reports. Additionally, the HOS must promptly report to the Board in writing the details of any incident that may appear to be contrary to these policies.

BL 6. Grievance Process

Only violations of the Ends Statement or Board Policies will be deemed actionable by the Board. Any perceived violation of School Policy (as stated in the QMS Family Handbook) or unresolved issues should be reported directly to the HOS for due process and consideration. The Board Chairperson and Vice-Chairperson will consider each complaint on its face to determine whether the information presented in the request leads a reasonable reader to believe there could be sufficient evidence to support a violation of policy. (If the Chair or Vice-Chair finds that a conflict of interest exists for either one to serve in this capacity, the Chair will appoint another member of the Board to fulfill this step for the person with the conflict.) If both the Chair and Vice-Chair do not believe there is sufficient evidence to merit further inquiry, the inquiry ends there. If the Chair and Vice-Chair believe there is sufficient evidence to warrant further inquiry, or the two do not agree, the Chair will appoint an ad-hoc subcommittee to conduct an investigation into the complaint. In reviewing the complaint, the subcommittee's inquiry may include, but is not limited to, conversations with the HOS, staff and faculty members, or any other members of the Quest community who may shed light on the validity of the grievance. Upon completion of the investigation, the subcommittee will present its decision to the full Board for consideration and vote. The Board will determine what actions, if any, should follow.

Appendix A CONTRACT POLICY

POLICY STATEMENT

Only “Authorized Executive Signers” as defined below may sign a contract (or any amendment or change to a contract) for Friends of SRIMS, Inc. d/b/a Quest Montessori School (“QMS”). Employees who violate this policy will be subject to disciplinary action up to and including termination of employment.

A contract is any document or arrangement which obligates QMS (or a QMS employee, consultant or independent contractor acting on behalf of QMS) to pay money, sell or dispose of something, buy or acquire something, provide or receive a service, or take or refrain from taking any action. For purposes of this policy, the term “contract” includes not only documents entitled “contract,” but also agreements, leases (for equipment, as well as for property or space in a building), purchase and sale documents, purchase orders and terms and conditions of sale, memoranda of understanding, letters of agreement, loan or financing agreements or promissory notes, consents, waivers and releases, and any other document or arrangement that obligates QMS.

DEFINITIONS

“Authorized Executive Signers” are any of the following people:

- HOS
- Member of the Board of Directors (only after approval by a quorum of its members)
- Any other person specifically authorized in writing by the Board of Directors

PROCEDURES

All contracts can be reviewed, approved and executed by the HOS, with the exception of the following contracts, which must be approved by the Board of Directors:

- **Contracts exceeding the annual budgeted line item or outside of any budgeted line item;**
- **Contracts lasting more than three years**
- **Financing Contracts** (including loan agreements, notes, credit or line of credit agreements, agreements to pay over time, and other agreements to borrow money)
Investment Agreements (including investment management agreements, custodial agreements, investment advisor agreements and investment vehicles chosen by the Investment Committee of the Board of Trustees)
- **Contracts with the Federal Government**
- **Contracts out of the ordinary course of QMS’s business**
- **Contracts for the purchase or sale of real estate**
- **Exclusive contracts**

Policy issues or concerns should be directed to the Board of Directors.

Appendix B
CONFLICT OF INTEREST POLICY

This Conflict of Interest Policy is designed to foster confidence in the integrity of the Board of Directors of Friends of SRIMS, Inc., d/b/a Quest Montessori School (“QMS”) and to protect QMS’s interest when it is contemplating entering into a transaction that might benefit the private interest of a Board member. A private interest shall include any commitment, investment, relationship, obligation or involvement, financial or otherwise, direct or indirect, that has the potential to unduly influence a Board member’s judgment. A conflict of interest is present when a Board member’s stake in the transaction is such that it reduces the likelihood that influence can be exercised impartially in the best interests of QMS. Each Board member shall disclose any actual or potential conflicts whenever they arise. Upon disclosure, all disinterested Board members will, by majority vote, determine if a conflict exists. The majority of the disinterested members may approve the transaction if, after exercising due diligence, they determine that the transaction is in the best interest of QMS. The decision will be reflected in the minutes of any meeting at which the vote occurred. Each Board member shall annually sign a Conflict of Interest Agreement and Disclosure that affirms that the Board member has received a copy of the Conflict of Interest Policy, has read and understood the Policy, and has agreed to comply with the Policy; and discloses any transactions that could give rise to a conflict of interest. Failure to disclose an actual or potential conflict of interest may result in disciplinary and/or corrective action. The Board shall oversee an annual review of the administration of this Conflict of Interest Policy, including the level of compliance with the Policy, the continuing suitability of the Policy, and whether the Policy should be modified and improved.

Conflict of Interest Agreement and Disclosure

As a member of the Board of Directors of Friends of SRIMS, Inc., d/b/a Quest Montessori School (“QMS”), I acknowledge that I have received a copy of the Conflict of Interest Policy and have read, understood and agree to comply with its contents. I understand that while not all conflicts of interest are prohibited or harmful to QMS, full disclosure of all actual and potential conflicts is required. I understand that all actual and potential conflicts must be disclosed to the Board whenever they arise. I understand that disinterested members of the QMS Board shall make a determination as to whether a prohibited conflict exists and what subsequent action is appropriate (if any).

Disclosure of Actual or Potential Conflicts of Interest:

I acknowledge and agree that my selection for service on the Board of Directors of QMS constitutes good and valuable consideration for entering into this agreement, the receipt and sufficiency of which I hereby acknowledge.

In my individual capacity:

Signature: _____

Name: _____

Date: _____

Appendix C

STANDING FINANCE COMMITTEE

Finance Committee. The following Board responsibilities will be delegated to the Finance Committee:

- Meet monthly with the HOS to review financial reports submitted by the HOS for accuracy and completeness. The Treasurer shall not fail to notify the Board of any violations of Board policies that are discovered during the monthly reviews.
- Ensure that an annual fiscal audit is conducted by a third-party service provider.

STANDING NOMINATING COMMITTEE

Nominating Committee. The following Board responsibilities will be delegated to the Nominating Committee:

- There shall be a Nominating Committee of three (3) members of the Board of Directors appointed by the Chairman of the Board of Directors. Such committee shall prepare a slate of nominations for Directors and Officers of QMS as necessary in accordance with the Bylaws and Board Policies.
- The Chair will appoint the Nominating Committee at the April Board meeting. The Nominating Committee will prepare a slate of nominations for the May Board meeting. A vote to approve new Directors and Officers shall take place at the June Board meeting.

Appendix D
ANNUAL BOARD AGENDA

July:

No meeting

August:

Update on the 5-Year Strategic Plan
Review Updated Draft Budget
Planning for Board Education Event
Planning for Board State of the School Event (September/October)
HOS Report
Business Manager's Report

September:

Quest Budget Report for Approval
Review QMS Financial Relief Policy
Board Communication to QMS Community
HOS Report
Business Manager's Report

October:

Review of the HOS Emergency Succession Plan
Board Education Event
HOS Report
Business Manager's Report

November:

Review of 5-Year Budget Projection
HOS Report
Business Manager's Report

December:

Review of All Insurance Policies Related to QMS
HOS Report
Business Manager's Report

January:

Recommended Tuition and Fee Levels for the Following Fiscal Year
Review of QMS Publications if Necessary in Accordance with Policy
HOS Report
Business Manager's Report

February:

Review Staffing and Related Salaries and Benefits (Review Only)
HOS Report
Business Manager's Report

March:

Report on Staffing Contracts and Any Needed New Hires
Send out Faculty and Staff Surveys
Start Audit of Financial Operations
HOS Report
Business Manager's Report

April:

Review Faculty and Staff Surveys
Send Out Family Surveys
Prepare for HOS Performance Review
Appoint Nominating Committee
Assess Board Members Term/Eligibility
HOS Report
Business Manager's Report

May:

Review Family Surveys
Offer Exit Interviews to Families and Faculty
Review HOS Performance Evaluations
Review Slate of Directors and Officers Proposed by Nominating Committee
HOS Report
Business Manager's Report

June:

Review Audit of Financial Operations
Approve First Draft Budget and Review 5-Year Budget Projections
Election of New Directors and Officers
HOS performance review
Perform Exit Interviews With Families and Faculty
HOS Report
Business Manager's Report

Appendix E
PERFORMANCE SUMMARIES

All performance summaries shall be conducted in accordance with the following principles:

1. At the April regular monthly Board meeting, and with the HOS present,
 - a. The Chairperson shall ask each Board member to provide feedback on HOS performance in accordance with Board policies;
 - b. The Chairperson shall set a date, time and place for a special meeting of the Board to discuss the HOS performance summary and the feedback items;
 - c. The Chairperson shall designate a member of the Board to be the repository of the feedback items and a date that all feedback is to be provided to such designated member.
2. At least three days before the special meeting, the HOS may, but is not required to, provide the member who has been designated as the repository of feedback with a self-evaluation. The self-evaluation should focus on the period since the last performance summary, and state, at the discretion of the HOS, items that the HOS feels has demonstrated strengths of the HOS and linking those benefits to a Board Policy or Policies (including without limitation the Ends Statement, if applicable) and areas in which the HOS intends to focus the HOS's growth over the next year, again linking those growth areas to a Board Policy or Policies. This HOS self-evaluation is not to be used by any Board member in creating the list described in paragraph 1a above, though any previous HOS self-evaluation may be used in such creation.
3. At least two business days before the special meeting, the designated member shall collect all feedback (including that of the HOS) into one document without associating the names of the contributing members, and shall provide a copy of that document to each Board member.
4. At the special meeting, the Board shall discuss, in a full and frank manner, the HOS's performance during the period since the last performance summary. In all cases, the HOS is to be evaluated against Board Policies as in effect at the relevant time.
5. The Chairperson shall designate at least two Board members who will be responsible for discussing, in person with the HOS, the outcome of the performance review.
6. The HOS and the Board shall then memorialize any annual and/or strategic goals for the HOS as mutually agreed by the HOS and the Board.

HOS Performance Summary Template

Quest Montessori School HOS Evaluation Template

AREAS OF RESPONSIBILITY	RELATED POLICIES	STRENGTHS	OPPORTUNITIES FOR GROWTH	ACTION PLAN
Fulfillment of Mission / Vision / Strategic Plan	ENDS			
Operations Management & Programs Development / Support	ENDS, EL4, EL7, EL9, EL11, EL12			
Fiscal Management	EL5, EL6			
Relations with Faculty and Staff	EL 1			
Relations with Quest Community	EL 1			
Relations with Board of Directors	EL2, EL10			
External Relations / Public Image	EL1, EL3			
Fundraising & Resource Development	ENDS, EL1, EL9			
Professional Growth & Development				

Appendix F
BOARD MONITORING MECHANISMS

MM 1. Review of QMS Publications

To ensure compliance with EL 1, the Board may, in its discretion, request to review any QMS publications, including the Family Handbook, Faculty Handbook, Enrollment Packet, etc.

MM 2. Surveys

To ensure compliance with EL 1, 3 and 11, at least annually, the Board will conduct a faculty, staff and family survey (Appendix H).

MM 3. Exit Interviews

To ensure compliance with EL 1, when the Board receives notification that a family or a faculty member is leaving QMS, the Board will offer, within a reasonable period of time, to conduct an exit interview with the family or faculty member (Appendix I).

MM 4. Budget Review and Finance Schedule

To ensure compliance with EL 4, 5, 6 and 9, the Finance Committee will develop and follow a Budget Review and Finance Schedule. (Appendix G)

MM 5. Financial Updates

To ensure compliance with EL 5, the HOS will present a Business Manager's Report to the Board at the monthly Board meetings.

MM 6. Annual Financial Audit

To ensure compliance with EL 6 and 9, there must be an annual audit of financial operations by a third-party service provider.

MM 7. Financial Relief Policy

To ensure compliance with EL 7, the Board must undertake an annual review of the QMS financial relief policy.

MM 8. Emergency Succession Plan

To ensure compliance with EL 8, the Board must undertake an annual review of the HOS Emergency Succession Plan.

MM 9. Insurance Policies

To ensure compliance with EL 9, the Board must undertake an annual review of all insurance policies for which QMS is listed as the insured.

MM 10. Monthly Monitoring Updates

To ensure compliance with EL 10, the HOS must present monthly HOS Reports to the Board.

Appendix G
BUDGET REVIEW AND FINANCE SCHEDULE

HOS may not fail to provide the following budgetary documents to the identified parties on or before the Board meeting in the stated month:

	<u>To be provided to:</u>	<u>On or before the Board meeting in:</u>
Monthly Financial reports	Finance Committee of the Board	Monthly
Recommended tuition and fee levels for the following fiscal year	Full Board	January
Updated summary enrollment numbers	Board	Monthly from March through September
Staffing and Related Salaries and Benefits for Review only	Full Board	February
Report on Staffing Contracts and Any Needed New Hires	Finance Committee of the Board	March
Approve First Draft Budget and Review 5-Year Budget Projection.	Full Board	June
Review Updated Draft Budget	Full Board	Monthly from July to September
Approve Final Operating Budget	Full Board	September
Review of 5 Year Budget Projection	Full Board	November

Appendix H

Family Survey

1. In which class is your child enrolled at Quest?
2. Quest fosters my child's love of learning.
3. My child enjoys learning at Quest.
4. I am satisfied with the quality of education my child is receiving at Quest.
5. The faculty and administration at Quest provide a safe environment for my child.
6. The faculty and administration at Quest treat my family with respect.
7. The faculty and administration at Quest respect my family's privacy.
8. The Head of School acts without conflict of interest and in the best interest of the Quest community.
9. The Head of School is open and responsive to our family's concern(s).
10. The Board effectively represents the Quest community.
11. Quest provides an authentic Montessori education.
12. The tuition at Quest represents a good value compared to other independent schools serving the Rhode Island community.
13. I recommend Quest to other families.
14. In what way can you suggest that Quest improve?

Appendix I

Faculty/Staff Survey

1. The administration at Quest provides a safe environment for its students.
2. The administration at Quest treats me with respect.
3. The administration at Quest respects my privacy.
4. The administration at Quest treats me fairly.
5. I understand the process for communicating with the Board if I feel that school policies or bylaws have been violated.
6. I have not been prevented from communicating with the Board when internal communication procedures have been exhausted and I feel Board policy has been violated or doesn't protect my rights.
7. The Head of School is open and responsive to my concern(s).
8. The Head of School acts without conflict of interest and in the best interests of the Quest community.
9. Quest provides an authentic Montessori education.
10. I am satisfied with the quality of education provided at Quest.
11. Quest fosters its students love of learning.
12. I enjoy working at Quest.
13. Quest provides adequate professional development opportunities.
14. The Board effectively represents the Quest community.
15. What does Quest do well?
16. How can Quest improve?

Appendix J

Students Exit Questionnaire

The Quest Board would like to thank you for choosing Quest as part of your child's education. As you and your child continue on your journey, we would like to take this opportunity to ask you a few questions. Thank you for your time and we look forward to hearing your feedback.

Thank you.

The Quest Board

1. How many years has your child attended Quest?
2. How was your overall experience at Quest?
3. What is your reason for leaving Quest?
4. Where will your child continue his/her education?
5. Do you have any recommendations on how we can improve Quest?
6. Would you recommend Quest to other families?

Additional comments:

Appendix K

Faculty/Staff Exit Interview

The Board of Directors would like to thank you for your dedication and service to Quest. As you continue on your journey, we would like to take this opportunity to ask you a few questions. Thank you for your time and we look forward to hearing your feedback.

The Quest Board

What is your reason for leaving Quest?

Other than your stated reason for leaving, are there any other reasons that contributed to your decision not to continue employment at Quest?

How was your overall experience at Quest?

What was most satisfying about working at Quest?

What was least satisfying about working at Quest?

How satisfied were you with your salary, benefits and other incentives?

Did any Quest policies or procedures make your job more difficult?

Do you feel that you had proper support from the administration to perform your job effectively? Please explain

How was your experience at Quest compared to other institutions you have worked at?

Do you have any recommendations on how we can improve Quest?

Would you recommend Quest to prospective families?

Would you recommend Quest to prospective faculty and/or staff?

Additional comments:

Appendix L

Graduation Questionnaire

The Board of Directors would like to extend our congratulations to your child on his/her graduation. It is a wonderful time filled with excitement and new beginnings. As you and your child embark on the next phase of your journey, we would like to take this opportunity to ask you a few questions so that we may continue to make Quest the best that it can be. Thank you for allowing Quest to be a part of your child's education. We look forward to hearing your feedback.

Thank you,
The Quest Board

1. How many years has your child attended Quest?
2. What was your reason for choosing Quest for your son or daughter's education?
3. Are you satisfied with the education and experience your child received at Quest?
4. Do you have any recommendations on how we can improve Quest?
5. Would you recommend Quest to other families?

Additional comments: