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## 203 Board Self Reflection Policy

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## TRM Board Reflection Policy

### I. PURPOSE

The purpose of the TRM Board Reflection Policy is to ensure a high-functioning, reflective board that is focused on student outcomes while fulfilling its state-mandated fiduciary responsibilities and living the board-designated core values of **Integrity, Stewardship, Compassion, and Montessori Focus**.

### II. PRACTICES

#### I. Annual Board Review

In August or September of each year, the TRM Board will review its practices.

#### II. Information for Decision Making

The board receives timely, accurate information on a regular basis to oversee vital school functions.

- **Monthly:**
  - Financial information that tracks revenues, expenditures, and cash flow.
  - Director's report that includes school operations and enrollment.
  - Personnel information that reflects current hiring, termination, and staffing data.
- **Semi-Annually:**
  - Report from the business manager and the director that reviews the school's finances and suggests budget revisions.
- **Annually:**
  - In the fall of each year, the board reviews and comments on the school's strategic plan and establishes goals for the current school year.
  - Report from the director that includes academic performance and analysis.
  - Review of **Osprey Wilds/authorizer school performance expectations** as needed. \*See attachment for an example of meeting agenda items.

### III. Review of the Director

The board policy reflects a comprehensive, effective process for evaluating the director, with the people and processes in place to carry it out.

- The board will review the process each year and recommend any necessary changes.

### IV. Annual Meeting and Election of New Board Members

The board policy reflects a comprehensive, effective process for carrying out elections as outlined in its by-laws and conducting an annual meeting that shares year-end results with the public.

- An **ad hoc** committee of the board, charged with overseeing the annual meeting and elections, will review the previous year's processes and results and recommend any necessary changes.

### V. New Board Member Orientation and Training

The board orientation and training processes meet state standards and prepare new board members to participate fully in board activities.

- **Prior to the January board meeting**, the board chair will ask new board members to confirm that they have completed the required MDE training and to reflect with him/her on whether Global's new board member orientation has prepared them to serve.
- **At the January board meeting**, the new board members will report to the board on their experience and make recommendations about how to improve the process for the next group of new board members.

### VI. Conduct of Board Meetings

All board members should feel they are able to express their views and review necessary information to make decisions in a safe, respectful board environment that operates efficiently and effectively.

- **At the August board meeting**, the board will review its essential agreements.
- **At the January meeting**, the board chair will ask board members to comment on the conduct of board meetings, including but not limited to:
  - Discussion and voting procedures
  - Agenda setting
  - Time spent on board business—both at board meetings and outside of board meetings.

### VII. Policies

The board will review its policies on a schedule that calls for a review of **1-5 policies**

**per month** in order to keep up with changes dictated by state mandates and/or best practices.

- The **director and the board chair** will review the previous year's calendar of policy reviews and propose a schedule for the next year.

### **VIII. By-Laws**

- The **board chair** will establish an **ad hoc** committee at least every three years to review the by-laws to ensure that they are consistent with state-mandated policies and best practices.

### **III. REFERENCES**

For additional guidance, refer to the **Osprey Wilds Environmental Learning Center Operations and Financial Performance Evaluation Frameworks(attachment A)**, which outline compliance requirements and effective practices for board governance, decision-making, oversight, and financial management. These frameworks provide standards and expectations that support the TRM Board's commitment to effective governance. Please see **(attachment B)** for an example of Board Meeting Agenda Items

## Amendment A:

### Osprey Wilds Environmental Learning Center

#### Operations and Financial Performance Evaluation Frameworks

In 2024, Osprey Wilds Environmental Learning Center (OW) updated its **Operations and Financial Performance Evaluation Frameworks** to ensure greater clarity and transparency regarding the board governance requirements, expectations, and guidance. Key changes include the designation of items as either "**Compliance Requirements**" or "**Effective Practices**".

#### Governance-Specific Areas

- ☐ **Compliance Requirements:** Items that must be met for a "Meets Standard" rating.
- ☐ **Effective Practices:** Practices that reflect Osprey Wilds' interpretation of effective governance, based on years of board meeting observations.

Evaluations are conducted annually based on:

- ☐ Board meeting observations
  - ☐ Review of board packets and minutes
  - ☐ Interviews with board members and school leadership
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### Operations Performance Evaluation

#### 2.1 Board Composition and Capacity

##### Compliance Requirements:

- ☐ Board complies with all relevant laws and its bylaws regarding composition, including ex-officio (non-voting) members.
- ☐ Background checks for board members are completed prior to seating as per Section 6.20 of the charter contract.
- ☐ Board members complete required initial and annual training.
- ☐ Annual assessments of individual and collective board training needs.
- ☐ Annual board performance assessment.
- ☐ Elections of board members and officers follow statutory and bylaw guidelines.

##### Effective Practices:

- ☐ A plan is in place to orient new board members and support their effectiveness.
- ☐ The board develops and implements a training and development plan.

- ☐ Officer duties are outlined in bylaws or board policies.
  - ☐ Information on board service opportunities is actively shared with staff, parents, and the community.
  - ☐ Board meeting attendance is maintained at over 80%.
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## **2.2 Board Decision-Making and Oversight**

### **Compliance Requirements:**

- ☐ Board meeting minutes must include:
  - Attendance
  - Action items with amendments noted
  - Who made the motion and seconded
  - Vote results
- ☐ Meetings comply with Open Meeting Law and MN Stat. §13D for interactive technology participation.
- ☐ A quorum must be present at board meetings.
- ☐ Key organizational documents (Annual Report, Financial Audit, Authorizer documents) are reviewed and approved.
- ☐ Regular reviews of school performance, including academic, environmental education goals, and financial management.

### **Effective Practices:**

- ☐ Meeting minutes capture meeting start and end times, along with clear summaries of discussions.
  - ☐ Board packets contain all relevant meeting materials.
  - ☐ Meetings are conducted with a quorum at all times.
  - ☐ The board follows a policy review cycle and engages in strategic planning.
  - ☐ Board materials are sent to members at least five days in advance.
  - ☐ The board maintains an annual governance calendar and uses committees for effective governance.
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## **2.3 School Leader Management and Accountability**

### **Compliance Requirements:**

- ☐ Board establishes qualifications for leadership roles.
- ☐ Board conducts performance evaluations for the school leader or EMO/CMO as required by MN Stat. §124E.

- ☐ School leaders without administrative licenses must develop professional development plans.
- ☐ Evaluations align with OW's academic and environmental education goals.

**Effective Practices:**

- ☐ The board collaborates with leadership to set professional goals.
  - ☐ A policy for annual director evaluation is in place.
  - ☐ Transparency is maintained with families, staff, and the community regarding school performance.
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## **Financial Performance Evaluation**

### **1.1 Budgeting**

**Compliance Requirements:**

- ☐ Fiscal year budget approval is documented by June 30.
- ☐ Mid-year budget updates are approved as necessary.
- ☐ Monthly and quarterly financial statements are reviewed, including revenue, expenses, and enrollment.
- ☐ Budget variances must not exceed 5% as of February 1.

**Effective Practices:**

- ☐ The board engages in long-term financial planning (e.g., 3-year projections).
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### **1.2 Enrollment Variance**

**Compliance Requirements:**

- ☐ Accurate enrollment projections (within 5%) are maintained.
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### **1.3 Financial Policies and Practices**

**Compliance Requirements:**

- ☐ Required financial policies are in place, including Procurement, Fund Balance, Credit Card, and Conflict of Interest policies.

- ☐ No audit findings on the inappropriate use of public funds.
  - ☐ Strong internal controls prevent fraud, waste, and abuse.
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## **1.5 Financial Audit**

### **Compliance Requirements:**

- ☐ The most recent financial audit shows no significant deficiencies or material weaknesses.
- ☐ The audit includes an unqualified opinion.
- ☐ Any past audit findings have been addressed in the current audit, with corrective action plans in place.

## Amendment B

Month	Board Meeting Agenda Items
Recurring Agenda Items	<p>How well are the students doing?</p> <ul style="list-style-type: none"> <li>· Student performance</li> </ul> <p>Is everything occurring appropriately?</p> <ul style="list-style-type: none"> <li>· Review monthly financial reports and budgeted to actual enrollment <ul style="list-style-type: none"> <li>o Ensure monthly and quarterly financial reports comply with the requirements of Section 6.9(a) of the charter contract</li> </ul> </li> <li>· Consent agenda – meeting minutes / committee meeting minutes / compliance report (monitor Aerie task completion) / school leader report</li> <li>· Monitor communication from the authorizer and MDE and respond accordingly</li> <li>· Monitor open interventions, notices of concern, or probationary status</li> </ul> <p>Is the board in compliance with training requirements?</p> <ul style="list-style-type: none"> <li>· Board training or training reflection</li> </ul>
Annual Tasks	<ul style="list-style-type: none"> <li>· Approve IOwA (Identified Official with Authority)</li> <li>· Schedule annual meeting (if required by bylaws)</li> <li>· Hold board elections (in accordance with bylaws)</li> <li>· Elect officers (in accordance with bylaws)</li> <li>· Monitor affiliated building company (ABC) (if applicable) <ul style="list-style-type: none"> <li>o Website compliance</li> <li>o Conflicts of interest</li> <li>o Financial oversight</li> <li>o Statutory requirements</li> <li>o Facility oversight</li> </ul> </li> <li>· Monitor charter management organization (CMO) / education management organization (EMO) <ul style="list-style-type: none"> <li>o Annual Report (due to authorizer by 11/1)</li> <li>o Annual statements of assurances (due to the authorizer by 7/31)</li> <li>o Financial report (due to the school and authorizer by 7/31)</li> <li>o Website compliance (post statements of assurance on website)</li> </ul> </li> </ul>



July	<p>First meeting of the new fiscal year</p> <ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Seat new board members <ul style="list-style-type: none"> <li>o Ensure new board members have completed statutorily required initial training before being seated</li> <li>o Ensure the school has conducted background checks on new board members before being seated, as required by the contract</li> </ul> </li> <li>· Adopt meeting schedule for the year (including annual meeting, if required) and publish on board website</li> <li>· Review budget to projected enrollment status</li> <li>· Approve lease agreement (as needed)</li> <li>· Approve lease aid application</li> <li>· Confirm director evaluation process: Affirm job description, set goals, review evaluation process, and identify measurable outcomes.</li> <li>· Identify outstanding needs to successfully operate the school in the coming year (e.g. staffing)</li> <li>· Conduct annual assessment of the training needs of individual members and the full board as required by statute</li> </ul>
August	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Confirm annual report process started (report due to authorizer 11/1)</li> <li>· Review and approve updates to Student Handbook</li> <li>· Review and approve updates to Staff Handbook</li> <li>· Review, revise, and approve any policies that require annual monitoring</li> <li>· Monitor legislative changes for new policy requirements; create a plan to adopt new or revise existing policies</li> <li>· Monitor progress on Exhibit S, Outstanding Obligations from Previous Contract</li> <li>· Adopt board training plan for the year</li> </ul>
September	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Review data related to Exhibit G (Academic Goals) and Exhibit H (Environmental Education Goals) and monitor progress toward meeting the school's contractual goals</li> <li>· Review Environmental Literacy Plan (ELP) (due to authorizer 9/1)</li> <li>· Monitor charter compliance – request authorizer update (e.g. contract, any concerns, goals not met, targets for FY, etc.)</li> <li>· Sign statements of assurance (Exhibit L) (due to authorizer 10/1)</li> <li>· Declare ex-officio conflicts of interest (due to authorizer 10/1)</li> </ul>
October	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Confirm with financial service provider that audit started</li> <li>· First budget adjustment (as needed)</li> <li>· Review parent and teacher satisfaction survey results (as part of Annual Report)</li> <li>· Approve Annual Report (due to authorizer 11/1)</li> <li>· Conduct board training (topic TBD from board training plan approved in August)</li> <li>· Review annual charter school assurances, associated policies, and required training (due to authorizer and MDE 10/31)</li> </ul>

November	<p>Find an alternative date for the board meeting this month if the board meeting falls during the holiday week.</p> <ul style="list-style-type: none"> <li>· Recurring agenda items.</li> <li>· Accept annual audit and discuss any findings, taking action if needed (and ensure it is submitted to authorizer and MDE by 12/31)</li> <li>· Review data related to Exhibits G and H (Academic Goals and Environmental Education Goals) and monitor progress toward meeting the school's contractual goals.</li> </ul>
December	<p>Find an alternative date for the board meeting this month if the board meeting falls during the holiday week(s).</p> <ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Accept annual audit and discuss any findings, taking action if needed (and ensure it is submitted to authorizer and MDE by 12/31) (if not completed in November)</li> <li>· Confirm that Comprehensive Achievement and Civic Readiness annual summary report submitted to MDE (typically due 11/30) as part of the ESEA Consolidated Application End of Year Report</li> <li>· Begin to gather data for school leader's mid-year formative evaluation</li> <li>· Receive an update on building maintenance / lease status</li> <li>· Monitor progress on Exhibit S, Outstanding Obligations from Previous Contract</li> </ul>
January	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Mid-year progress report on school leader goals or update and goal revision (as necessary)</li> <li>· Monitor school website for compliance with statute and charter contract</li> </ul>
February	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Second budget adjustment (as needed)</li> <li>· Review data related to Exhibits G and H (Academic Goals and Environmental Education Goals) and monitor progress toward meeting the school's contractual goals.</li> <li>· Begin gathering data for proposed budget for next year</li> </ul>
March	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Conduct board training (topic TBD from board training plan approved in August)</li> <li>· Plan for school leader performance evaluation</li> </ul>
April	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Review and discuss a draft of next year's operating budget</li> <li>· Review data related to Exhibits G and H (Academic Goals and Environmental Education Goals) and monitor progress toward meeting the school's contractual goals</li> <li>· Monitor progress on Exhibit S, Outstanding Obligations from Previous Contract</li> </ul>

May	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Third budget adjustment (as needed)</li> <li>· Conduct board training (topic TBD from board training plan approved in August)</li> <li>· Confirm that previous year's Form 990 is submitted by 5/15</li> <li>· Complete school leader performance evaluation</li> </ul>
June	<ul style="list-style-type: none"> <li>· Recurring agenda items</li> <li>· Approve budget for next fiscal year (and ensure it is submitted to authorizer by 6/30)</li> <li>· Confirm that audit is scheduled</li> <li>· Monitor progress on Exhibit S, Outstanding Obligations from Previous Contract</li> <li>· Conduct an annual assessment of the board's performance in accordance with statute</li> <li>· Complete school leader performance evaluation (if not completed in May)</li> </ul>

At least four times / year, the school is contractually required to do the following:

- Monitor its progress toward the goals in Exhibit G (academic goals) and Exhibit H (environmental education goals)
- Monitor progress on the outstanding obligations from the previous contract in Exhibit S
- Participate in board training or have meaningful discussion / reflection on recent training attended by one or more board members
- Engage in school leader evaluation activities.

The table below outlines the months when these activities may take place.

	Board training	School leader evaluation	Exhibits G & H	Exhibit S
July	X	X		
August	X			
September			X	X
October	X			
November			X	X
December		X		
January		X		
February			X	X
March	X	X		
April			X	X
May	X	X		
June				
TOTAL	5	5	4	4