



APMA Steering Committee Descriptions

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Job Description: President of APMA

General Responsibilities:

The President is the senior volunteer leader of APMA who presides at all meetings of APMA and other meetings as required. The President serves on the Steering Committee and is an ex officio member of all committees of APMA. The President oversees implementation of board and organizational policies and ensures that appropriate administrative practices are established and maintained.

Specific Responsibilities:

1. Works with the Administrator, other board officers, and committee chairs to develop the agendas for board meetings, and presides at these meetings.
2. In consultation with other board officers, appoints volunteers to key leadership positions, including positions as chair of board committees and task forces, and cultivates leadership succession.
3. Recognizes his or her responsibility to set an example by giving of his or her time and supporting and advocating all fundraising activities supported by APMA.
4. Works with APMA and paid and volunteer leadership, in accordance with APMA's bylaws and mission, to establish and maintain systems for:
 - Planning APMA's human and financial resources and setting priorities for future development.
 - Reviewing operational effectiveness and setting priorities for future development.
 - Ensuring the legal and ethical standard.
 - Developing and maintaining an effective board culture.
 - Developing an effective pipeline of future leaders of the board.
5. In conjunction with the Steering Committee, manages the development of APMA in order to help it work more effectively and efficiently.
6. Works with the Administrator and other board officers to develop both immediate and long-term goals and expectations for the board that support organizational priorities and governance concerns.
7. Communicates effectively with and supports the Administrator in his/her job as principal of APM. In this capacity, focuses on ensuring that the board governs rather than manages.
8. Works with the Committee Chairs and the Administrator to keep apprised of committee work and to ensure that committees have the resources needed to do their job. Also, works to ensure effective and efficient communications between the committees and the board.
9. Creates a safe environment for decision-making by inviting participation, encouraging varying points of view and stimulating a frank exchange of ideas in an effort to provide shared decision-making.

Appleton Public Montessori Association, Inc. is a 501(c)3 non-profit organization, incorporated in the State of Wisconsin. APMA, Inc., through a Board of Directors, governs the school in accordance with a Charter Contract with the Appleton Area School District.



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Job Description: President of APMA (cont.)

10. Communicates with the board effectively so the board information systems focus on decision-making, stimulates participation and supports an appropriate balance of responsibility between board and staff.
11. Links with major stakeholders when it is agreed that the President is the most appropriate person to represent APMA at a key meeting, write an editorial for a newspaper, or thank a major donor or contributor.

Qualifications:

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

Indicators of effectiveness:

- Meets annual goals as identified and adopted at the beginning of the leadership term, including specific goals for development.
- Is perceived by other board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on results.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.
- Participate in an annual self-evaluation process, including individual reflection and full board evaluation through use of self-assessment tools, committee assessments and parent surveys.



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Relationship Between the Governing Board, President and Administrator

Governing Board	President	Administrator
<ul style="list-style-type: none"> • Corporate entity; can act only as a group 	<ul style="list-style-type: none"> • Cannot officially act alone 	<ul style="list-style-type: none"> • An individual
<ul style="list-style-type: none"> • Continuous existence as the corporate board though individual membership changes 	<ul style="list-style-type: none"> • Continuous existence though individual changes 	<ul style="list-style-type: none"> • Is temporary in the life of the school. Often serves longer than individual board members
<ul style="list-style-type: none"> • Part-time 	<ul style="list-style-type: none"> • Part-time 	<ul style="list-style-type: none"> • Full-time
<ul style="list-style-type: none"> • Does not supervise the staff 	<ul style="list-style-type: none"> • Does not supervise the staff 	<ul style="list-style-type: none"> • Supervises other staff directly or through designee
<ul style="list-style-type: none"> • Has ultimate responsibility - with president 	<ul style="list-style-type: none"> • Has ultimate responsibility - with full board 	<ul style="list-style-type: none"> • Has limited, immediate responsibility
<ul style="list-style-type: none"> • Typically not expert in education 	<ul style="list-style-type: none"> • Typically not expert in education 	<ul style="list-style-type: none"> • Typically is expert in education
<ul style="list-style-type: none"> • Volunteer 	<ul style="list-style-type: none"> • Volunteer 	<ul style="list-style-type: none"> • Salaried
<ul style="list-style-type: none"> • Focuses on Governing, not administrative matters 	<ul style="list-style-type: none"> • Focuses on Governing, not administrative matters. May discuss some major administrative issues if asked by Administrator 	<ul style="list-style-type: none"> • Focuses on administrative matters. Is involved in Governing/policy matters - advises board; offers recommendations; brings issues to board's attention



APMA Steering Committee Descriptions

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Job Description: Vice President of APMA

General Responsibilities:

The Vice President is the secondary volunteer leader of APMA and as such, discharges the duties of the President as required in the President's absence. The Vice President supports the activities of the President including sharing responsibilities as appropriate. The Vice President serves on the Steering Committee.

Specific Responsibilities:

1. In President's absence:
 - Presides at meetings of the full board
 - Serves as ex officio member of standing committees
2. Recognizes his or her responsibility to set an example by giving of his or her time and supporting and advocating all fundraising activities supported by APMA.
3. Works with the President to assist in developing the agendas for APMA meetings.
4. Advises the President on appointing volunteers to key leadership positions, including positions as chair of board committees and task forces.
5. Assists the President by taking on responsibility as necessary for communication with Committee Chairs.
6. Supports and challenges the President in all his/her responsibilities to ensure organizational priorities and governance concerns are addressed in the most effective and efficient manner.
7. Represents the board in the community, especially at events at which the chair cannot attend.
8. Other duties as delegated by the President.
9. Prepares press release information and contacts news media as deemed necessary by the board.
10. Work with Secretary to ensure branding protocol is followed for all public distribution of APMA information.
11. Links with major stakeholders when it is agreed that the Vice-President is the most appropriate person to represent APMA at a key meeting, write an editorial for a newspaper, or thank a major donor or contributor.



APMA Steering Committee Descriptions

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Job Description: Vice President of APMA (cont.)

Qualifications:

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

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the board at the beginning of the leadership term.
- Is perceived by other board members as being fair, open to all points of views, decisive, and contributing to a culture that focuses on results and student achievement.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.
- Participate in an annual self-evaluation process, including individual reflection and full board evaluation through use of self-assessment tools, committee assessments and parent surveys.



APMA Steering Committee Descriptions

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Job Description: Treasurer

General Responsibilities:

Provides direction for the financial management of APMA (which excludes APM's district site budget), which involves both sustainability and future planning, and facilitates the board in meeting its financial oversight responsibilities. The Treasurer serves on the Steering Committee.

Specific Responsibilities:

1. Provides direction for the oversight of APMA's record keeping and accounting policies.
2. Ensures the presentation of timely and meaningful financial reports to the board.
3. Ensures the development of an annual budget and its submission to APMA for its approval. Leads the monitoring of budget implementation.
4. Oversees development and board review of financial policies and procedures. With the Finance Committee, monitors the adherence to financial policies and procedures adopted by APMA.
5. Develops and monitors any investment policies adopted by APMA.
6. Ensures that assets are protected and invested according to board policy, including proper segregation of duties in handling APMA's financial assets.
7. Leads the board in assuring compliance with federal, state and other financial reporting requirements, including but not limited to annual WI and IRS reporting requirements.
8. Arrange for an annual audit. Presents the recommendation of the auditor to APMA for their approval. With the Finance Committee reviews the results of the audit including the management letter, develops a plan for remediation, if necessary, and presents the results to APMA.
9. Recognizes his or her responsibility to set an example by giving of his or her time and supporting and advocating all fundraising activities supported by APMA.
10. Takes responsibility for designing an annual board education program so that all board members can effectively conduct oversight of the financial health of APMA.
11. Monitor possible grant and award opportunities; follow up with appropriate staff/volunteers to prepare and submit necessary applications.
12. Review all grant proposals and when necessary, recommend action by the board.
13. Review all non-budgeted expenditures over a set dollar amount to be determined by the Steering Committee and recommend action to the board.
14. In a timely manner, ensure proper procedures are followed to acknowledge donor gifts.



APMA Steering Committee Descriptions

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Job Description: Treasurer (cont.)

Qualifications:

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

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the board at the beginning of the leadership term.
- Is perceived by other board members as being transparent and efficient in delivering financial reports and as being aggressively protective of the integrity of APMA's fiscal management.
- Ensures accounting records are maintained in accordance with Generally Accepted Accounting Principles, in order to minimize significant audit findings.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.
- Participate in an annual self-evaluation process, including individual reflection and full board evaluation through use of self-assessment tools, committee assessments and parent surveys.



APMA Steering Committee Descriptions

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Job Description: Secretary

General Responsibilities:

Provides direction for the keeping of legal documents including minutes of all meetings of the board of APMA. The Secretary serves on the Steering Committee.

Specific Responsibilities:

1. Certify and keep at the principal office of the corporation the original or a copy of the bylaws as amended or otherwise altered to date.
2. Keep at the principal office of the corporation or at such a place as APMA may determine a book of minutes of all meetings of the board and meetings of committees. Minutes shall record time and place of meeting, whether regular or special, how called, how notice was given, the names of those present or represented at the meeting and the proceedings thereof.
3. Maintain electronic copies of necessary documents in APMA's Dropbox folder; regularly organize information within Dropbox to ensure accurate records are available to members of APMA.
4. Present for approval by APMA copies of all minutes of meetings of the board.
5. Ensure that all notices are duly given in accordance with the provisions of the bylaws or as required by law.
6. In general, serves as the protocol officer of the board, ensuring that the keeping and posting of meeting minutes, meeting notifications, adherence to open meeting laws, and other procedural requirements are followed legally and ethically.
7. In general, perform all duties incident to the office of the Secretary and such other duties as may be required by law, by the Articles of Incorporation or bylaws, or which may be assigned to him or her from time to time by APMA.
8. Coordinate the preparation of the Annual Report.
9. Prepare bi-weekly newsletter report to parents, to be included with the school newsletter, in an effort to recognize the importance of board communication with members of the APM community.
10. Recognizes his or her responsibility to set an example by giving of his or her time and supporting and advocating all fundraising activities supported by APMA.
11. Oversee the content of APM's website; work with Website Editor to ensure timely updates are made. When necessary, call on members of APMA or volunteers to maintain appropriate overall content and consistency of APM's website.
12. Work with Vice-President to ensure branding protocol is followed for all public distribution of APMA information.



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13. In a timely manner, prepare and send thank-you notes in recognition of time, services and/or materials donated to APMA.

Job Description: Secretary (cont.)

Qualifications:

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

Indicators of effectiveness:

- Meets annual goals as identified and adopted by the board at the beginning of the leadership term.
- Is perceived by other board members as being an accurate and reasonable steward of the decision-making history of APMA and as being ever mindful of the duties and requirements of public service.
- Is perceived by staff as supporting and adding value to their work.
- Is perceived by a majority of parents and other community members as being accessible, fair, constructive, and representative of the interests of the broader school community.
- Participate in an annual self-evaluation process, including individual reflection and full board evaluation through use of self-assessment tools, committee assessments and parent surveys.