

**SARASOTA MILITARY ACADEMY  
BOARD OF DIRECTORS  
Annual Meeting  
Tuesday June 21, 2022**

- Call to Order
- Pledge of Allegiance
- Approval of the Minutes-Tab 1
  - May 10, 2022
- Executive Director of Schools' Report Tab 2
  - Climate Surveys
  - Annual Conflict of Interest
  - 2022-2023 BOD Meeting Schedule
- Head of School Report – SMA Prep Tab 3
  - Athletic Director Report
  - Faculty Representative
- Head of School Report – SMA High Tab 4
  - Athletic Director Report
  - Faculty Representative
- SAI Report Tab 5
- Treasurer's Report Tab 6
  - Monthly Financial Report
  - Dispersion of Funds
- SMA Foundation, Inc. Report Tab 7
- Committee Report
  - Long-Range Planning Committee
  - PTCC Committee Report
- Chairperson's Report
- New Business
  - Board Terms
  - By-Laws
  - BOD Matrix/Selection Criterion
  - BOD Self-Evaluation Tool
- Old Business
- Public Comment
- Meeting Adjournment

# **Sarasota Military Academy**

## **BOARD OF DIRECTORS**

### **MEETING MINUTES**

**10 MAY 2022**

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#### **Board of Director Members' Attendance**

##### **Present:**

Thomas J. McElheny, EdD, CAPT, USMC (Ret), Chair  
Mr. Scott Lempe, Lt Col, USAF (Ret), Vice Chair / Treasurer  
Ben Knisely, COL USA (Ret), Secretary  
Dr. Brian Crupi, LTC, USAR  
Ms. Erica Gregory, Lt Col, USAF (Ret)  
Ms. Linda Long  
Mr. Pete Skokos  
Ms. Tessa Suplee, Lt Col, USAF (Ret) (Virtual)  
Mr. Jim Tollerton  
Ms. Cynthia West, RN Lt, USA (Ret)

##### **Absent:**

SMA-LTC Abby Williams, Assistant Head of School, High School; MAJ Clarence Arrington, Senior Army Instructor; SMA-LTC Ryan Lee, Assistant Head of School, Middle School; Mr. Rafael Robles, Executive Director, SMA Foundation Inc.

##### **SMA Administrative Staff in Attendance:**

SMA-COL Christina Bowman, Chief Executive Officer  
SMA-LTC Steve Kok, Director of Finance  
SMA-COL Frederick Fout, Head of School, High School  
SMA-LTC Caitlin West, Assistant Head of School, High School (virtual)  
SMA-MAJ Charlie Carver, Athletic Director, High School (virtual)  
SMA-COL Tom Vara, Head of School, Middle School  
SMA-LTC Lisa Currie, Assistant Head of School, Middle School  
MAJ Becky Morris, Assistant Head of School, Middle School  
SMA-MAJ Leslie Smith, Athletic Director, Middle School

**Guests in Attendance:** Ms. Jeanine Signorelli, PTCC President; SMA-CPT Jeanette Marks, Marine Science, High School (virtual); SMA-MAJ Ashley Wyka, Math Department Chair, High School (virtual)

Location: SMA Middle School

The chair called the meeting to order at 4:31 pm. Everyone in attendance stood for the Pledge of Allegiance. Chair Thomas McElheny mentioned he was very impressed with the brand story

in SRQ magazine and stated the agenda for the meeting is as follows: year term goals; fiscal health; increase one grade in FTE; reverse FTE trend by increasing enrollment; and long-term planning committee.

**Motion to Approve the 12 April 2022 Minutes:**

COL Ben Knisely moved to approve the 12 April 2022 minutes; Mr. Jim Tollerton seconded the motion and the board unanimously approved.

**Executive Director of Schools Report:** SMA-COL Christina Bowman provided a read-ahead report. She stated an email was sent to both boards on upcoming graduation dates for both schools and the end of year luncheon. SMA-COL Bowman discussed the strategic goals to start the new school year of retaining quality staff as well as retaining seats at the high school. She explained enrollment for both campuses and how to balance the waiting lists at both schools to not exceed maximum class size.

Mr. Scott Lempe inquired as to the high number of students with IEPs within the incoming sixth grade class in which SMA-COL Fred Fout replied that our small school size and structure take part in the reputation of ESE students excelling at SMA. Ms. Linda Long inquired as to the services mostly in demand in which both heads of school replied extended time and small group testing are most in demand.

**SMA Head of School Report, Middle School:** SMA-COL Tom Vara provided a read-ahead report. He discussed a successful school play of Alice in Wonderland and the welcoming of all new families during a two-night event that provided a lot of energy and PTCC support with the selling of merchandise and meeting families. Chair McElheny inquired as to how new staff are made aware of the expectations and military culture at SMA in which SMA-COL Vara replied that it starts during the interview process along with multiple individual meetings after hire.

**SMA Middle School Athletics Report:** SMA-MAJ Leslie Smith provided a read-ahead report. She discussed a successful year for sports with golf tying for third place and lacrosse carrying twenty-three students. SMA-MAJ Smith stated coach positions for girls basketball and girls soccer coaches need to be filled.

**Technology and Data Impact Report:** N/A

**Instructional Design & Curriculum:** N/A

**SMA Head of School Report, High School:** SMA-COL Fout provided a read-ahead report. He commended both middle and high school chorus director, Dr. Henry Orazi, for taking both classes to a competition in Orlando and placed first in their category. SMA-COL Fout also commended Senior Advisors, SMA-CPTs Geimer and Scott for a packed year of senior activities ending with the upcoming prom on a yacht. He mentioned the fourth annual SMA Film Festival being held on Thursday at Burns Court Cinema. Chair McElheny inquired as to the new video and if it will be ready for graduation in which SMA-COL Bowman replied that the first review of the video is Wednesday and is scheduled to be ready for graduation.

**SMA HS Athletics Report:** N/A

**SAI/Commandant's Report:** MAJ Clarence Arrington provided a read-ahead report. Chair McElheny inquired as to any graduates with plans to the service academies in which SMA-COL Fout replied that one is awaiting admittance into the Naval Academy but is currently committed to Embry Riddle Aeronautical University thus far.

**Staff Representatives:** N/A

**Media Report:** N/A

**Treasurer's Report:** SMA-LTC Steve Kok provided a read-ahead report. He discussed the financials for both campuses. SMA-LTC Kok explained the gas hike has doubled the transportation costs and suggested a nominal fee to transport students. He mentioned the city will be providing the transportation expense this week and will present at the next meeting.

SMS-LTC Kok asked the board to extend the June board meeting by 1-2 weeks in order to present real numbers that would not be available at the scheduled 14 June meeting.

**Mr. Tollerton moved to approve extending the scheduled 14 June board meeting by one week to 21 June at the high school; COL Knisely seconded the motion and the board unanimously approved.**

SMA-LTC Kok recommended for the board to approve the IRS tax form 990 for Sarasota Military Academy. Mr. Tollerton inquired as to this board having permission to approve the SMA Foundation IRS tax form 990 in which SMA-COL Bowman replied that the SMA Foundation could schedule an emergency meeting as long as a quorum is present.

**Ms. Cynthia West moved to approve the IRS tax form 990 for Sarasota Military Academy; Mr. Tollerton seconded the motion and the board unanimously approved.**

Vice Chair Scott Lempe explained how the fund reserve is tied to board policy on measuring financial stability within the CEO evaluation. He further explained that currently the goal is set for 5% or 700K, which is very different to the goal of 100K stated in the strategic plan. Ms. Erica Gregory stated that it is appropriate to set goals to increase reserve funds within the CEO evaluation.

**Ms. West moved to approve the goal of 100K in the reserve fund; Mr. Pete Skokos seconded the motion and the board unanimously approved.**

**PTCC Report:** Ms. Jeanine Signorelli provided a read-ahead report. She discussed a successful weekend-long book fair at the Barnes & Noble at University Town Center to support the media centers and English departments on both campuses. Ms. Signorelli stated the PTCC has approved many grants including one for 3D printers and will be focusing on fundraising next year to supplement teacher/classroom grants.

**Foundation:** Mr. Rafael Robles provided a read-ahead report. SMA-COL Bowman discussed the results of the Giving Challenge. Chair McElheny commended Mr. Robles for his efforts over the past two years.

**Marketing and Communications Report:** N/A

**Nominating Committee Report:** Mr. Tollerton discussed the outreach for potential board members and introduced COL Richard Swoope, Jr. with his resume as a new board member. He stated COL Swoope attended the high school formation and spoke to our cadets with energy and wisdom as well as walking around to speak with staff.

**Mr. Tollerton moved to approve the nomination of COL Richard Swoope, Jr. to the operating board as a director; Ms. West seconded the motion and the board unanimously approved.**

Chair McElheny stated to ensure COL Swoope is invited to the 21 June board meeting. He announced to the board the resignation of board director, Ms. Tessa Suplee, as of 30 June. Chair McElheny stated that an analysis of skills on the board would be conducted to ensure scouting of potential board members compliment the current board.

**Long-Range Planning Committee Reports:** Mr. Tollerton announced the new members of the Long-Range Planning Committee as Ms. Gregory, Mr. Skokos, Vice Chair Lempe, and Ms. Long. He stated the goal is to plan for five to ten years of the academy and will provide the date of the first meeting.

**Chair:** N/A

**Old Business:** Chair McElheny discussed the CEO evaluation compiled by Vice Chair Lempe, Ms. Gregory and SMA-COL Bowman that reflects fair and balanced goals and expectations, to include the change in the fund reserve amount.

**Mr. Tollerton moved to approve the CEO evaluation starting 1 July; Ms. Skokos seconded the motion and the board unanimously approved.**

Chair McElheny stated that an informal evaluation will be conducted at six-months and the formal evaluation completed at one year.

Mr. Tollerton inquired as to board terms for members in which Chair McElheny replied that he will review the bylaws and can start at the new fiscal year. SMA-COL Bowman asked the board as to their attendance for the Memorial Day Parade.

**New Business:** N/A

**Public Comments:** N/A

The next board meeting will be on 21 June 2022 at 2:30pm at the High School campus.

The chair adjourned the meeting at 5:52 pm.

\_\_\_\_\_  
Dr. Thomas McElheny, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
COL Ben Knisely, Secretary

\_\_\_\_\_  
Date

## Executive Director of Schools Report

June 21, 2022

### **Enrollment:**

- 2022-2023 Open Enrollment
  - Update Will Be Provided

### **HR:**

- Academy- Bus Drivers
- High School Positions Hired
  - Intensive Reading/Language Arts-Additional Course
  - Business Ownership-New Course
  - English Language Arts
- High School Positions Open
  - Intensive Math-New
  - Marine Science
- Middle School Positions Hired
  - ESE
  - English Language Arts
  - English Language Arts
- Middle School Positions Open
  - Design
  - ESE Liaison
  - Math

### **Communication/Community Outreach:**

Annual Board Member Conflict of Interest Reporting

- Read and Sign for SY 2022-2023

Climate Surveys

- Cadet, Parent and Staff

Graduation and Promotion Ceremonies

- Recognition of SMA-LTC Abby Williams and SMA-CPT Kathy Simon

Memorial Day Parade

- Regiment looked outstanding!
- Great job Military Studies and JROTC Instructors

#### Play for Life Foundation

- Donation of two Pickleball sets

#### Student Success Center

- Education Foundation Funding 1 Year
- Ongoing meetings with Bianca Harris and Jennifer Vigne

#### AlumWorx

- Partnering with Student Success Center
- Met with Cynthia Gravino

#### Junior Achievement of Sarasota County

- Met with Samantha Brewer
- Financial Literacy Program Curriculum

#### New College Collaboration

- Met with Dr. Gilchrist
- Establish partnership with Marine Science Programs

#### Rotary S4TL (Seminar for Tomorrow's Leaders)

- Cadet Colonel Akiel Reyes Melendez attending
- Transported Akiel to S4TL at Florida Southern College in Lakeland, FL on 19 June and returning on 25 June

Campus closed 4 July to 8 July.

Grade	22-23 Apps	Waitlist	Total Confirmed	Total Declined	IEP	504	ELL	
6th	334	0	206	123	56 [1]	27	1	
7th	127	1	45	74	7	7	1	
8th	110	0	39	65	5	12	0	
<b>MS2HS</b>	<b>187</b>		<b>114 - 61%</b>	<b>54 [2]</b>				20 SHS
9th	144	16	98	39	15 [3]	16	1	13 Poly
10th	61	0	30	21	7 [4]	0	0	5 SHS AICE
11th	34	0	16	12	2	3	0	4 District
12th	9	0	5	2	0	0	0	3 VHS
	<b>810</b>	<b>17</b>	<b>553</b>	<b>336</b>	<b>92</b>	<b>65</b>	<b>3</b>	3 Private
Total Apps (exc MS2HS)			Incl. MS2HS	(Exc MS2HS)	(Exc MS2HS)			2 Other
								1 Pt Charlotte
06/14/2022 12:00								1 BHS
								1 IB Riverview
								1 Imagine @ NP

Grade	Current Enrollment	Projected (Current -10%)	Total Confirmed Withdrawals	Apps - confirmed	Total	Goal	Difference	
6th	176			206	206	210	-4	
7th	171	158		45	203	195	8	
8th	187	153		39	192	195	-3	
	<b>534</b>				<b>601</b>	<b>600</b>		
9th	167			212	212	192	20	<b>WD</b>
10th	165	150 (-17)	146 (-21)	30	176	176	0	Rise 10th -21
11th	170	148 (-17)	153 (-12)	16	169	165	4	Rise 11th -12
12th	157	153 (-17)	165 (-5)	5	170	170	0	Rise 12th -5
	<b>659</b>				<b>727</b>	<b>703</b>		
	<b>1193</b>				<b>1328</b>	<b>1303</b>		

# Sarasota Military Academy Instructional Staff Report

2022 Annual INSTRUCTIONAL STAFF Survey

How much do you agree or disagree with the following statements about your school/work location?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
I am comfortable with my level of decision-making at my school/department.	2.00%	10.00%	40.00%	44.00%	4.00%	50
I am comfortable discussing concerns with my supervisor.	2.00%	4.00%	28.00%	64.00%	2.00%	50
My administrator(s)/supervisor(s) foster a culture of support at my school/department.	0.00%	16.00%	24.00%	58.00%	2.00%	50
My administrator(s)/supervisor(s) foster a culture of collaboration.	4.00%	6.00%	34.00%	54.00%	2.00%	50
The staff work together to ensure an orderly environment at my school/department.	4.00%	6.00%	48.00%	40.00%	2.00%	50
I am clearly informed about policies and procedures at my school site/department.	4.00%	8.00%	40.00%	44.00%	4.00%	50
I have access to written school/department emergency plans that clearly describe procedures to follow.	0.00%	2.00%	34.00%	58.00%	6.00%	50
My school/department provides me with effective training in safety procedures.	2.00%	2.00%	34.00%	62.00%	0.00%	50
The Student Code of Conduct is applied equally to students.	8.00%	10.00%	44.00%	30.00%	8.00%	50
Staff recognize students for positive behavior.	0.00%	6.00%	44.00%	48.00%	2.00%	50
My school/department fosters a sense of belonging.	0.00%	8.00%	46.00%	42.00%	4.00%	50
I create an environment that fosters belonging for all students.	0.00%	0.00%	28.00%	70.00%	2.00%	50
I provide culturally relevant materials during the lessons.	0.00%	0.00%	34.00%	60.00%	6.00%	50
I honor the dignity of students by including them in discourse during the lessons.	0.00%	0.00%	22.00%	76.00%	2.00%	50

Do you agree or disagree with the following statements? Please select Yes or No. In this school year, I have been or have felt uncomfortable because of the words or actions of others about:

Question	Yes	No	Total
race or ethnicity	8.00%	92.00%	50
cultural background or religion	8.00%	92.00%	50
physical or mental abilities	0.00%	100.00%	50
sexuality	8.00%	92.00%	50
identity	4.00%	96.00%	50

How much do you agree or disagree with the following statements?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
I am comfortable helping parents support their children's learning at home.	0.00%	4.08%	38.78%	51.02%	6.12%	49
I have the appropriate training to address social-emotional and/or behavioral needs of students.	0.00%	8.16%	42.86%	44.90%	4.08%	49
I am provided with appropriate resources and support to use technology to help me improve the delivery of instruction or services.	2.04%	8.16%	51.02%	34.69%	4.08%	49
After reviewing student data, I am comfortable making instructional decisions and/or changes to accelerate student growth.	0.00%	0.00%	48.98%	48.98%	2.04%	49
I consistently use student data from classwork and assessments to guide my instruction.	0.00%	4.08%	38.78%	48.98%	8.16%	49
Our school has the appropriate staffing to support students with special needs or disabilities.	14.29%	12.24%	44.90%	22.45%	6.12%	49
I have appropriate training to use materials and resources to serve students with disabilities.	4.08%	12.24%	44.90%	32.65%	6.12%	49
I have appropriate training to use materials and resources to serve English Language Learners (ELL).	2.04%	12.24%	46.94%	34.69%	4.08%	49

Please indicate the frequency of use for communication between parents/families and yourself.

Question	Once a week	Twice a week	Three times a week	More than three times a week	Not applicable	Total
Emails	44.90%	12.24%	14.29%	20.41%	8.16%	49
Parent Portal	30.61%	4.08%	4.08%	14.29%	46.94%	49
Text message and/or Communication app such as Class Dojo, Remind, etc.	20.41%	8.16%	2.04%	10.20%	59.18%	49
Telephone calls	65.31%	2.04%	8.16%	6.12%	18.37%	49
Other	10.20%	2.04%	2.04%	6.12%	79.59%	49
Teacher Newsletter	12.24%	2.04%	0.00%	2.04%	83.67%	49
Blackboard	4.08%	2.04%	2.04%	0.00%	91.84%	49

How much do you agree or disagree with the following statements?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
This school communicates with parents in a timely and ongoing basis.	0.00%	8.16%	40.82%	46.94%	4.08%	49
I receive District-level messaging and information to feel informed.	0.00%	6.12%	55.10%	32.65%	6.12%	49

Rate your level of knowledge and understanding about: (0 being the least and 10 being the most)

Field	Mean	Count
using the Multi-Tiered System of Support (MTSS)	7.15	47
adjusting my instruction based on an ESE child's Individual Education Plan (IEP)	8.65	48
Professional Learning Communities (PLC)	8.10	48

Choose the top four strategies you use most often to close the achievement gap for all students (i.e. Black, Hispanic, ELL, SWD, High/Low Socio-Economic Status)

Question	Percentage
Providing small group instruction	21.23%
Recommending kids for Advance Work Classes/Accelerated Courses	2.05%
Making instructional changes based on the data	21.92%
Mentoring	13.01%
Using effective classroom management skills	32.88%
Providing instructional materials that reflect students' cultural backgrounds, ethnicity, and identity	8.90%
<b>Total</b>	<b>146</b>

How much do you agree or disagree with the following statements?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
This school encourages students to take challenging classes regardless of their race, ethnicity, nationality, and/or cultural background (e.g. honor level courses, gifted courses, AP or IB courses).	0.00%	6.12%	53.06%	34.69%	6.12%	49
This school/department provides the materials, resources, and training necessary for me to support students' social, emotional, and behavioral needs.	2.04%	6.12%	53.06%	32.65%	6.12%	49
This school/department places a priority on helping students with their social, emotional, and behavioral problems.	2.04%	10.20%	51.02%	34.69%	2.04%	49
The mental and physical well-being of staff is a priority.	6.12%	14.29%	40.82%	30.61%	8.16%	49
Mental Health Services were available to students/families I referred, when needed.	4.08%	6.12%	53.06%	20.41%	16.33%	49

How much do you agree or disagree with the following statements about your school/work site?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
When there is an issue/problem with facilities it is addressed in a timely manner.	0.00%	10.20%	36.73%	53.06%	0.00%	49
Adequate COVID safety precautions are taken at my school/work site.	0.00%	6.12%	36.73%	51.02%	6.12%	49
My school/work site has adequate heating, cooling, and/or lighting systems.	0.00%	6.12%	42.86%	48.98%	2.04%	49
I have access to adequate personal protection equipment due to COVID.	0.00%	6.12%	38.78%	44.90%	10.20%	49

I am actively seeking my Reading Endorsement/Certification.

Question	Percentage
Yes	14.29%
Not applicable for my position	40.82%
No	30.61%
I have completed my Reading Endorsement/Certification	14.29%
<b>Total</b>	<b>49</b>

The next question is designed to gather information about your professional learning interests. This question eliminates an additional Professional Learning Needs Assessment Survey. Please select all Professional Learning choices that you are interested in.

Question	Percentage
High Expertise Teaching	5.36%
Adopted Curriculum	2.38%
Blackboard for Instruction	1.79%
Data Dashboards	3.57%
BEST Standards	7.74%
New Teacher Support (1-3 years)	4.17%
Writing workshop	2.38%
Effective Professional Learning Communities (PLC)/Collaborative Planning Teams (CPT)	6.55%
Visible Learning (including Learning Intentions and Success Criteria)	2.38%
Using data to inform instruction (including data chats, using the i-Ready Toolbox)	4.17%
Reading Endorsement: Competency 5	0.00%
Reading Endorsement: Competency 4	0.00%
Reading Endorsement: Competency 3	0.00%
Reading Endorsement: Competency 2	0.60%
Reading Endorsement: Competency 1	1.19%
Restorative Strategies	5.36%
Safety and Security	2.38%
Science workshop (including standards-based instruction)	3.57%
SEL (social-emotional learning) / Trauma-informed care	4.76%
Small group instructional strategies	11.31%
Social Studies workshop (including standards-based instruction, best practice for high school research, document-based questions)	1.79%
TEAMS and/or ZOOM	3.57%
Equity, Belonging and Dignity	6.55%
Arts Integration/Experimental Learning	5.95%
Classroom/Behavior management	12.50%
<b>Total</b>	<b>168</b>

# Sarasota Military Academy Classified Staff Report

2022 Annual CLASSIFIED STAFF Survey

How much do you agree or disagree with the following statements about your school/work location?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree or disagree/ Choose not to answer	Total
I am comfortable with my level of decision-making at my school/department.	0.00%	0.00%	50.00%	50.00%	0.00%	12
I am comfortable discussing concerns with my supervisor.	8.33%	16.67%	16.67%	58.33%	0.00%	12
My administrator(s)/supervisor(s) foster a culture of support at my school/department.	0.00%	16.67%	33.33%	50.00%	0.00%	12
My administrator(s)/supervisor(s) foster a culture of collaboration.	8.33%	16.67%	33.33%	41.67%	0.00%	12
The staff work together to ensure an orderly environment at my school/department.	0.00%	16.67%	33.33%	50.00%	0.00%	12
I am clearly informed about policies and procedures at my school site/department.	0.00%	25.00%	16.67%	50.00%	8.33%	12
I have access to written school/department emergency plans that clearly describe procedures to follow.	0.00%	0.00%	25.00%	75.00%	0.00%	12
My school/department provides me with effective training in safety procedures.	0.00%	8.33%	41.67%	50.00%	0.00%	12
I communicate with stakeholders (school staff, parents/families) in a timely and ongoing basis.	0.00%	0.00%	16.67%	66.67%	16.67%	12
I have adequate resources available to me to carry out my job responsibilities.	0.00%	16.67%	33.33%	50.00%	0.00%	12
My school/department fosters a sense of belonging.	8.33%	16.67%	41.67%	33.33%	0.00%	12
I honor the dignity of all students.	0.00%	0.00%	8.33%	91.67%	0.00%	12

Please select Yes or No. In this school year, I have been or have felt uncomfortable because of the words or actions of others about:

Question	No	Yes	Total
Race or ethnicity	91.67%	8.33%	12
Cultural background or religion	91.67%	8.33%	12
Physical or mental abilities	91.67%	8.33%	12
Sexuality	100.00%	0.00%	12
Identity	100.00%	0.00%	12

How much do you agree or disagree with the following statement?

I receive District-level messaging and information to feel informed.	Percentage
Strongly Disagree	8.33%
Strongly Agree	25.00%
Neither agree or disagree/ Choose not to answer	8.33%
Disagree	8.33%
Agree	50.00%
Total	12

As a staff member, how would you like to receive messages from the School District?

As a staff member, how would you like to receive messages from the School District?	Percentage
Voice	8.33%
Text message	16.67%
Email	75.00%
Total	12

How much do you agree or disagree with the following statements about your school/work site?

<b>The mental and physical well-being of staff is a priority.</b>	<b>Percentage</b>
<b>Strongly Disagree</b>	0.00%
<b>Strongly Agree</b>	50.00%
<b>Neither agree or disagree/ Choose not to answer</b>	0.00%
<b>Disagree</b>	8.33%
<b>Agree</b>	41.67%
<b>Total</b>	12

How much do you agree or disagree with the following statements about your school/work site?

<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Neither agree or disagree/ Choose not to answer</b>	<b>Total</b>
<b>My school/work site has adequate heating, cooling, and/or lighting systems.</b>	0.00%	18.18%	27.27%	54.55%	0.00%	11
<b>When there is an issue/problem with facilities it is addressed in a timely manner.</b>	0.00%	9.09%	45.45%	45.45%	0.00%	11
<b>Adequate COVID safety precautions are taken at my school/work site.</b>	0.00%	9.09%	54.55%	27.27%	9.09%	11
<b>I have access to adequate personal protection equipment due to COVID.</b>	0.00%	0.00%	45.45%	45.45%	9.09%	11

The next question is designed to gather information about your professional development interests. This question eliminates an additional Professional Learning Needs Assessment Survey. Please select all Professional Learning choices that you are interested in.

Question	Percentage
<b>SysAid (Help Ticket System)</b>	0.00%
<b>Small Group Instruction</b>	0.00%
<b>Qualtrics (online survey software)</b>	4.35%
<b>Professional Learning System</b>	0.00%
<b>Paraprofessional to Teacher Opportunities</b>	0.00%
<b>Novus School Board Agenda System</b>	0.00%
<b>Microsoft Word</b>	13.04%
<b>Microsoft Teams</b>	4.35%
<b>Microsoft Publisher</b>	4.35%
<b>Microsoft OneDrive</b>	4.35%
<b>Microsoft Forms</b>	8.70%
<b>Microsoft Excel</b>	17.39%
<b>Facilitron (room reservation system)</b>	0.00%
<b>Customer Service</b>	13.04%
<b>Crisis Prevention Intervention (CPI)ESD Financial System</b>	0.00%
<b>Computer Programming</b>	4.35%
<b>Collaboration with classroom teachers to meet needs of students</b>	4.35%
<b>Bookkeeping Topics</b>	17.39%
<b>Behavior Management/CHAMPS</b>	4.35%
<b>Total</b>	23

# Sarasota Military Academy Annual Student Survey Report

2022 Annual STUDENT Survey

How much do you agree or disagree with the following statements about this school?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
My teachers care about me.	3.74%	2.67%	56.68%	32.09%	4.81%	187
My teachers make me feel positive.	4.28%	9.09%	58.29%	17.11%	11.23%	187
I am happy to be at this school.	8.02%	11.76%	42.25%	26.74%	11.23%	187
I feel like I am part of this school.	5.88%	8.56%	47.59%	26.74%	11.23%	187
People here notice when I am good at something.	5.35%	11.23%	49.73%	22.46%	11.23%	187
Sometimes I feel as if I don't belong here.	21.39%	37.43%	18.72%	9.63%	12.83%	187
People at this school are friendly to me.	5.88%	5.35%	59.89%	20.86%	8.02%	187
I feel very different from most other students here.	8.56%	35.83%	24.06%	13.90%	17.65%	187
I can really be myself here.	8.02%	19.79%	42.78%	18.18%	11.23%	187
People know I can do good work.	3.74%	4.81%	51.87%	34.22%	5.35%	187
I wish I were in a different school.	28.34%	28.34%	11.23%	12.83%	19.25%	187
I feel proud of belonging to this school.	8.56%	6.95%	40.11%	27.27%	17.11%	187

This question is about bullying. Bullying happens when one or more students tease, threaten, spread rumors about, hit, shove or hurt another student. It is not bullying when students of about the same strength or power argue or fight or tease each other in a friendly way. Bullies are usually stronger, or have more friends or money, or some other power over the student being bullied. Usually, bullying happens over and over, or the student being bullied thinks it might happen over and over. How strongly do you agree or disagree with the following statements about this school?

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
Students at this school are often bullied.	21.31%	38.25%	15.85%	7.10%	17.49%	183
Students at this school try to stop bullying.	9.29%	15.30%	44.81%	12.57%	18.03%	183
Staff at this school try to stop bullying.	5.46%	9.29%	45.36%	25.14%	14.75%	183

This question is about cyberbullying. Cyberbullying is bullying that takes place using electronic technology. Examples of cyberbullying include mean text messages or emails, rumors sent by email or posted on social networking sites, and embarrassing pictures, videos, websites, or fake profiles. How strongly do you agree or disagree with the following statements about this school?

Students often spread mean rumors or lies about others at this school on the internet (i.e., Facebook, email, and instant messages).	Percentage
Strongly Disagree	10.44%
Disagree	27.47%
Agree	21.43%
Strongly Agree	18.68%
Neither agree or disagree/Choose not to answer	21.98%
Total	182

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
I can talk to my teachers about problems I am having in class.	9.77%	5.17%	52.87%	23.56%	8.62%	174
I can talk to a teacher or other adult at this school about something that is bothering me.	10.92%	10.34%	49.43%	21.84%	7.47%	174
Teachers are available when I need to talk with them.	6.90%	6.90%	58.62%	18.39%	9.20%	174
My teachers give me individual attention when I need it.	5.17%	9.77%	55.75%	20.11%	9.20%	174
There's at least one teacher or other adult in this school I can talk to if I have a problem.	7.47%	5.75%	44.25%	37.36%	5.17%	174
Teachers here are not interested in people like me.	28.74%	48.85%	4.02%	2.87%	15.52%	174
The teachers here respect me.	4.60%	5.75%	50.57%	27.01%	12.07%	174

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
My teachers make it clear to me when I have misbehaved in class.	0.61%	4.85%	65.45%	23.64%	5.45%	165
My teachers expect me to do my best all the time.	1.82%	3.64%	55.15%	35.15%	4.24%	165
My teachers praise me when I work hard in school.	3.64%	19.39%	47.27%	15.15%	14.55%	165
Adults working at this school reward students for positive behavior.	5.45%	12.73%	50.30%	12.12%	19.39%	165
My teachers handle disruptions well in class.	7.88%	15.15%	46.67%	12.12%	18.18%	165

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
At this school, students have chances to help decide things like class activities and rules.	6.37%	8.92%	52.23%	20.38%	12.10%	157
I have chances to be part of class discussions or activities.	2.55%	3.82%	66.24%	22.29%	5.10%	157
The things I'm learning in school are important to me.	10.19%	11.46%	41.40%	19.75%	17.20%	157
My teachers often connect what I am learning to life outside the classroom.	8.28%	21.02%	42.68%	17.20%	10.83%	157
I am included in many activities at this school.	5.73%	19.75%	41.40%	21.66%	11.46%	157
My school helps me understand about college and career options.	7.64%	10.83%	50.32%	24.20%	7.01%	157

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
I feel safe at this school.	3.27%	8.50%	55.56%	23.53%	9.15%	153
Students at this school get along well with each other.	8.50%	9.80%	51.63%	12.42%	17.65%	153
People of different cultural backgrounds, races, or ethnicities get along well at this school.	5.23%	5.88%	53.59%	21.57%	13.73%	153
Adults working at this school help students develop strategies to understand and control their feelings and actions.	6.54%	16.34%	46.41%	15.69%	15.03%	153
Students at this school stop and think before doing anything when they get angry.	22.22%	34.64%	21.57%	4.58%	16.99%	153
At this school, students work on listening to others to understand what they are trying to say.	12.42%	22.22%	41.18%	5.88%	18.30%	153
Other students in this school take my opinion seriously.	13.07%	16.34%	35.29%	13.73%	21.57%	153
Other students here like the way I am.	5.23%	7.19%	46.41%	14.38%	26.80%	153

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
I sometimes stay home because I don't feel safe at this school.	44.59%	38.51%	6.76%	2.03%	8.11%	148
If I am absent, there is a teacher or some other adult at school that will notice my absence.	8.78%	4.05%	56.76%	20.95%	9.46%	148
Students at this school are teased or picked on about their race or ethnicity.	30.41%	41.22%	10.14%	6.76%	11.49%	148
Students at this school are teased or picked on about their cultural background or religion.	29.73%	39.86%	10.14%	8.11%	12.16%	148
Students at this school are teased or picked on about their physical or mental disability.	26.35%	35.81%	18.92%	8.11%	10.81%	148
It is hard for people like me to be accepted here.	30.41%	43.92%	3.38%	5.41%	16.89%	148
Most teachers in this school are interested in me.	6.08%	10.14%	44.59%	13.51%	25.68%	148

**How strongly do you agree or disagree with the following statements about this school?**

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
Students know what to do if there is an emergency, natural disaster (tornado, flood) or a dangerous situation (e.g. violent person on campus) during the school day.	4.08%	6.12%	57.14%	23.13%	9.52%	147
If students hear about a threat to school or student safety, they would report it to someone in authority.	4.76%	6.80%	47.62%	19.73%	21.09%	147
I feel safe going to and from this school.	4.08%	2.72%	55.78%	27.89%	9.52%	147

How strongly do you agree or disagree with the following statements about this school?

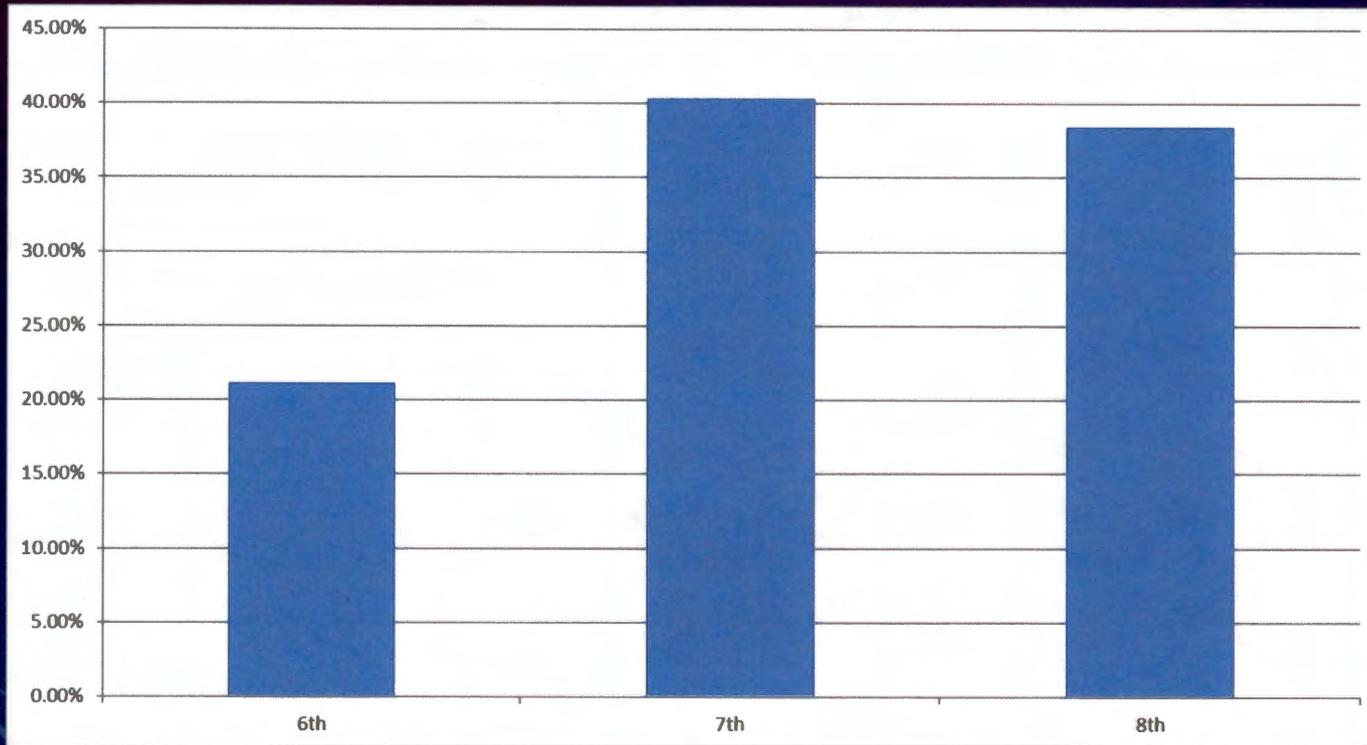
Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Neither agree nor disagree/Choose not to answer	Total
All students are treated the same, regardless of whether their parents are rich or poor.	8.45%	13.38%	47.18%	18.31%	12.68%	142
Boys and girls are treated equally well.	9.86%	16.20%	46.48%	14.08%	13.38%	142
School rules are applied equally to all students.	11.27%	12.68%	42.25%	21.83%	11.97%	142
Discipline is fair.	11.27%	7.75%	49.30%	16.90%	14.79%	142
I am treated with as much respect as other students.	8.45%	7.75%	50.00%	20.42%	13.38%	142

Prep

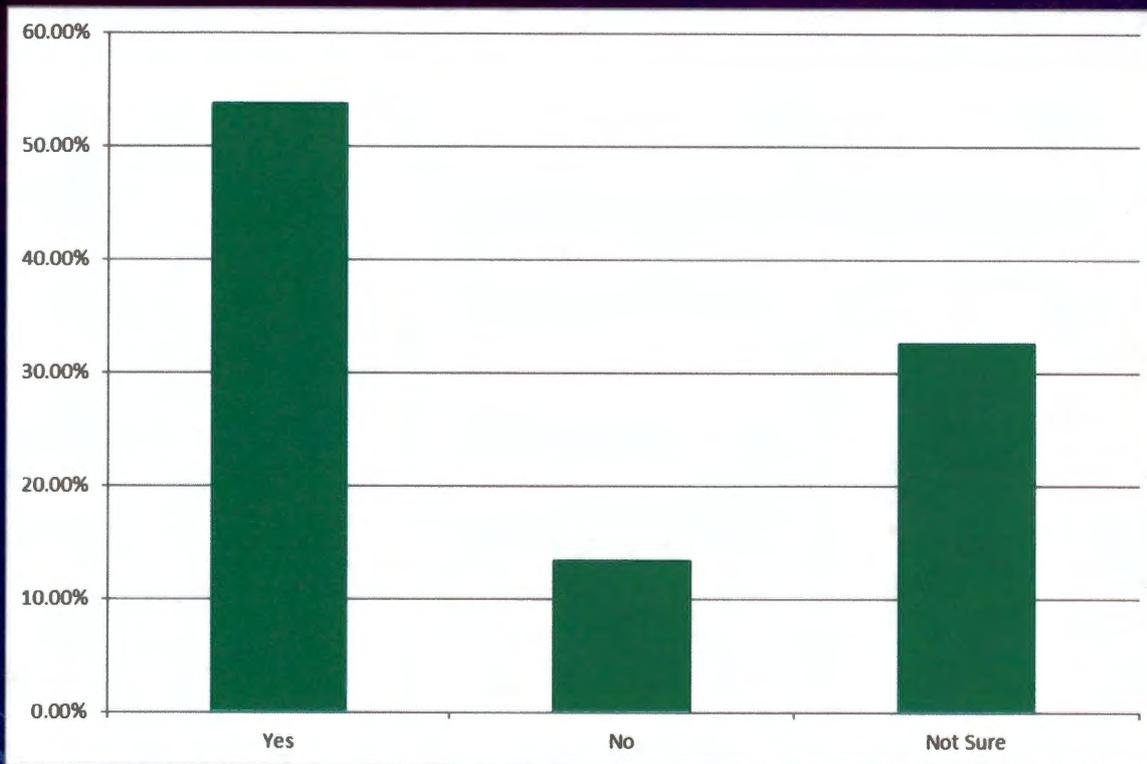
# CLIMATE SURVEY

SMA PREP

# WHAT GRADE IS YOUR CADET IN?

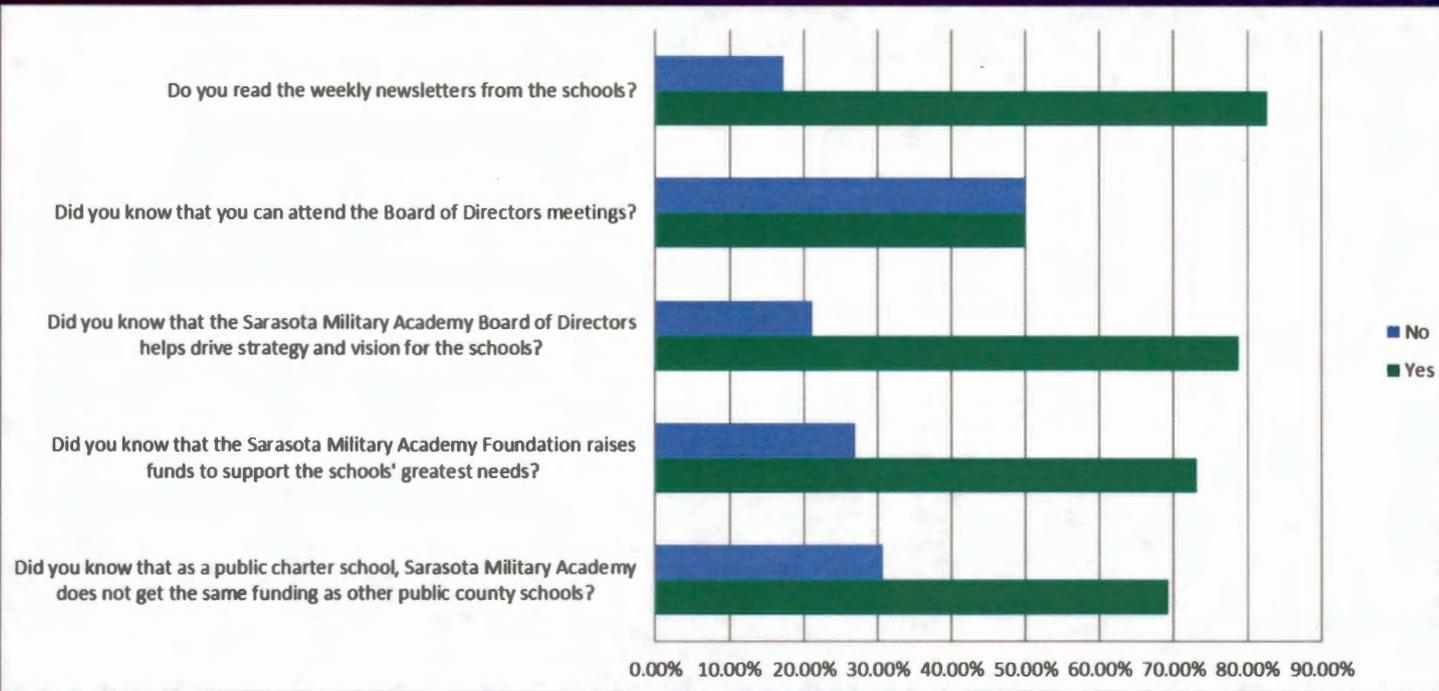


# WILL YOUR CADET ATTEND SMA HIGH

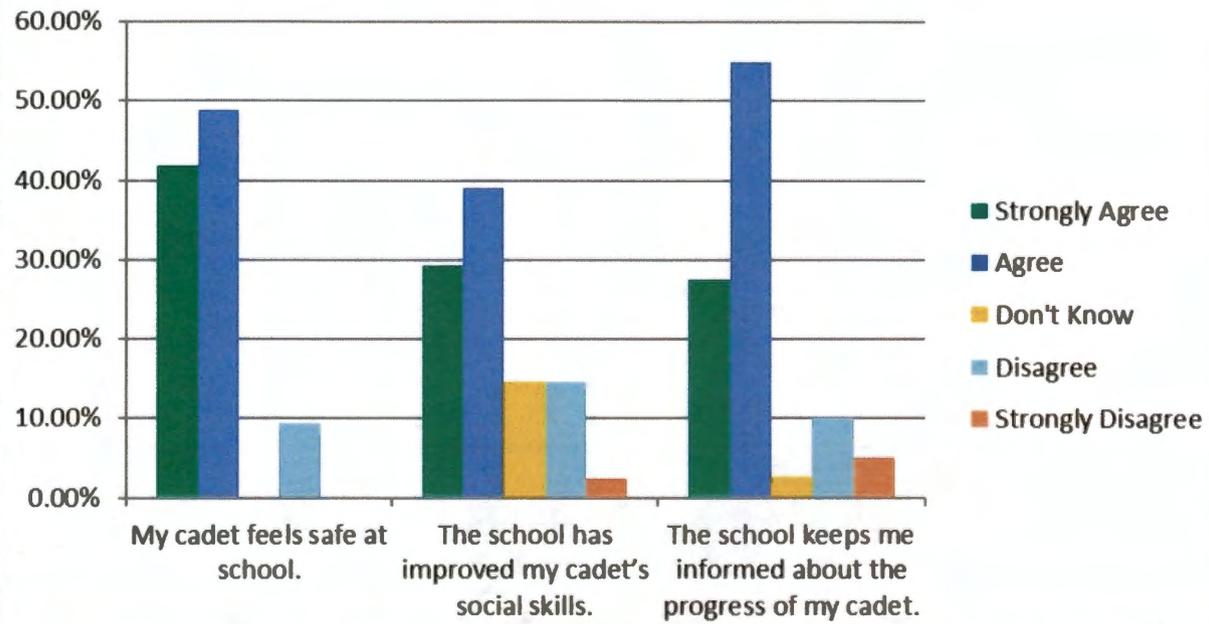


## If No, Why?

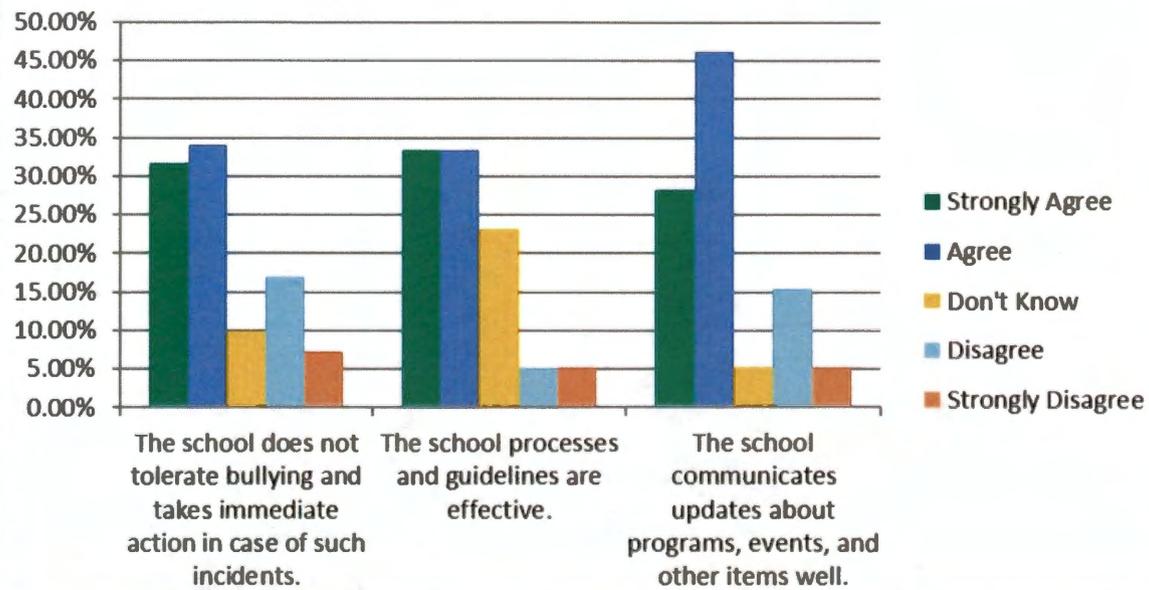
- Distance to High School
- Not Decided (2)
- Availability of AP Courses
- Doesn't Want to Wear Uniform (2)
- Reputation
- Location
- Not Sure of Opportunities for College, Dual Enrollment, IB Program
- Quality
- Going to Zoned School
- Going to Same School as Sibling



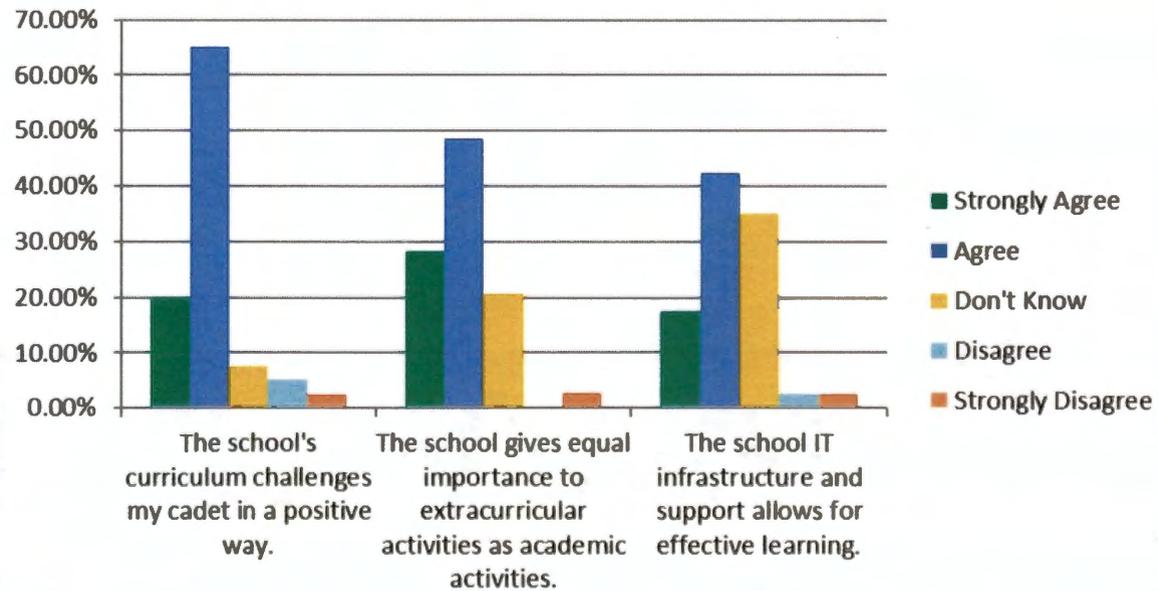
## Rate the following statements.



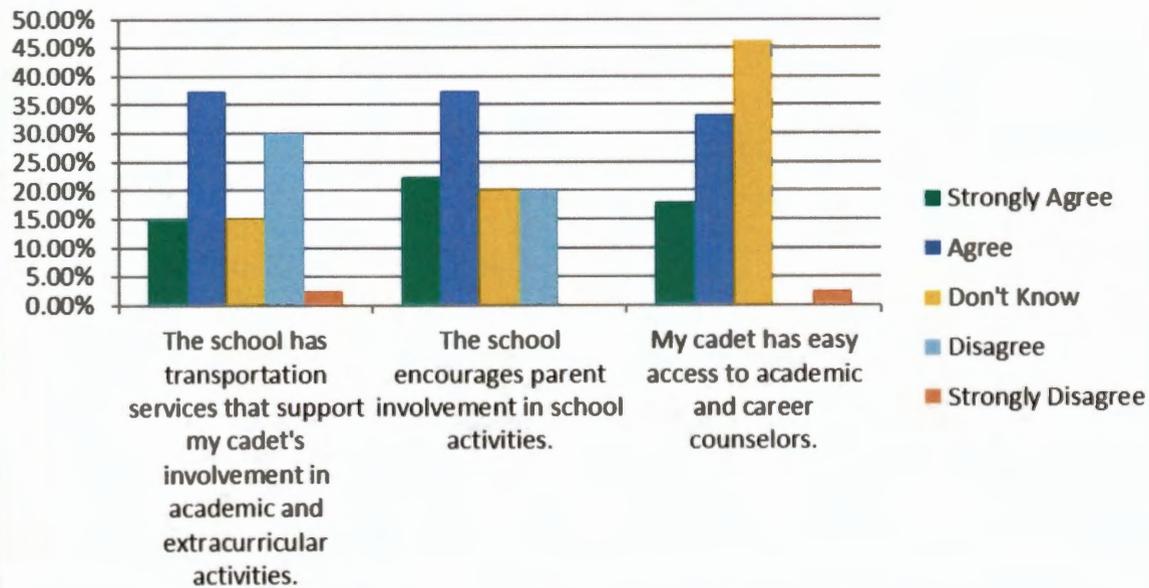
## Rate the following statements.



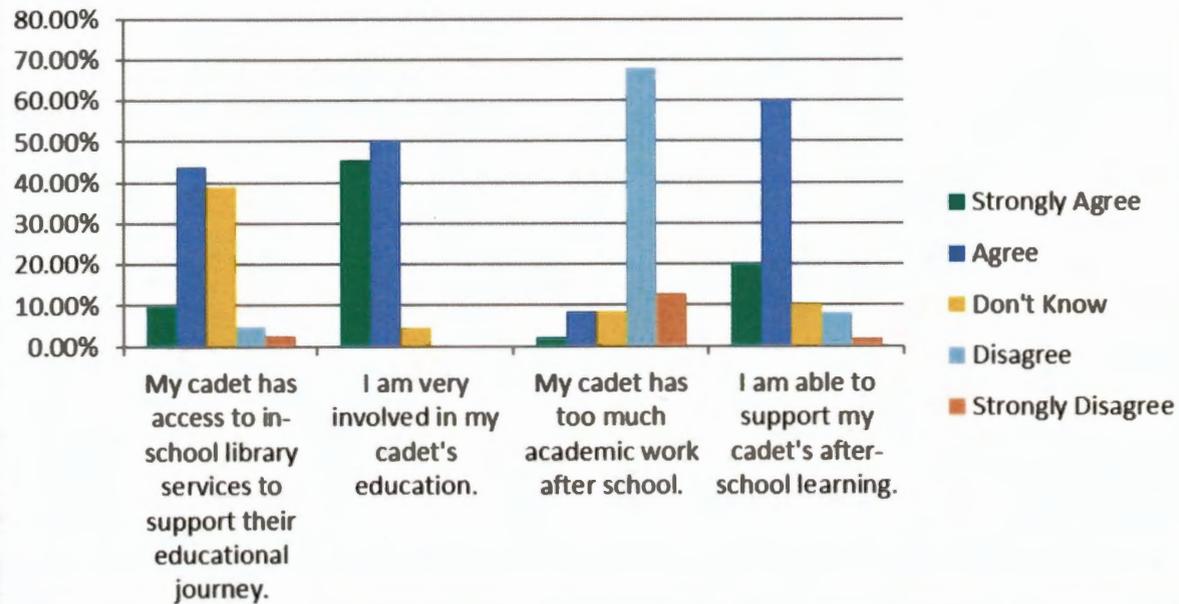
## Rate the following statements.



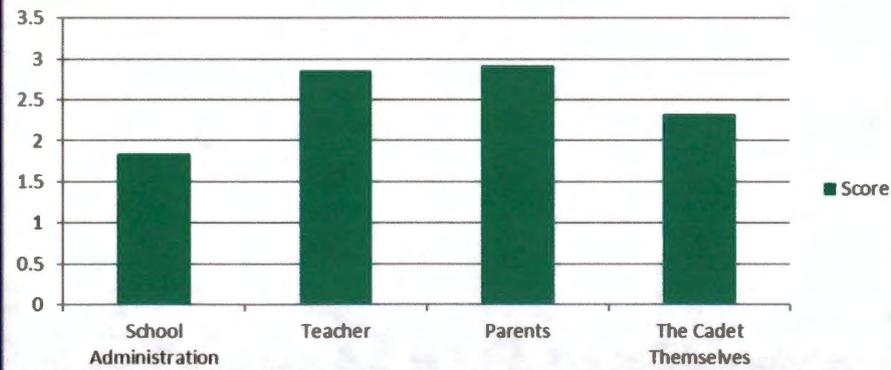
## Rate the following statements.



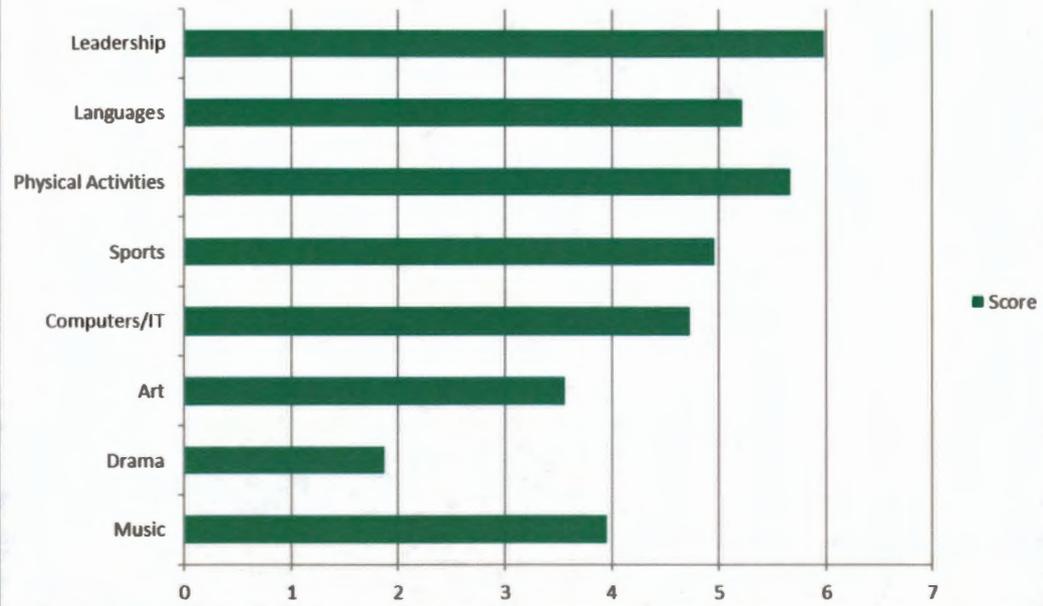
## Rate the following statements.



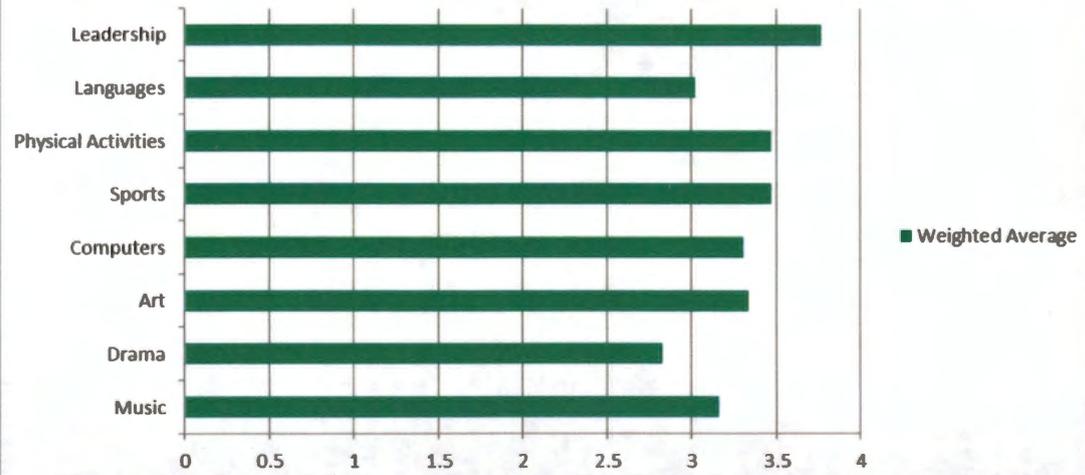
Rank, in order of importance, who you think is responsible for making decisions about your cadet's educational needs.



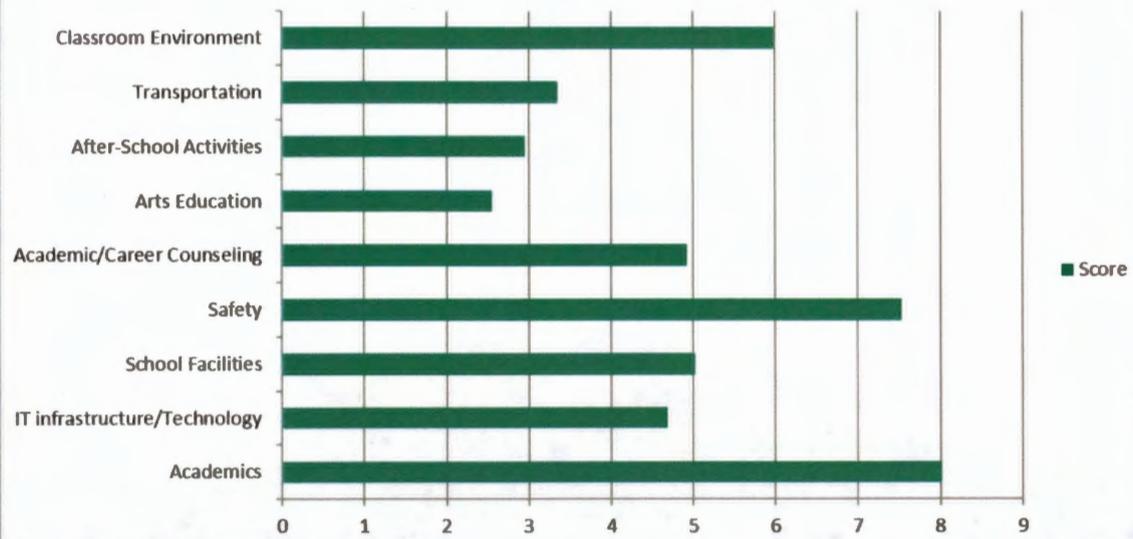
Rank the following electives by how important they are to you.



### Rate the school for the following electives.



### Rank the following areas by how important they are to you.

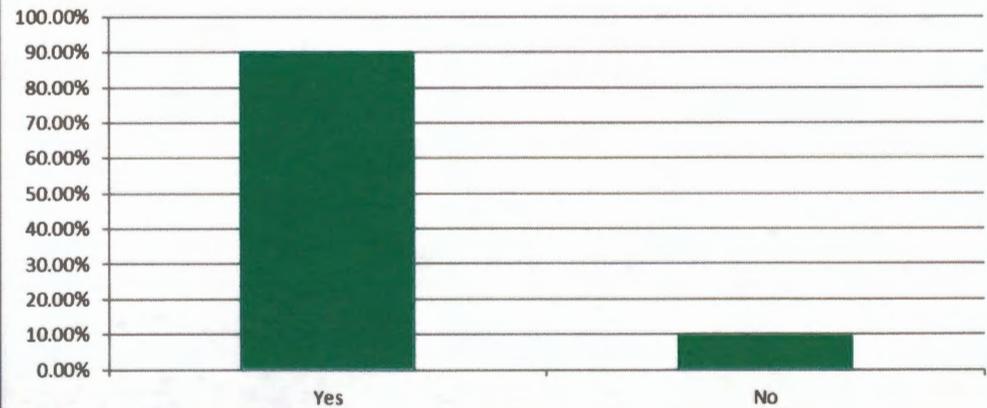


# OVERALL, HOW WOULD YOU RATE THE SCHOOL?

4.1★  
average rating



Considering your overall experience with the school, would you recommend the school to a friend?



Q12 What do you love about the school?

teachers Uniform discipline military leadership love school  
activities structure learning

Q13 What things would you improve about the school?

think parent involvement communication home teachers seems needs discipline  
parents better school Better communication students  
structure lot improve year s environment events kids

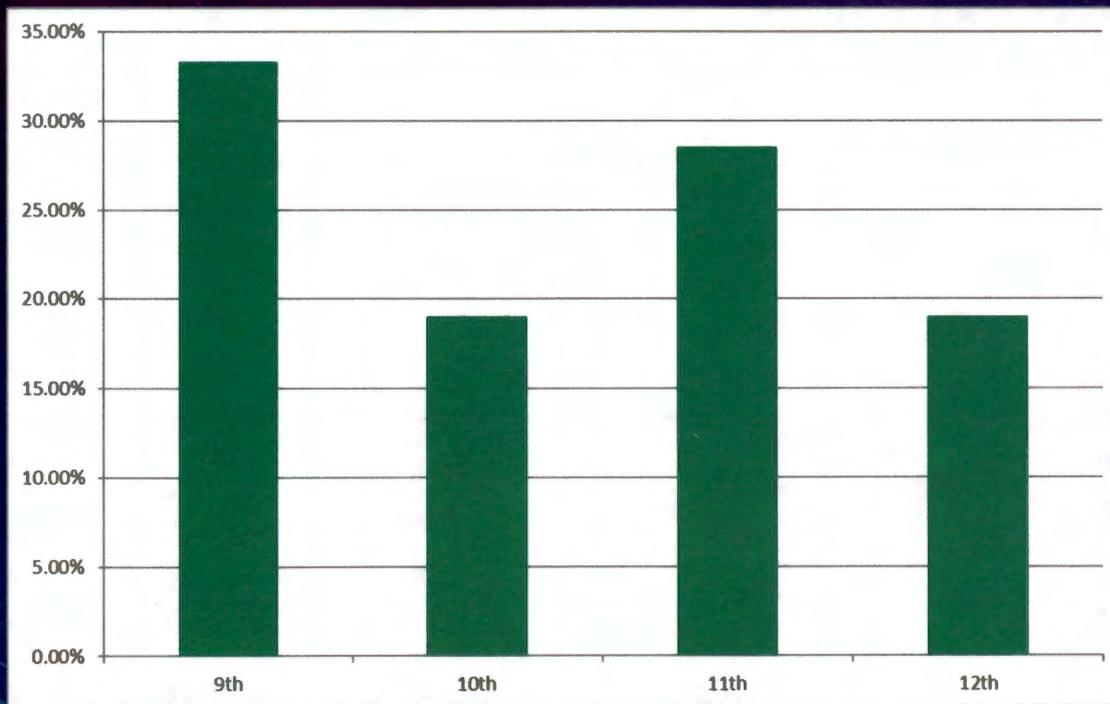
High School

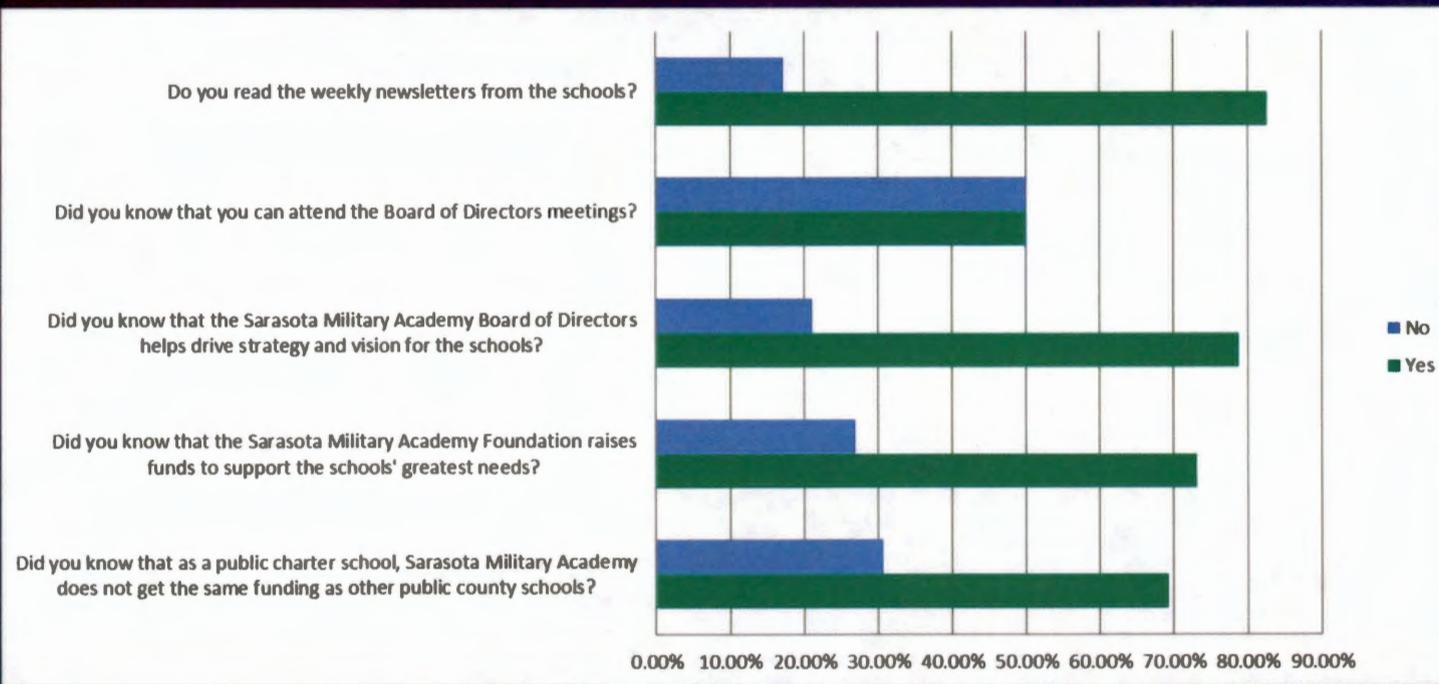
# CLIMATE SURVEY

SMA 

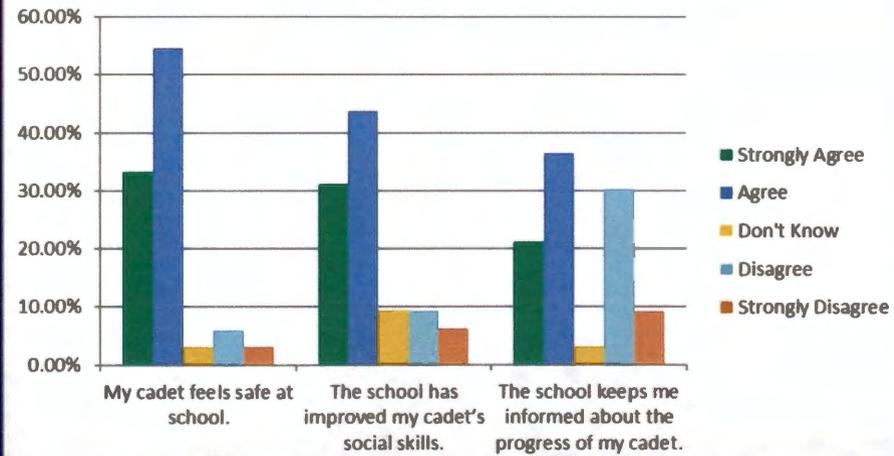


# WHAT GRADE IS YOUR CADET IN?

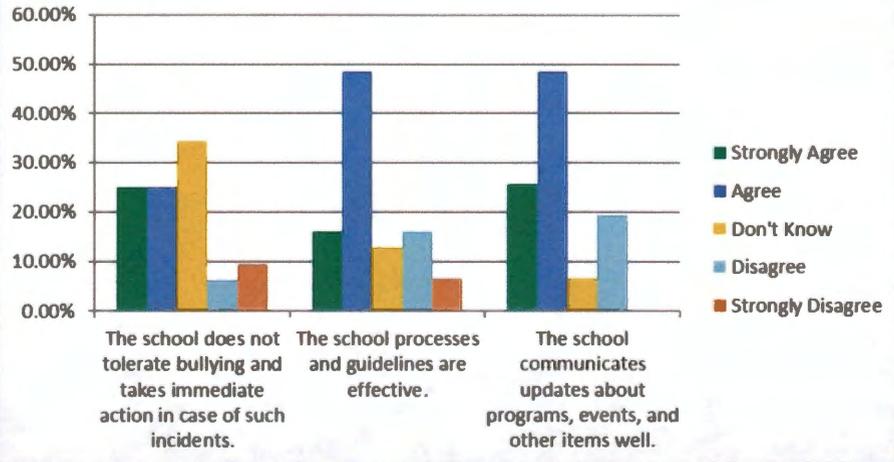




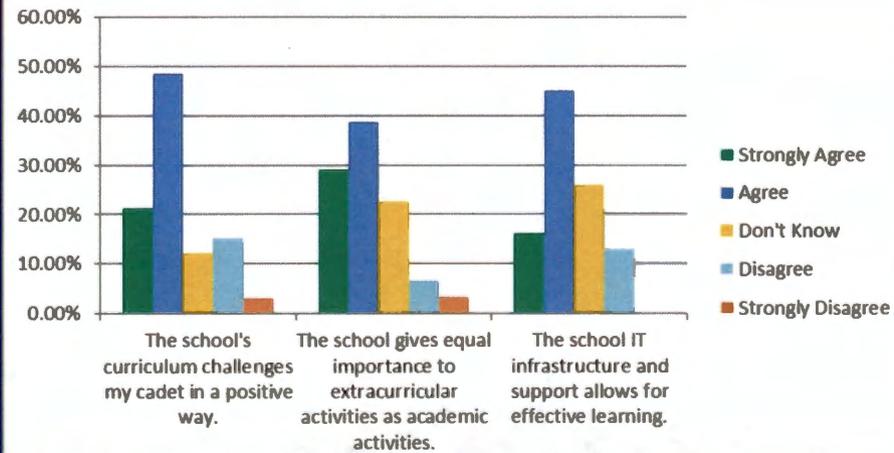
### Rate the following statements.



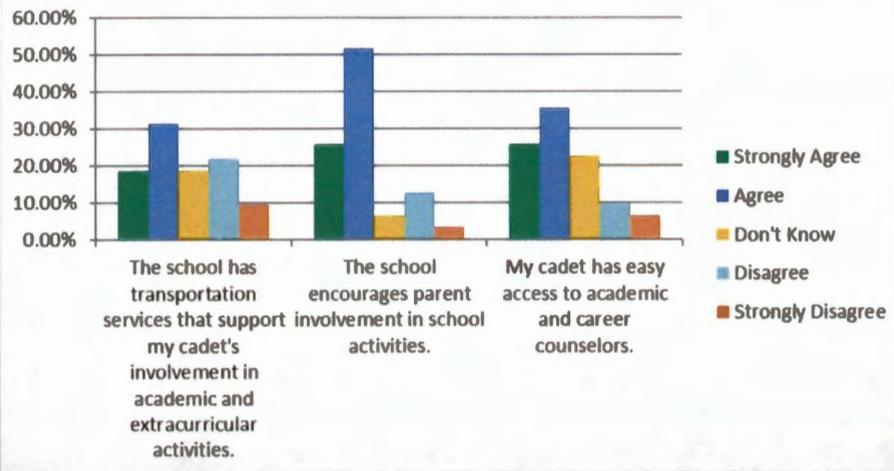
### Rate the following statements.



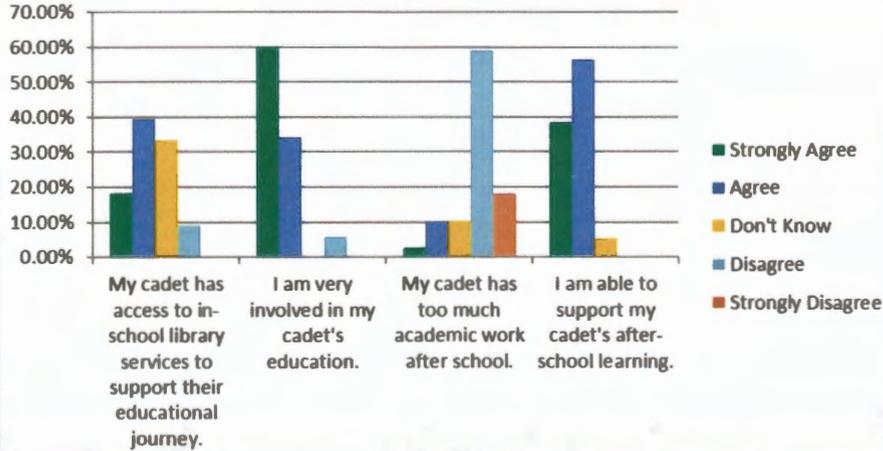
### Rate the following statements.



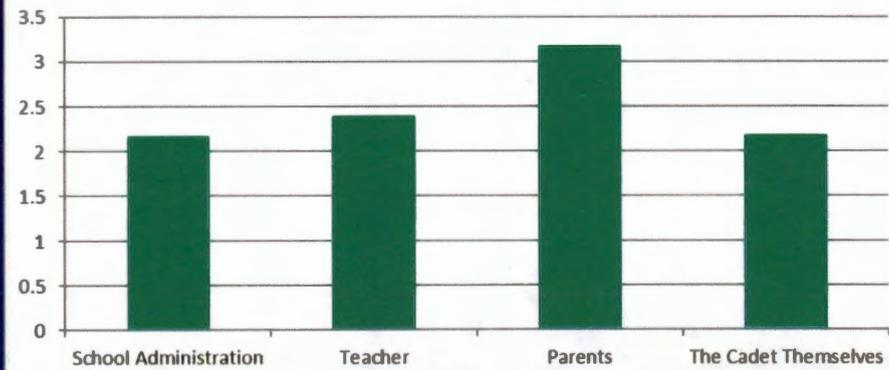
### Rate the following statements.



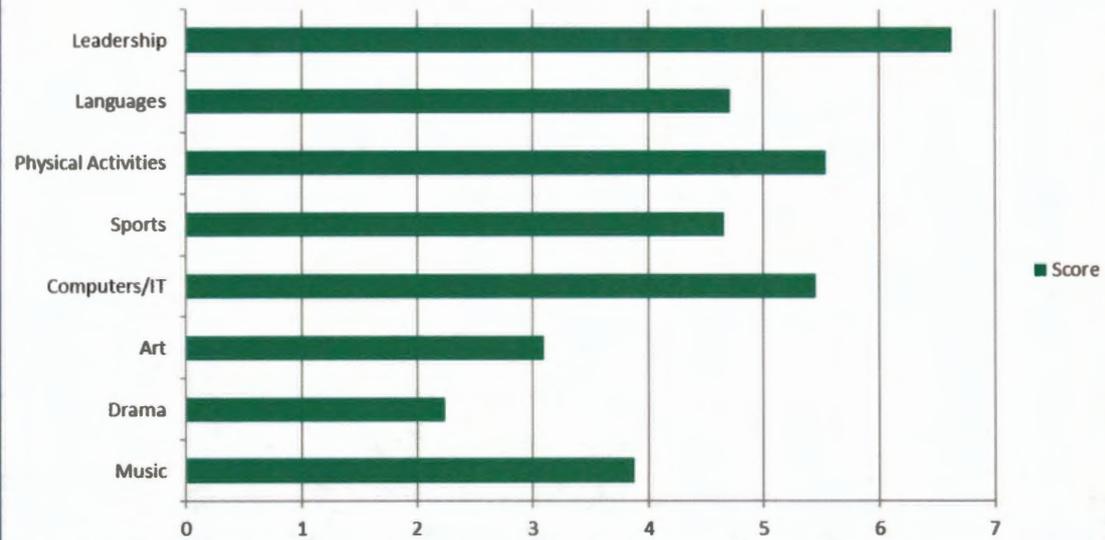
### Rate the following statements.



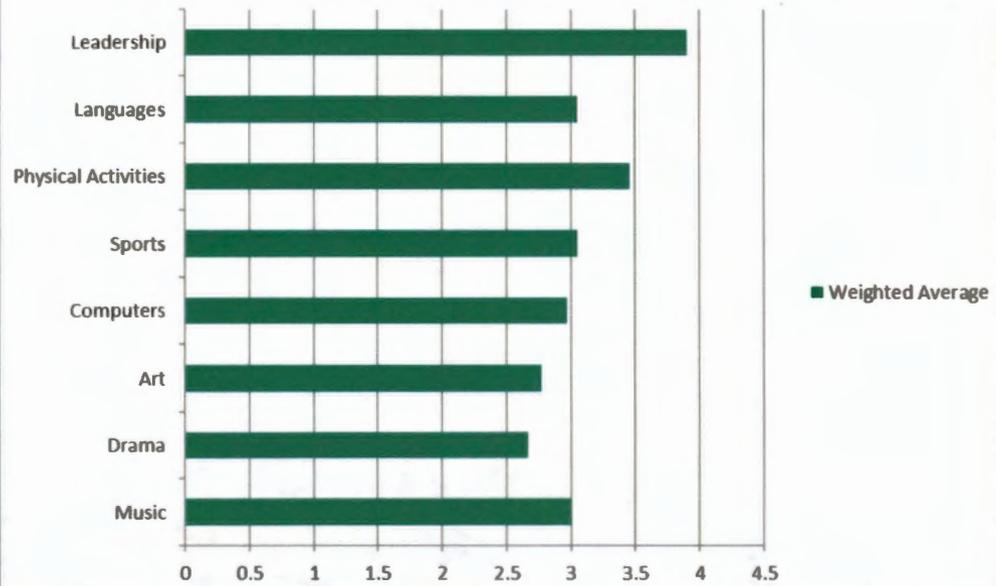
Rank, in order of importance, who you think is responsible for making decisions about your cadet's educational needs.



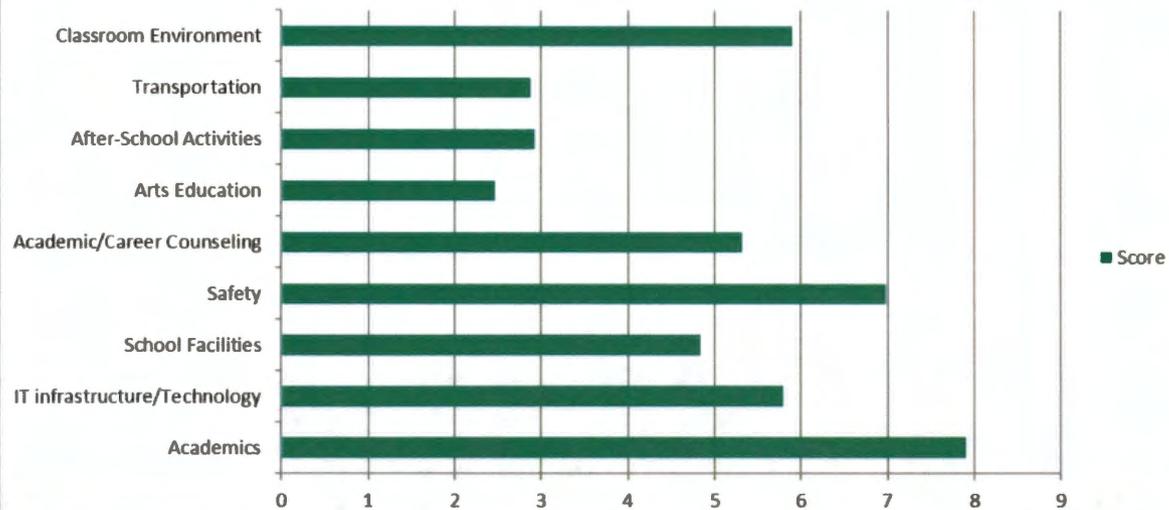
Rank the following electives by how important they are to you.



### Rate the school for the following electives.



Rank the following areas by how important they are to you.

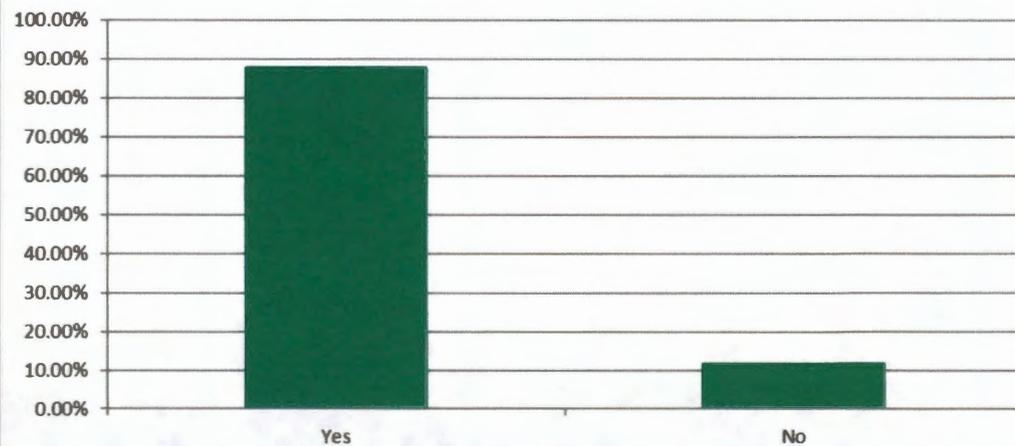


# OVERALL, HOW WOULD YOU RATE THE SCHOOL?

3.9★  
average rating



Considering your overall experience with the school, would you recommend the school to a friend?



Q12 What do you love about the school?

smaller program skills leaders amazing Discipline love caring  
leadership<sub>kids</sub> teachers<sub>staff</sub> structure  
students cadets s school Leadership opportunities values

Q13 What things would you improve about the school?

parents course cadets academic school sports  
teachers son students communication teachers grades  
learning

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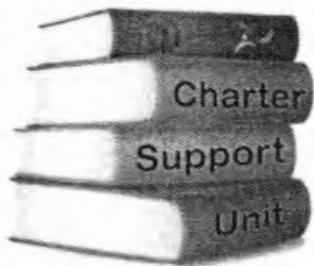
**SARASOTA MILITARY ACADEMY POLICY REGARDING  
CONFLICTS OF INTEREST**

**DEFINITION:** A conflict of interest is defined as an interest that might affect, or might reasonably appear to affect, the judgement or conduct of any director, officer, or staff member in a manner that is adverse to the interests of SMA.

**RESPONSIBILITIES:** The Chairman of the Board of Directors has overall responsibility regarding conflicts of interest involving board members. The Executive Director of Schools has overall responsibility for managing SMA staff activities in this regard. The Director of Finance has operational responsibility to supervise staff activities under these guidelines.

**ACTIVITIES:**

- A conflict of interest may exist when the interests or potential interests of any director, officer, or staff member, or that person's close relative, or any individual or group, or organization to which the persons associated with SMA has allegiance, may be seen as competing with the interests of SMA, or may impair such person's independence or loyalty to SMA.
- Directors, officers, and staff shall not use information received from participation in SMA affairs, whether expressly denominated as confidential or not, for personal gain or to the detriment of SMA.
- Whenever any Director has a conflict of interest or a perceived conflict of interest with SMA, he or she shall notify the Board Chair of such a conflict in writing.
- Whenever any staff member (paid or volunteer) has a conflict of interest or perceived conflict of interest with SMA, he or she shall notify the Executive Director of Schools of such a conflict in writing.
- When any conflict of interest is relevant to a matter that comes under consideration or requires action by the Board, or a Board committee, the interested person shall call it to the attention of the Board Chair, and shall not be present during Board or committee discussion or decision on the matter. However, that person shall provide the Board or applicable committee with any and all relevant information on the particular matter.
- The minutes of the meeting of the Board or its committee shall reflect that the conflict of interest was disclosed, that the interested person was not present during the discussion or decision on the matter, and did not vote.
- The policy and its application shall be reviewed annually for the information and guidance of directors, officers, and staff members, each of whom has a continuing responsibility to scrutinize their transactions and outside business interests and relationships for potential conflicts of interest, and make such disclosure as described in the policy.
- All directors and officers will complete the enclosed statement each year.



# ANNUAL CONFLICT OF INTEREST STATEMENT

## PERSONAL INFORMATION

Title/Prefix	First Name	Middle Initial	Last Name	
Home Address	City		State	ZipCode
Home Phone	Cell Phone	Work Phone	Fax Number	
Email Address				

## ANNUAL DISCLOSURE

Consistent with the school's Board Policy each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

1. Has received a copy of the conflict of interest policy,
2. Has read and understands the policy,
3. Has agreed to comply with the policy, and
4. Understands the organization is (i) charitable and, in order to maintain its federal tax exemption, it must engage primarily in activities that accomplish one or more of its tax-exempt purposes and is (ii) a public charter school subject to applicable state and federal laws and regulation.

If there are any changes to your responses to the conflict of interest policy with regards to your members on the school's Board of Directors, please submit as an attached disclosure of the conflict for appropriate annual documentation.

Signature	Date
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# Sarasota Military Academy

## **SMA Board of Directors**

### 2022-2023 Meeting Schedule

#### **Date**

#### **Time and Location**

August 30, 2022	2:30 pm.	SMA High School Conference Room
September 20, 2022	4:30 pm.	SMA Prep Middle School Band Room
October 11, 2022	2:30 pm.	SMA High School Conference Room
November 8, 2022	4:30 pm.	SMA Prep Middle School Band Room
December 13, 2022	2:30 pm.	SMA High School Conference Room
January 17, 2023	4:30 pm.	SMA Prep Middle School Band Room
February 7, 2023	2:30 pm.	SMA High School Conference Room
March 7, 2023	4:30 pm.	SMA Prep Middle School Band Room
April 11, 2023	2:30 pm.	SMA High School Conference Room
May 9, 2023	4:30 pm.	SMA Prep Middle School Band Room
June 20, 2023	2:30 pm.	SMA High School Conference Room

Head of School Report for  
May, 2022

**Enrollment**

Grade 6:

Grade 7:

Grade 8:

Total:

**Campus Life/Events**

- 5/2-Staff appreciation week
- 5/10-Board meeting @ Prep 4:30 pm
- 5/13-Gradventure for our 8<sup>th</sup>-graders
- 5/20-Limited lockdown period 5
- 5/20-Raiders Awards
- 5/20-Prep choir performed at formation
- 5/21-8<sup>th</sup>-grade Semi-Formal
- 5/23-Interact donates 1K to St. Mary's Ukrainian church in North Port
- 5/23-Guest speaker and Food truck project
- 5/24-Promotion practice at Bayside Community Church
- 5/24-Promotion ceremony at 6:00 pm
- 5/24-Change of Command
- 5/27-Field day events for 6<sup>th</sup> and 7<sup>th</sup>-grade
- 5/27-Last day of school for the cadets
- 5/30-Memorial Day Parade
- 6/1-Staff luncheon

**Cadet Highlights**

-Cadets of the Month for **MAY:** None this month

**Team Meetings:**

- 5/6-Cadet Handbook
- 5/11-Principal-Sarasota County
- 5/12-Prep administration
- 5/23-Campus tour

## **Special Thanks:**

Kathy Simon-Substitute Coordinator

Beth Harris-Transportation Coordinator

Lisa Currie-Testing

Tina + Becky-Enrollment calls

## **Attention Items:**

-All state and local testing complete.

-Yearbook completed and distributed to all cadets by May 25<sup>th</sup>. Special thanks to Samantha Miller and yearbook cadets for a great job.

-Promotion-The ceremony was conducted at Bayside Community Church on Tuesday, May 24<sup>th</sup>. The venue was amazing and the ceremony was a positive way to send our 8<sup>th</sup>-grade cadets off to their high school experience.

-Committee met to discuss cadet probation contracts. There are 11 cadets dismissed from the SMA Prep campus.

-We have conducted a review of the student handbook with stakeholders including cadets, teachers, and administration. The goal was to review the handbook from cover to cover to make any changes or modifications for the upcoming school year.

-Final PRIDE evaluations and teacher conferences were completed by Prep administration.

-We are finalizing candidates for the last few positions needed to be hired on the Prep campus. Positions still needed to be filled: ESE Liaison, Math, Military Science, and Computer Science.

To: Governing Board, Sarasota Military Academy  
Through: SMA-COL Bowman, Christina, Executive Director  
801 North Orange Avenue  
Sarasota, Florida 34236

From: SMA-COL Fout, Frederick T., Head of School  
Sarasota Military Academy  
801 North Orange Avenue  
Sarasota, Florida 34236  
[fred.fout@oursma.org](mailto:fred.fout@oursma.org)



Date: 15 June 2022

Re.: Board Report for Regular Sarasota Military Academy Board Meeting on  
Tuesday, 21 June 2022

High School Enrollment 2022/2023 as of 06/15/2022:

9th Grade	167
10th Grade	165
11th Grade	170
12th Grade	<u>157</u>
	659

High School Admissions for 2022/2023 as of 06/15/2020

- 9th Grade
  - 114 (61%) confirmed from SMA MS
  - 98 of 144 confirmed from other schools
- 10th Grade
  - 30 of 56 confirmed
- 11th Grade
  - 16 of 34 confirmed
- 12 Grade
  - 5 of 9 confirmed

RECOGNITIONS:

- Thank you to Kevin Nasby for all your support during the summer months getting the campus ready for the Teachers and Cadets.
- Thank you to Sylvia Gillotte for her dedication and commitment to SMA and our Cadets over 19 years of service to SMA!

Accomplishments:

- Met with HS Administrative Team and Prep Administrative Team:
  - At-Risk students, and ongoing behavioral contracts from Prep
  - Faculty and Staff pre-service week

- New Teacher Orientation
- Faculty Meeting on May 23rd
  - Announcements and Recognitions
  - You Rock Rock - Kevin Nasby
  - Board Updates - SMA-COL Bowman
  - Technology Presentation - SMA-CPT Marks and SMA-CPT Loyd
    1. Welcome
    2. Equitable Reading Practices with Technology Enhanced Assessments Across Curriculum
    3. Consumer to Creator- Alternative Assessments
    4. Personalized Curriculum and Book Trends
    5. PBL for Equity
    6. Tools for Success
- Good of the Order
- Monthly Safety Drills
- Met with Faculty Representative to discuss faculty concerns and question
- Met with standing committees:
  - School Wide Support Team (SWST)
  - Positive Behavior Intervention Supports (PBIS)
  - Advisory/SEL Committee
  - School Safety Team
- Prepared reports and documents, meeting the requirements for updated
  - Charter Links submissions - up to date for the Academy for 21/22 SY
  - School Safety monthly reports
- Multiple meetings with individual Teachers, Parents, and Cadets regarding issues related to cadet success at SMA and Covid
- Finalized PRIDE Evaluations
- Teacher Appreciation Week, May 2nd through the 6th
- Human Resources - Interviews and Hiring Process:
  - Science
  - Math Intervention
  - Reading Intervention
  - Business
  - Athletic Director

Post Graduation Data:

<b>ENLISTED SERVICE</b>	<b>20%</b>	<b>ACADEMIES</b>	<b>-1%</b>
U.S. Army	12	Navy	1
U.S. Navy	8	Marine Maritime	1
U.S. Marine Corps	5		
U.S. Air Force	1	<b>ROTC</b>	<b>1%</b>
U.S. Coast Guard	1	Stetson College - Army	1
National Guard	5	Norwich Univ. - Army	1
Reserves	1	Embry-Riddle - Navy	1

<b>UNIVERSITY</b>	<b>20%</b>		
UCF	5	<b>COLLEGE (2-4)</b>	<b>49%</b>
USF	7	SCF	40
UF	2	NCF	1
FSU	1	STC	15
Bethune-Cookman U	1	MTC	9
Ohio State U	1	Hillsboro CC	1
Embry-Riddle Aer. U	3	Marrion TC	1
Keiser U	1	Culinary Institute of Ame	1
Stetson U	1	Valencia CC	1
FGCU	2	Art Inst. of Tampa	1
Norwich U	1	Enterprise St. CC	1
Schreiner U	1	Port Charlotte TC	2
Penn State U	1	Universal Tech Inst.	1
Concord U	1		
NC State U	1	<b>WORKFORCE</b>	<b>5%</b>
Nova SE U	1		9
UT at Arlington	1		
Washington State U	1	<b>UNDESIGNATED</b>	<b>4%</b>
Saint Leo U	1		7

Dual Enrollment Data:

	Suncoast Technical College				South College of Florida			
	<u>2021/2022</u>		<u>2022/2023</u>		<u>2021/2022</u>		<u>2022/2023</u>	
	S1	S2	S1	S2	S1	S2	S1	S2
Juniors:	16	13	14	-	3(1ft)	3(1ft)	1(ft)	-
Seniors:	14	12	17	-	18(14ft)	15(11ft)	5(1ft)	-

Advanced Placement Enrollment Data:

<u>SY 2021/2022</u>	<u>SY 2022/2023</u>
132	*160

\*Pending final enrollment

#### On-Going Projects:

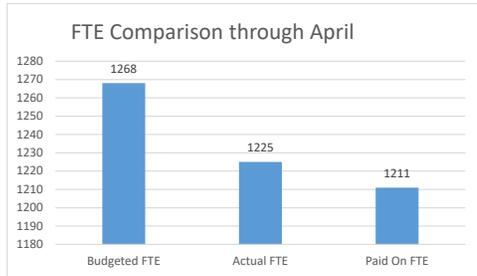
- Admissions offers and communication with interested parents that have not confirmed their seats at the HS
- Finalizing other Evaluation documentation
- Promotion of SMA for potential cadets and retention for existing cadets
- Budget discussions and planning for 22/23 school year and following years, affecting staffing, facilities, and departmental budgets
- Transition discussions and planning with Instructional Leadership Team regarding implementation of B.E.S.T. Standards and new assessment and progress monitoring requirements.
- Professional Development planning for implementation during SY 2022/2023

#### Upcoming Events:

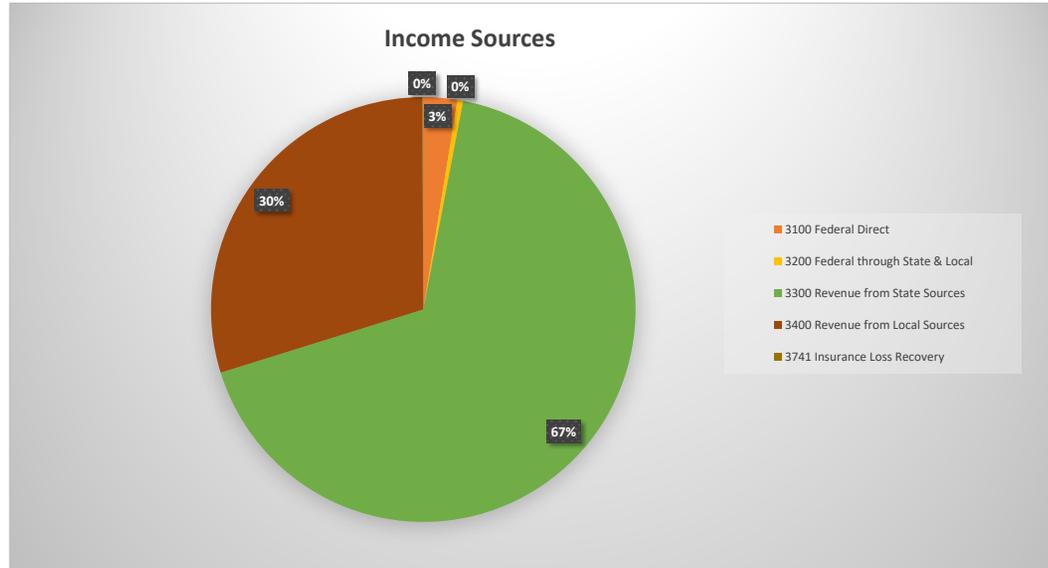
- 06/02-08/03 - HS Campus Open Mon-Thurs from 8am-3pm
  - Campus Closed 07/01-07/10 in observance of Independence Day week
- 06/16, All Faiths Food Pantry Distribution from 3:30-5:30pm
- 06/21, SMA Board of Directors Meeting @ HS Conference Room at 2:30pm
- Military Training - July 09-Aug 05
- Teachers and 10 Month Staff return Aug 03
- First Day of School is Aug 10

# Profit and Loss Pie Charts through April 2022

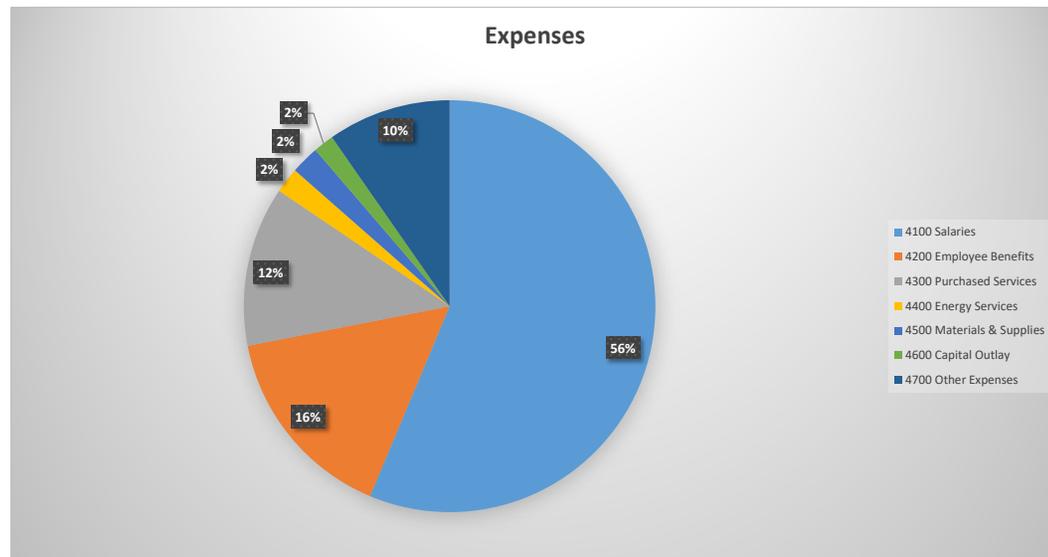
Updated Paid On FTE Numbers now Accurate



<b>Income</b>		
3100 Federal Direct	\$	288,675
3200 Federal through State & Local	\$	48,323
3300 Revenue from State Sources	\$	7,519,114
3400 Revenue from Local Sources	\$	3,327,807
3741 Insurance Loss Recovery	\$	8,068
<b>Total Revenue</b>		<b>\$11,191,987</b>



<b>Expenses</b>		
4100 Salaries	\$6,295,773	
4200 Employee Benefits	\$1,742,957	
4300 Purchased Services	\$1,403,413	
4400 Energy Services	\$224,215	
4500 Materials & Supplies	\$249,276	
4600 Capital Outlay	\$180,313	
4700 Other Expenses	\$1,083,618	



**Total Expenses \$11,179,565**

**P&L YTD through April \$12,422**

**Salaries & Benefits Equal 72 % of Budget**

# Sarasota Military Academy

## Balance Sheet- By Campus

As of April 30, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1110 Cash and cash equivalents	1,801,559
8-1111 Sport Team Bank Accounts	53,170
<b>Total Bank Accounts</b>	<b>\$1,854,729</b>
Other Current Assets	
1130 Accounts Receivable	9,318
1215 Due from Foundation - Current	10,716
1220 Due from Other Governments	289,156
<b>Total Other Current Assets</b>	<b>\$309,190</b>
<b>Total Current Assets</b>	<b>\$2,163,919</b>
Fixed Assets	<b>\$18,827,119</b>
<b>TOTAL ASSETS</b>	<b>\$20,991,039</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	\$50,875
Credit Cards	\$69,789
Other Current Liabilities	\$1,045,126
<b>Total Current Liabilities</b>	<b>\$1,165,790</b>
Long-Term Liabilities	<b>\$10,625,187</b>
<b>Total Liabilities</b>	<b>\$11,790,978</b>
Equity	
3010 Invested In Capital Assets, Net	7,450,977
3020 Temporarily Restricted Net Asse	20,188
3030 Unrestricted Net Assets	1,716,473
Net Income	12,423
<b>Total Equity</b>	<b>\$9,200,061</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$20,991,039</b>

$\$2,163,919 - \$1,165,790 = \$998,129$  Working Capital; March-  $\$1,169,150$ ; Down  $(\$171,021)$

Ratio of Assets to Liabilities =  $\$2,163,919 / \$1,165,790 = 1.86$ ; Down .18 from March- 2.04

# Sarasota Military Academy

Budget vs. Actuals: FY22 Board Approved Budget - FY22 P&L

July 2021 - April 2022

**10 Months in should be 83%**

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
3100 Federal Direct	288,675	284,302	102.00 %
3200 Federal Through State & Local	48,323	92,184	52.00 %
3300 Revenue from State Sources	7,519,114	8,863,971	85.00 %
3400 Revenue from Local Sources	3,327,807	4,205,770	79.00 %
3741 Insurance Loss Recovery	8,068		
<b>Total Income</b>	<b>\$11,191,987</b>	<b>\$13,446,227</b>	<b>83.00 %</b>
GROSS PROFIT	<b>\$11,191,987</b>	<b>\$13,446,227</b>	<b>83.00 %</b>
Expenses			
4100 Salaries	6,295,773	7,615,197	83.00 %
4200 Employee Benefits	1,742,957	2,255,451	77.00 %
4300 Purchased Services	1,403,413	1,760,403	80.00 %
4400 Energy Services	224,215	216,025	104.00 %
4500 Materials & Supplies	249,276	262,896	95.00 %
4600 Capital Outlay	180,313	285,694	63.00 %
4700 Other Expenses	1,083,618	1,345,131	81.00 %
<b>Total Expenses</b>	<b>\$11,179,564</b>	<b>\$13,740,797</b>	<b>81.00 %</b>
NET OPERATING INCOME	<b>\$12,423</b>	<b>\$ (294,570)</b>	<b>(4.00 %)</b>
NET INCOME	<b>\$12,423</b>	<b>\$ (294,570)</b>	<b>(4.00 %)</b>

**The reason we are over in Federal Direct is because we received \$48,880 from the ERC (Employee Retention Credit) from the IRS.**

# Sarasota Military Academy

## Profit and Loss - YTD - By Campus

July 2021 - April 2022

	HS	PREP	TOTAL
<b>Income</b>			
3100 Federal Direct	262,974	25,701	\$288,675
3200 Federal Through State & Local	28,593	19,730	\$48,323
3300 Revenue from State Sources	4,029,503	3,489,611	\$7,519,114
3400 Revenue from Local Sources	1,962,591	1,365,216	\$3,327,807
3741 Insurance Loss Recovery		8,068	\$8,068
<b>Total Income</b>	<b>\$6,283,661</b>	<b>\$4,908,325</b>	<b>\$11,191,987</b>
<b>GROSS PROFIT</b>	<b>\$6,283,661</b>	<b>\$4,908,325</b>	<b>\$11,191,987</b>
<b>Expenses</b>			
4100 Salaries	3,545,463	2,750,310	\$6,295,773
4200 Employee Benefits	959,980	782,977	\$1,742,957
4300 Purchased Services	829,889	573,523	\$1,403,413
4400 Energy Services	91,242	132,973	\$224,215
4500 Materials & Supplies	179,142	70,134	\$249,276
4600 Capital Outlay	82,949	97,364	\$180,313
4700 Other Expenses	713,939	369,679	\$1,083,618
<b>Total Expenses</b>	<b>\$6,402,604</b>	<b>\$4,776,960</b>	<b>\$11,179,564</b>
<b>NET OPERATING INCOME</b>	<b>\$ (118,942)</b>	<b>\$131,365</b>	<b>\$12,423</b>
<b>NET INCOME</b>	<b>\$ (118,942)</b>	<b>\$131,365</b>	<b>\$12,423</b>

4780 Depreciation Expense 383,181 159,121

Difference- The HS has \$224,060 higher depreciation expense than the Prep.  
(Brings the HS and the Prep to within \$26K of each other.)

The FTE adjustment hit in April causing the increased loss back to January 1.

# Cash Statement of Operations- YTD (PE 04-30-22)

YTD Through April	Total	Operating	Capital
<b>3100 · Federal Direct</b>	<b>288,675</b>	<b>288,675</b>	<b>0</b>
<b>3200 · Federal Through State &amp; Local</b>	<b>48,323</b>	<b>48,323</b>	<b>0</b>
<b>3300 · Revenue from State Sources</b>	<b>7,519,114</b>	<b>6,974,818</b>	<b>544,296</b>
<b>3400 · Revenue from Local Sources</b>	<b>3,327,807</b>	<b>3,049,974</b>	<b>277,833</b>
<b>3741 · Insurance Loss Recovery</b>	<b>8,068</b>	<b>8,068</b>	<b>0</b>
<b>Total Income</b>	<b>11,191,987</b>	<b>10,369,858</b>	<b>822,129</b>
<b>4100 · Salaries</b>	<b>6,295,773</b>	<b>6,295,773</b>	<b>0</b>
<b>4200 · Employee Benefits</b>	<b>1,742,956</b>	<b>1,742,956</b>	<b>0</b>
<b>4300 · Purchased Services</b>	<b>1,403,412</b>	<b>1,403,412</b>	<b>0</b>
<b>4400 · Energy Services</b>	<b>224,215</b>	<b>224,215</b>	<b>0</b>
<b>4500 · Materials &amp; Supplies</b>	<b>249,275</b>	<b>249,275</b>	<b>0</b>
<b>4600 · Capital Outlay</b>	<b>180,312</b>	<b>180,312</b>	<b>0</b>
<b>4700 · Other Expenses</b>	<b>541,316</b>	<b>541,316</b>	<b>0</b>
Capital Purchases	287,486	0	287,486
Debt Service	458,384	0	458,384
<b>Total Expenses</b>	<b>11,383,129</b>	<b>10,637,259</b>	<b>745,870</b>
<b>YTD Through April</b>	<b>-191,142</b>	<b>-267,401</b>	<b>76,259</b>

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 h\Y`WXUf[`Y!VUW`hc`>Ubi`Ufm%gh`Zcf`h\Y`XYWYUgY`]b`dU]X`:`H9"

	<b>FY23</b>
<b>SMA FY23 Proposed Budget</b>	<b>1225 FTE</b>
3191 · ROTC	238,989
3226 · Title II \$	32,956
3227 · Title IV \$	15,240
3230 · IDEA Revenue	34,219
3310 · Florida Ed. Fin. Program (FTE)	6,491,660
3330 · State Categorical Instructional	101,922
3368 · Safe Schools Allocation	88,938
3373 · Reading Programs	64,330
3374 · Supplemental Academic Inst	248,090
3396 · Classroom for Kids	1,152,545
3397 · Charter School Capital Outlay	651,266
3399 · Other Misc. State Revenue	626,799
3411 · District Schools Taxes	3,445,484
3413 · District 1.5 Millage	306,250
3430 · Interest Inc. (Invest. & Accts)	130
3440 · Gifts, Grants & Bequests	99,919
3455 · Vending Revenue	2,153
3490 · Misc Local Sources	473,410
<b>Total Income</b>	<b>14,074,299</b>
4100 · Salaries	6,388,956
Stipends	182,734
4110 · Admin Salaries	709,742
4140 · Adjunct Faculty & Subs	289,182
4210 · Retirement Benefits	867,219
4220 · SS & Medicare	579,152
4230 · Employee Insurance (Health)	772,698
4240 · Worker's Compensation	61,953
4250 · Unemployment Compensation	10,000
4291 · Employee Medical Reimburse.	58,502
4292 · Employee Training & Seminars	15,000
4293 · Other Employee Benefits	3,527
4310 · Professional & Technical Serv.	889,148
4320 · Insurance (P&C)	350,543
4330 · Travel	9,013
4350 · Repairs & Maintenance	60,325
4360 · Rentals (Lease Costs)	122,132
4370 · Comm. (Postage, Phone)	87,138
4380 · Public Utilities (Water & Sewer)	50,883
4390 · Other Purchased Services	118,296
4392 · Dual Enrollment Charge	87,033
4430 · Electricity	177,673
4450 · Gasoline	3,660
4460 · Diesel Fuel	87,835
4510 · Supplies - Classroom	77,279
4520 · Textbooks	99,875
4521 · Dual Enrollment- Textbooks	10,056
4530 · Periodicals	3,503
4570 · Food	37,129
4590 · Other Materials & Supplies	134,149
4610 · Library Books	4,867
4622 · Non Capitalized A/V Materials	779
4642 · Non Capitalized Furniture, F & Equip.	27,620
4644 · Non Capitalized PC (Hardware)	59,284
4651 · Buses (Trip Charges)	25,075
4692 · Non Capitalized Software	109,869
4720 · Interest	375,871
4730 · Taxes, Dues & Fees	78,003
4760 · Sports & Recreation	161,633
4780 · Depreciation Expenses	651,139
<b>Total Expenses</b>	<b>13,838,474</b>
<b>Total Income</b>	<b>235,825</b>



# FOUNDATION DASHBOARD FY '22



## Metrics Analysis with Foundation Performance

July 1, 2021 - May 31, 2022

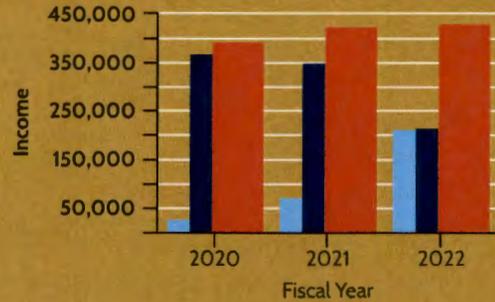
### NET CASH Balance

This is the amount of money on-hand in the Foundation's account. It is a current asset on the Balance Sheet and includes all receipts minus disbursements including the initial deposit at the start of the fiscal year to the present date of this report.

# \$430,023

*Does NOT Include Receivables*

Receivables: \$ 30,260  
 Donations with Restrictions... \$216,042  
 Donations without Restrictions..\$213,982



### FYTD GIFT REVENUE

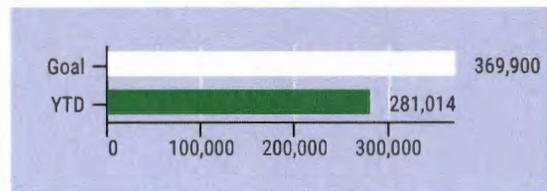
Gross Revenue... \$281,014  
 Expenses... \$277,511  
 NET Revenue... \$ 3,503

### FYTD EXPENSES



### PERFORMANCE EVALUATION

FUNDRAISING FY GOAL: \$369,900  
 Percent to GOAL: 76%

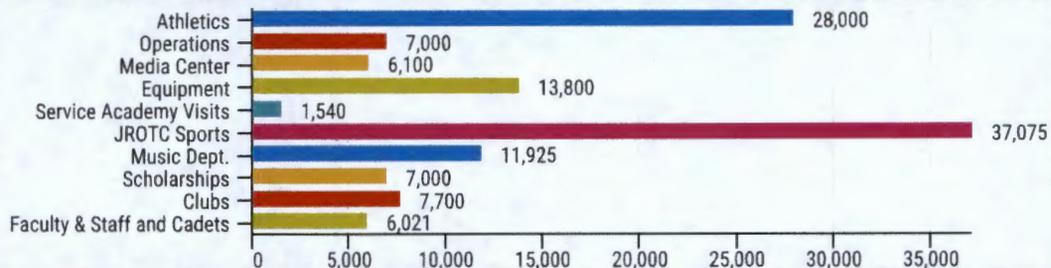


### MONTHLY FINANCIAL OVERVIEW: May

TOTAL INCOME: \$26,654  
 EXPENSES: \$43,466  
 NET INCOME: (\$16,812)



### \$127,762 GRANT AWARDS YEAR-TO-DATE



# **Sarasota Military Academy**

## **LONG RANGE PLANNING**

### **MEETING MINUTES**

**23 MAY, 2022**

---

#### **Board of Director Members' Attendance**

##### **Present:**

Ms. Erica Gregory, Lt Col, USAF (Ret)

Mr. Jim Tollerton

Mr. Scott Lempe, Lt Col. USAF (Ret)

#### **SMA Foundation Director Member's Attendance**

Ms. Allison Archbold

#### **SMA Administrative Staff in Attendance:**

SMA-COL Christina Bowman, Chief Executive Officer

Location: First Watch 5354 Fruitville Road Sarasota, FL 34232

The chair called the meeting to order at 8:05 am.

#### **Discussion**

Mr. Tollerton began the discussion regarding the curriculum from grades 6-12, with a focus on increasing AP and Honors courses at the High School. SMA-COL Bowman stated that this has already been implemented, as indicated by the Strategic Plan and AP and Honors course offerings have increased for the 2022-2023 SY.

Discussion continued regarding the Strategic Plan with a recommendation by Mr. Tollerton for the Board to review the Plan and SMA-COL Bowman agreed as the Strategic Planning Committee should focus on the Strategic Plan for future planning purposes. This includes a decision to either renovate the current High School campus or build a new campus and a capital campaign is premature at this time.

Mr. Tollerton recommended a follow-up with the Board of Directors to consider diversifying accounts among different banks, as recommended by the auditor.

The Planning Committee discussed the need for a Board Retreat in the near future to review the Strategic Plan, By-Laws and review current practices and vision for the next 5-10 years. SMA-COL Bowman recommended the Board complete a self-evaluation and will provide two documents for review.

The next Long Range Planning meeting will be on 13 June 2022 at 8:00 am at First Watch, 5354 Fruitville Road, Sarasota, FL 34232.

The Planning Committee Chair adjourned the meeting at 9:00 am.

---

Mr Jim Tollerton, Planning Committee Chair

---

Date

---

Ms. Erica Gregory, Lt Col, USAF (Ret)

---

Date

DRAFT

# **Sarasota Military Academy**

## **LONG RANGE PLANNING**

### **MEETING MINUTES**

13 June, 2022

---

#### **Board of Director Members' Attendance**

##### **Present:**

Mr. Jim Tollerton, Committee Chair  
Ms. Erica Gregory, Lt Col, USAF (Ret)  
Ms. Linda Long  
COL (Ret) Ben Knisely

#### **SMA Foundation Director Member's Attendance**

None present.

#### **SMA Administrative Staff in Attendance:**

SMA-COL Christina Bowman, Chief Executive Officer

Location: First Watch 5354 Fruitville Road Sarasota, FL 34232

The chair called the meeting to order at 8:00 am.

#### **Discussion**

The Planning Committee discussed a possible need for a feasibility study for the high school campus as well as a current appraisal. SMA-COL Bowman offered to contact Mr. Pete Skokos, SMA Board Member regarding these two items.

Mr. Tollerton initiated a brief discussion on the feasibility of SMA High School adopting curriculum "mirroring" the service academy prep schools.

The Planning Committee discussed the need for a Board Retreat in the near future to review the Strategic Plan, By-Laws and review current practices and vision for the next 5-10 years.

The next Long Range Planning meeting is TBD.

The Planning Committee Chair adjourned the meeting at 9:00 am.

---

Mr Jim Tollerton, Planning Committee Chair

---

Date

---

Ms. Erica Gregory, Lt Col, USAF (Ret)

---

Date

DRAFT

SECOND  
REVISED  
BY LAWS OF

SARASOTA MILITARY ACADEMY, INC.  
A FLORIDA CORPORATION NOT-FOR-PROFIT

13 June 2019

**ARTICLE ONE**

**Name**

The name of this Corporation is Sarasota Military Academy, Inc.

**ARTICLE TWO**

**Corporate Purpose**

**Section A.**

**Educational Objects**

1. The purposes for which the corporation is organized are exclusively religious, charitable, scientific, literary and educational within the meaning of Section 501©(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law. The corporation is also organized for the purpose of owning and operating a charter school pursuant to Chapter 228, Florida Statutes.
2. The general nature, objects and purposes of the corporation shall be to operate without profit and to accept and receive property of whatever kind, and wherever situate, received by it by gift, grant, purchase, devise, bequest, or in any lawful manner and to administer and distribute such property exclusively for health, welfare, scientific, educational, environmental, cultural and other charitable purposes, including:
  - (a) To distribute property in accordance with the terms of gifts, bequests, or devises made to the corporation, which are not inconsistent with its purposes;
  - (b) To modify any restriction or condition on the administration and distribution of funds for any specified purpose consistent herewith if in the sole judgment of the board of directors (without the necessity of the approval of any trustee, custodian or agent), such restriction or

condition becomes, in effect, unnecessary, incapable of fulfillment, or inconsistent with the designated purposes of the corporation.

3. No part of the net earnings of the corporation shall inure to the benefit of or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth herein. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any activities not permitted to be carried on by a corporation exempt from Federal Income Tax under Section 501(c)(3), of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).

**Section B.**  
**Operation of Charter School(s)**

Upon issuance of a Charter by the Sarasota County School District, the Corporation shall operate a Charter School(s) in Sarasota County pursuant to Chapter 228.056, Florida Statutes. The Schools, to be known as "Sarasota Military Academy, a Charter School", and "Sarasota Military Academy Preparatory School" shall provide a learning experience in a military like structured environment that will present academic, social and personal skills to children who need to become life-long learners and productive members of society; and provide additional academic choices. The period during which the Corporation's Charter is in effect shall be referred to herein as the "Charter Period". The period during which the Corporation's Charter is not yet in effect, or has expired, shall be referred to as the "Non-Charter Period".

**ARTICLE THREE**  
**Board of Directors**

**Section A**  
**Board Composition**

The Board of Directors (the "Board") shall consist of not less than 7 or more than 11 directors, with a majority present constituting a quorum. The Board of Directors may, at its discretion, appoint life-time Emeritus Directors who shall enjoy the rights and privileges of the Board except that they shall not have a vote.

**Section B**  
**Election of Directors**

Directors shall be elected by the Board at the Annual Meeting. The Directors shall be selected to provide a wide range of experience and disciplines within the Board. When necessary to fill a vacancy, a Director may also be elected to the Board at any regular or any specially called meeting of the Board, provided that the notice of such meeting clearly indicates the election of a new director will be considered. The Board shall hold the election following receipt from the Nominating Committee of its recommendations.

**Section C**  
**Director's Term of Office**

The Board shall be comprised of seven to eleven Directors serving three-year terms. All Director terms shall be for three years with the maximum tenure being three full terms. A former Director who has served three consecutive terms may be appointed as a Director Emeritus which shall be a non-voting role, and not be counted towards the minimum or maximum number of Directors required, or considered for quorum purpose but shall be given notice and welcome to attend all Board of Director meetings. A Director Emeritus shall not be eligible to serve as a Director. Any Director elected at a meeting other than the Annual Meeting shall serve until the next Annual Meeting and shall be eligible for election to a full term at that time. Service for a partial term of less than one year shall not be considered a full term. If a Director is elected as an officer, he or she shall continue to serve as a Director so long as he or she is an officer. Upon resignation or removal as an officer, a Board member, who has already served three terms of three years each shall no longer be eligible as a Board member other than Director Emeritus.

**Section D**  
**Qualifications of Directors**

Directors shall be natural persons of a minimum age of eighteen years and who possess diverse experience and talent to enhance the success of the Charter Schools. Parents of students currently enrolled in the school and paid staff members shall not be eligible for election to the position of Director.

**Section E**  
**Board Attendance Requirements: Removal**

If a Director is absent for three or more regularly scheduled meetings of the Board in any twelve (12) month period, the Board, may, in its discretion, may remove the Director, provided that the Board shall first comply with the procedural requirements of Section 617.0808, Florida Statutes. A Board member may be removed, with or without cause, by a vote of at least two thirds (2/3) of the entire Board membership.

**Section F**  
**Role of Board**

The Board shall provide the general direction, control and management of the business, programs, and affairs of the Corporation. All corporate powers shall be exercised by or under the authority of, and the affairs of the Corporation managed under the direction of the Board, subject to any limitation set forth in the Articles of Incorporation, and the State of Florida laws and regulations governing Charter Schools.

**Section G**  
**Miscellaneous Provisions**

1. The Board may require adequate bond for such offices and employees as it deems necessary.
2. No committee or individual shall have the power to obligate the Corporation to any financial outlay or to commit it to any other undertaking or policy without the prior authorization of the Board.
3. The Board shall designate the appropriate persons who shall be authorized to sign checks, drafts, notes, and orders for payment.
4. No compensation shall be paid to any Director for service upon the Board, except for reimbursement of expenses as authorized in advance by the Board. Nor shall Directors receive compensation as an employee of the Corporation.
5. The Board shall hold monthly meetings to conduct its business, which meetings and records thereof shall be subject to Chapters 119 and 286.011 F.S. The Board

shall have the power to suspend any regularly scheduled meeting and to schedule special meetings, notice of which shall be consistent with applicable law.

6. The Board shall submit its annual report to the State of Florida as required by law.
7. A majority of the Board shall constitute a quorum, and the affirmative vote of a majority of a quorum shall be necessary for any action taken by the Board. The person presiding over a Board meeting, whether it is the Chairperson, or in his or her absence, the Vice-Chairperson, shall participate in all Board votes and may participate in all Board debates.
8. The Executive Director of Schools, Commandant of Cadets, Chief Financial Officer and Heads of Schools or his or her designated representative, shall attend all Board meetings, and shall provide reports to the Board on the operations of the School and the Corporation as needed.

### **Section H** **Agenda**

An agenda shall be prepared for each Board meeting and, during the Charter Period, the agenda shall in all cases provide a period during which the public, the press, and individual Directors may be heard. The Chairperson, in conjunction with the Executive Director of Schools or his or her designee, shall establish the agenda.

## **ARTICLE FOUR** **Officers**

### **Section A** **Designation**

The Officers of this corporation shall be Chairperson, Vice-Chairperson, Secretary and Treasurer. An Assistant Secretary may be appointed to serve in the temporary absence of the Secretary. The Assistant Secretary shall be considered an officer only during periods of absence of the Secretary.

**Section B**  
**Election**

The Board at the Annual Meeting shall elect officers. When necessary to fill a vacancy, Officers may also be elected at any regular or specially called meeting, provided that notice of such meeting clearly indicates that such election will be considered.

**Section C**  
**Term of Office**

Officers shall serve a term of one year or until their successors are elected, and their term of office shall begin at the close of the Annual Meeting at which they are elected. Officers may be elected for up to eight consecutive years.

**Section D**  
**Duties of Chairperson**

The Chair shall preside and have power to vote at all meetings of the Board and the Executive Committee. The Chair shall be an ex-officio member of all other committees and shall perform such other functions and exercise such authority as may be provided in the corporate charter and/or by directive of the Board.

**Section E**  
**Duties of Vice-Chairperson**

The Vice-Chair shall perform the functions of the Chair in the latter's absence. The Vice-Chair shall succeed to the position of Chair in the event of resignation, disability, or death of the Chair.

**Section F**  
**Duties of Secretary**

The Secretary shall cause the proceedings of all meetings to be recorded on the official books or records of the Corporation. All records shall be kept at the principal office of the Corporation.

**Section G**  
**Duties of Treasurer**

The Treasurer shall oversee the necessary financial reporting requirements as per the requirements of the charter contract and any other applicable law. The Treasurer shall provide to the Board a monthly report of the financial status of the school.

**ARTICLE FIVE**  
**Executive Committee**

**Section A**  
**Appointment**

The Officers of the Corporation shall constitute the Executive Committee.

**Section B**  
**Powers, Role**

The Executive Committee shall have general supervision of the affairs of the Corporation between the Board meetings and shall perform other duties as are delegated to it by the Board. The Executive Committee shall be subject to the orders of the Board, and none of its acts shall conflict with action taken by the Board.

**ARTICLE SIX**  
**Parent Association,**

**Section A**

A Parent Association consisting of all parents or legal guardians of currently enrolled students shall be established. All parents shall be deemed members of the Parent Association. The Parent Association shall elect its own officers and shall adopt its own bylaws, which shall be subject to approval by the Board. An officer of the Parent Association of each school shall attend each Board Meeting and be afforded the opportunity to provide a report to the Board of the activities of said Association. The Chairperson of the Parent Association shall be an ex officio (non-voting) member of the

Board. As such, he/she may participate in debate at Board meetings only if the Board Chairperson, in his or her discretion, recognizes him or her for that purpose.

## **ARTICLE SEVEN** **Standing and Special Committees**

### **Section A** **Creation, Duties**

The Board may, at its discretion, create standing or ad hoc committees and shall specifically define the duties and responsibilities delegated to these committees. There shall be a standing Audit Committee, the duties of which shall be to elect an auditor each year to perform an audit of financial books and records of the organization as required by law or the Corporation's charter and such additional duties as shall be determined by the Board.

### **Section B** **Appointment, Powers**

The Chairperson shall appoint the chairperson and members of any and all standing committees other than the Parent Committee. The Chairperson shall also appoint the chairperson and members of any and all ad hoc committees. Standing committees shall meet at all appropriate times necessary to perform their duties and responsibilities and shall report to the Board. Standing committees shall have no power to bind the Corporation unless such power is expressly granted to the committee.

### **Section C** **Nominating Committee**

The Executive Committee plus one additional person selected by a vote of the Board shall serve as the Nominating Committee which shall be chaired by the Board Vice-Chairman. It will be the duty of the Nominating Committee to nominate candidates for election to the positions of Director. For elections occurring at the Annual Meeting, the Nominating Committee shall report in the Board meeting held immediately prior to the Annual Meeting. For elections held to fill a vacancy created prior to the Annual Meeting, the Nominating Committee shall report the regular or specially called Board meeting at which the election is to be held.

## **ARTICLE EIGHT**

### **Meetings**

#### **Section A**

##### **Generally**

Meetings of the Board or of a committee shall be held at the principal office of the Corporation or at such other suitable place convenient to the Board or committee as designated by the chairperson of the Board or committee.

#### **Section B**

##### **Annual Meetings**

The Annual Meeting of the Corporation shall be held in the month of June of each year. Directors and Officers shall be elected at the Annual Meeting and a report shall be rendered concerning the progress, activities and projections of the Corporation and the Charter Schools.

#### **Section C**

##### **Notice of Meetings**

It shall be the duty of the Executive Director of Schools or his or her designee, to give a minimum of seven day's notice of each Annual Meeting, regular or special meeting of the Board or any committee meeting. Notice shall be in writing and shall be transmitted to the Board or committee member by U.S. Mail, by facsimile, by electronic mail or by personal delivery.

#### **Section D**

##### **Charter Period; Open to Public**

During the Charter Period, in addition to providing the Directors and committee members with the notice in Section B above, it shall be the duty of the Executive Director of Schools, or his or her designee, to give the public reasonable notice to the Board or committee meeting, utilizing the following guidelines:

1. The notice shall contain the time and place of the meeting and, if available, an agenda (or if no agenda is available, subject matter summations may be used);
2. The notice shall be prominently displayed in the area in the school's offices set aside for that purpose at least seven days prior to the meeting, except in

case of an emergency, in which case the notice shall be displayed at least 24 hours prior to the meeting and displayed on the SMA website.

3. The place of the meeting shall be accessible by the general public, in a sufficiently large facility to accommodate the expected turnout. Steps shall be taken to insure that discussion among Board or committee members is audible by members of the public who attend the meeting.

## **ARTICLE NINE**

### **Fiscal Year**

The fiscal year of the Corporation shall begin on July 1 and shall end on June 30 of each and every year.

## **ARTICLE TEN**

### **Amendments**

The Board shall have the power to alter, amend, or repeal these bylaws or adopt new bylaws at any Board meeting; provided that written notice of same shall have been given at least ten days prior to such meeting. Such alteration, amendment, repeal, or new bylaw shall require the affirmative vote of two-thirds (2/3) of the total number of Directors constituting the Board at the time of the vote.

## **ARTICLE ELEVEN**

### **Parliamentary Authority**

"Robert's Rules of Order Newly Revised" shall be the parliamentary authority for all matters of procedure not specifically covered by these by laws.

## **ARTICLE TWELVE**

### **Corporate Seal**

The Board may provide a seal for the corporation, which shall be in charge of the Secretary or such other officers the board may from time to time direct, and shall be affixed to such documents as may require the corporate seal.

## **ARTICLE THIRTEEN**

### **Books and Records**

The Corporation shall keep correct and complete books and records and records of account and shall also keep minutes of the proceedings of the Board and committees having any authority of the Board.

## **ARTICLE FOURTEEN**

### **Tax Exempt Corporate Status**

The Corporation shall not carry on propaganda or otherwise attempt to influence legislation, nor shall any of its funds be used to support or oppose any political issue or candidate or do any other acts which could endanger its qualification as a Non Profit Corporation in the State of Florida or its Tax exempt status as a 501©(3) corporation under the Internal Revenue Code.

## **ARTICLE FIFTEEN**

### **Indemnification**

#### **Section A** **Conditions**

The Corporation shall indemnify any past or present officer, employee or agent of the corporation, and any person who may have served or who serves at its request as a fiduciary, against (a) any expenses and costs including, but not limited to, legal and accounting fees, including costs of appeal, incurred in connection with any claim asserted against him by reason of being or having been such Board Member, officer, employee, agent or fiduciary or in connection with any civil or criminal action, suit or proceeding which is instituted before any court or administrative body and to which he is made a party by reason of being or having been such trustee, officer, employee, agent or fiduciary, (b) any amounts paid in settlement of any such claim or any such action, suit or proceeding, and (c) any amounts paid on any judgments rendered in any such action, suit or proceedings; provided that he acted in good faith and in a manner he reasonably believed to be in, or not opposed to, the best interests of the corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful; provided further that, if he is adjudged in any action or suit by or in the right of the corporation to be liable for negligence or misconduct in the performance of his duty to the corporation, indemnification shall be made only to the extent that the court in which such action or suit was brought

determines he is fairly and reasonably entitled. In no event, however, shall indemnification be made for gross negligence or willful misconduct.

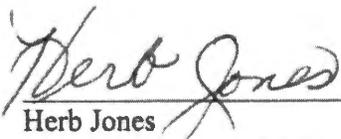
**Section B**  
**Determination**

Any indemnification under Section A, unless pursuant to a determination by a court, shall be made by the corporation only upon a determination that indemnification is proper in the specific circumstances because the applicable standard of conduct set forth in Section One has been met, made by (a) majority vote of a quorum of the Board of Directors who were not parties to such action, suit or proceeding; or (b) if such quorum is unobtainable, or (even if obtainable) if a quorum of disinterested Board Members so direct, by independent legal counsel in a written opinion.

**Section C**  
**Additional Rights**

The indemnification provided by this Article shall be in addition to any other rights which those indemnified may have under any law, agreement or resolution of the Board of Directors of the corporation.

I CERTIFY that the Board of Directors of the Corporation adopted the foregoing Second Revised By Laws this 13th day of June, 2019.

BY:   
Herb Jones  
Chairman, Sarasota Military Academy, Inc.  
A Florida Corporation Not for Profit

**SMA Board of Directors Professional Qualifications**

Director	Current Term Number	Elected to Board	Current Term Epiration	Mandatory Term Limit	Sunshine Training	Accounting Experience/CPA	Athletics/Parks & Recreation	Banking Experience	Business Experience	Educational Background	Entrepreneur	Facilities	Financial Management Experience	Fundraising Ability	Healthcare Professional	Human Resources	Lawyer	Local Community Leadership	Local Resident	Military Experience	Philanthropic Interests	Political Influence	Public Relations / Media	Public Recognition	Safety & Security Experience	Senior Leadership	Sunshine Board Experience
<b>Operating</b>																											
Ben Knisely	3	2010	2020	2020	2019				X	X			X					X	X	X					X		X
Linda Long	3	2017			2022					X								X	X	X							X
Tom McElheny	2	2018			2022	X			X	X	X		X	X			X	X	X	X	X			X	X	X	X
Skokos, Peter	1	2020			2020	X			X				X				X		X	X	X				X	X	X
Suplee, Tessa	1	2020			2020										X				X	X	X						
Crupi, Brian	1	2021			2021										X				X	X	X						
Lempe, Scott	1	2021			2021					X		X							X	X	X						
West, Cynthia	1	2021			2021														X	X	X						
Gregory, Erica	1	2021			2021											X			X	X	X						
Tollerton, Jim	1	2021			2021									X				X	X	X							
* - At the end of their term as an officer																											
<b>Foundation</b>																											
Howard Crowell	1	2017			2019			X		X		X		X		X		X	X	X				X	X	X	X
Herb Jones	1	2017			2019	X		X	X	X	X	X		X		X		X	X	X	X			X	X	X	X
Fred Derr	1	2017				X		X	X		X	X		X				X	X	X	X				X	X	X
Tony Baade	1	2020			2020				X					X				X	X	X				X	X	X	X
Tom McElheny	1	2022			2018	X			X	X	X		X	X				X	X	X	X			X	X	X	X



# STRATEGIC BOARD COMPOSITION MATRIX

## Worksheet A

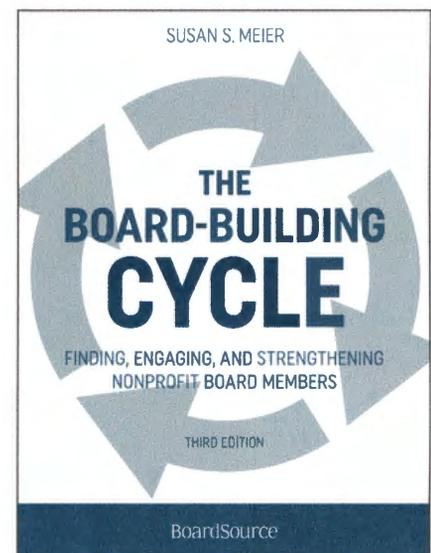
High-performing nonprofit boards are both thoughtful and intentional in creating a strategically composed board of directors. Composition ideally reflects diversity in gender/identity, age, race/ethnicity, skill sets, professional expertise, circles of influence, and personal and leadership characteristics. Every board's ideal composition should be considered in terms of the specific needs, strategies, and lifecycle of the organization, as the board looks forward several years.

Customize this matrix to reflect the breadth of characteristics and factors that you potentially wish to consider as you recruit new board members. To begin the process of identifying your board's current composition compared with its ideal board composition, please complete Worksheet A. All board members should check the elements that best reflect them in relationship to their service on this board. The completed worksheet should be submitted to the governance committee.

## Worksheet B

Customize Worksheet B to align with Worksheet A. After all board members have completed Worksheet A, use this form to compile the individual worksheets. Board member names or initials can be inserted below in Column 1, 2, and so on.

The governance committee should then compare the board's current skills, expertise, and diversity to the characteristics of its ideal board, and identify the gaps. Consider the impact of those who will be cycling off the board in the next one to three years. The list of targeted characteristics and skills can be prioritized according to urgency and value. The governance committee can present this analysis and its recommended priorities to the full board for discussion. Once finalized, this prioritized list becomes the guide for the board as it seeks to recruit new members.



EXCERPTED FROM *THE BOARD-BUILDING CYCLE, THIRD EDITION*, BY SUSAN S. MEIER.

# Strategic Board Composition Matrix

Board Member Name: \_\_\_\_\_ Number of Years on the Board: \_\_\_\_\_ Current Term Expires: \_\_\_\_\_

<b>Age</b>	
Under 18	
19-34	
35-50	
51-65	
Over 65	
<b>Gender</b>	
Man	
Woman	
Non-binary	
Prefer not to answer	
<b>Transgender</b>	
No	
Yes	
Prefer not to answer	
<b>Sexual Orientation</b>	
Straight	
Gay	
Lesbian	
Bisexual	
Queer	
Prefer not to answer	
<b>Race/Ethnicity (select as many as apply)</b>	
African American/Black	
Asian/Pacific Islander	
Caucasian/White	
Hispanic/Latino	
Native American/Indian	
Other (please list):	
<b>Community Connections</b>	
Corporate	
Education	
Faith-based organizations	
Health care	
Media	
Philanthropy	
Political	
Small business	
Social services	
Other:	

<b>Financial Resources</b>	
Money to give	
Access to other potential individual donors	
Access to other resources (e.g., foundations, corporate support)	
<b>Qualities</b>	
Leadership skills/motivator	
Willingness to work/availability	
Personal connection with the mission	
<b>Personal Style (check the two that best apply)</b>	
Catalyst for change	
Consensus builder	
Good communicator	
Mediator	
Implementer/gets things done	
Strategist/asks great questions	
Visionary	
<b>Areas of Expertise (check the four that best apply)</b>	
Administration/management	
Advocacy/public policy	
Education	
Entrepreneurship	
Financial management: accounting	
Financial management: investments	
Fundraising	
Government	
Governance/nonprofit management	
Health care/medicine	
Human resources	
Law	
Marketing/public relations	
Physical plant/facilities/engineering	
Real estate	
Social media	
Strategic planning	
Technology	
Other:	

EXCERPTED FROM *THE BOARD-BUILDING CYCLE, THIRD EDITION*, BY SUSAN S. MEIER.

## Strategic Board Composition Matrix

Board Member Name: \_\_\_\_\_ Number of Years on the Board: \_\_\_\_\_ Current Term Expires: \_\_\_\_\_

	Current Members									Prospects			
	1	2	3	4	5	6	7	8	9	A	B	C	D
<b>Age</b>													
Under 18													
19-34													
35-50													
51-65													
Over 65													
<b>Gender</b>													
Man													
Woman													
Non-binary													
Prefer not to answer													
<b>Transgender</b>													
No													
Yes													
Prefer not to answer													
<b>Sexual Orientation</b>													
Straight													
Gay													
Lesbian													
Bisexual													
Queer													
Prefer not to answer													
<b>Race/Ethnicity</b>													
African American/Black													
Asian/Pacific Islander													
Caucasian/White													
Hispanic/Latino													
Native American/Indian													
Other (please list):													
<b>Financial Resources</b>													
Money to give													
Access to other potential individual donors													
Access to other resources (e.g., foundations, corp. support)													

EXCERPTED FROM *THE BOARD-BUILDING CYCLE, THIRD EDITION*, BY SUSAN S. MEIER.

# Strategic Board Composition Matrix

Board Member Name: \_\_\_\_\_ Number of Years on the Board: \_\_\_\_\_ Current Term Expires: \_\_\_\_\_

	Current Members									Prospects			
	1	2	3	4	5	6	7	8	9	A	B	C	D
<b>Community Connections</b>													
Corporate													
Education													
Faith-based organizations													
Health care													
Media													
Philanthropy													
Political													
Small business													
Social services													
Other:													
<b>Qualities</b>													
Leadership skills/motivator													
Willingness to work/availability													
Personal connection with the mission													
<b>Personal Style (max. two per board member)</b>													
Catalyst for change													
Consensus builder													
Good communicator													
Mediator													
Implementer/gets things done													
Strategist/asks great questions													
Visionary													

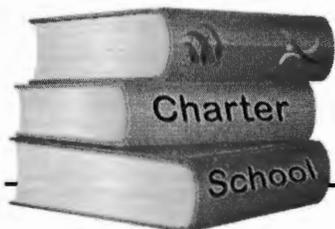
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# Strategic Board Composition Matrix

Board Member Name: \_\_\_\_\_ Number of Years on the Board: \_\_\_\_\_ Current Term Expires: \_\_\_\_\_

	Current Members									Prospects			
	1	2	3	4	5	6	7	8	9	A	B	C	D
<b>Areas of Expertise (max. four per board member)</b>													
Administration/management													
Advocacy/public policy													
Education													
Entrepreneurship													
Financial management: accounting													
Financial management: investments													
Fundraising													
Government													
Governance/nonprofit management													
Health care/medicine													
Human resources													
Law													
Marketing/public relations													
Physical plant/facilities/engineering													
Public policy													
Real estate													
Social media													
Strategic planning													
Technology													
Other													
<b># of years on the board</b>													

EXCERPTED FROM *THE BOARD-BUILDING CYCLE, THIRD EDITION*, BY SUSAN S. MEIER.



# NEW GOVERNING BOARD MEMBER CHECKLIST

This is a list of documents all new governing board members should be provided as well as tasks that should be completed prior to serving as an active governing board member for <Organization's name>.

## Governing Board Member Information

Name	Voting Member
Click or tap here to enter text.	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Key Areas of Expertise

Select Option(s)
<input type="checkbox"/> Finance <input type="checkbox"/> Facilities <input type="checkbox"/> Community
<input type="checkbox"/> Education <input type="checkbox"/> Legal <input type="checkbox"/> Human Resources
<input type="checkbox"/> Fundraising <input type="checkbox"/> Governance <input type="checkbox"/> Public Relations
<input type="checkbox"/> Other: Click or tap here to enter text.

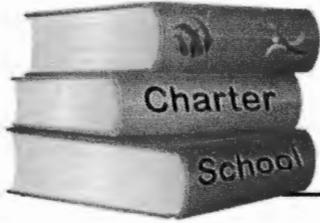
## Required Documents

Yes	No	Option	If No, provide rationale
<input type="checkbox"/>	<input type="checkbox"/>	Resume on File	Click or tap here to enter text.
<input type="checkbox"/>	<input type="checkbox"/>	Provided Governing Board Manual	Click or tap here to enter text.
<input type="checkbox"/>	<input type="checkbox"/>	Provided By-Laws	Click or tap here to enter text.
<input type="checkbox"/>	<input type="checkbox"/>	Other	Click or tap here to enter text.

## Required Tasks

Task:	Date Initiated	Date Completed	Initial
Complete Fingerprinting/Background Check	Date.	Date.	
Complete Initial Governing Board Training (4hr)	Date.	Date.	
Complete Orientation Training: <i>Review of Governing Board Manual- mission, history, results, successes and challenges, norms, policies and practices</i>	Date.	Date.	
Assign Governing Board Mentor (Optional)	Date.	Date.	
Other	Date.	Date.	





# BOARD MEETING SELF EVALUATION

*Put a description of the form or when it should be used here (Calibri 11pt Italics).*

Board Member Name (Optional)	Meeting Date

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The materials I received prior to the meeting were sufficient to prepare	<input type="checkbox"/>				
The materials presented at the meeting were well organized	<input type="checkbox"/>				
Board members came prepared and ready to conduct business	<input type="checkbox"/>				
The issues we discussed were substantive	<input type="checkbox"/>				
The meeting was well run / facilitated	<input type="checkbox"/>				
We focused our time on the issues we have identified as most important	<input type="checkbox"/>				

## Written Response

<b>What are the next topics we should discuss</b>	<b>What was the best part of today's meeting</b>
<b>Our board meeting will be even better if we</b>	<b>Please write any additional comments you have here</b>



**SERIES 100  
BOARD OF EDUCATION**

Administrative Exhibit 152

**BOARD SELF-EVALUATION FORM**

**Part I - Individual School Board Member Performance Worksheet**

Please complete the following personal assessment of your boardsmanship before completing Part II - the School Board Evaluation. This individual evaluation will not be shared, but is for your review only.

	Always	Frequently	Sometimes	Occasionally	Never
I familiarize myself with school policies and laws which are important for meetings.					
I attend all School Board Meetings.					
I read the agenda and supporting material prior to the Board meeting.					
I reserve all decisions on matters until the Board is in session.					
I keep personal matters personal and discuss non-related concerns at appropriate times and places.					
I use the chain of command and direct questions to the superintendent when contacted by a district resident.					
I attend WASB workshops and meetings.					
I read school publications sent to my home.					
I visit schools within the district.					
I am informed about community feelings toward the schools.					
I respect the superintendent's office and refrain from unwarranted interferences in the administrator's affairs.					
I believe in long-range planning and recognize that changing trends change school needs.					
I believe the district should place great emphasis on professional growth.					
I know that I have no authority as a Board member except when the Board is legally in session. Board officers have specific duties that are occasionally performed outside of Board sessions.					

I rely on the superintendent to provide the Board with accurate information on the school system.					
I take part in Board in-service and orientation programs.					
Even though I may disagree, I support publicly positions taken by the whole Board.					
I work toward mutual trust between Board members and administration and keep criticism of either to private sessions.					
I recognize that governance and policy duties belong to the Board and administrative duties belong to the district's administrators.					
I support budgetary provisions and encourage the professional growth of the superintendent.					
I support strong professional growth programs for all school personnel.					
I attend PTA, concerts, plays, athletic contests, and other school events.					
I am familiar with the budgeting process of the district.					
I am familiar with the curriculum and graduation requirements of the district.					

**Part II – Assessment of School Board’s Performance**

The following list pertains to the operation of the school Board and is the basis for an annual self-evaluation of the Board. Please rate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
<b><i>Board Relationship with the Superintendent</i></b>				
The Board keeps the superintendent informed on issues, needs, and complaints in a manner allowing him/her the opportunity to solve related problems in a professional manner.				
The Board clearly interprets its position on controversial matters pertaining to the school district, thereby enabling the superintendent to properly carry out the wishes of the Board.				
The Board supports the superintendent’s administrative regulations and decisions to the public and staff members and relays and disagreement in a private or executive session.				
The Board disregards personalities and considers the recommendations of the superintendent in an unbiased and objective manner.				
<b><i>Board Relationship with the Community</i></b>				
The Board recognizes that their fellow citizens have entrusted them with the educational development of the children and youth of this community.				
The Board recognizes that the community expects their first and greatest concern to be in the best interest of all students in the district without distinction as to who they are or what their background may be.				
The Board enacts policies supporting the efforts of the administration in helping all the people of this community to have all the facts all the time about their schools including the status of student performance in the district.				
<b><i>Board Relationship Between Members During Meeting</i></b>				
Individual members of the Board treat other members of the Board and professional staff with respect during Board meetings.				
Differences of opinion influencing Board member votes are based on the issues at hand and <del>not</del> on personalities.				
Each member of the Board conducts himself/herself in such a manner as to emphasize that individual Board members have authority only when convened in a legally conducted Board meeting with at least a quorum present.				
<b><i>Board Relationships with Staff and Personnel</i></b>				

The Board delegates hiring of the staff to the superintendent and holds him/her accountable to broad parameters defined in policies.				
The Board creates a climate of support for staff in the district.				
The Board members maintain personal friendships with district personnel without allowing them to affect overall Board decisions and/or policies.				
<b><i>Board Relationship to the Financial Management of the Schools</i></b>				
The Board establishes the policies and provides the necessary resources to properly manage the finances of the school district.				
The Board requires the proper accountability for the expenditure of funds in the school district.				
The Board provides justified funding to maintain an educational program in this district that is based on the belief that all students can learn at high levels.				
The Board keeps the community informed about the financial needs of the school				

**Summary:**

1. List areas of strength. In what areas are we doing really well?

2. List areas where the Board could improve.

3. What would be the most important thing the board needs to work on first? What will have the greatest impact on student learning?

4. What do we need to learn as a Board team? Where can we get the information we need to improve? Who will teach us? When can we take the time to learn?

Legal Reference:

Cross References:

Date of Adoption: March 18, 2009

Date of Revision:

## SCHOOL BOARD SELF-EVALUATION

This evaluation is based on the six dimensions of board competency, a description of successful board practices uncovered during the Trustee Demonstration Project. This five-year study involved trustee boards from more than 20 colleges, schools, and non-profit organizations in the United States. Listed under each of the six major headings are statements describing a variety of related board actions. You will score each action according to how frequently it occurs. At the end of each section, you will tabulate the scores and assign a grade for each of the six dimensions of competency. At the end of the evaluation, you will assign your board an overall grade.

<b>DIMENSION I: CONTEXTUAL</b>												
<b>This action occurs:</b>	<b>Frequently</b>			<b>Occasionally</b>			<b>Rarely</b>			<b>Never</b>		
1. Board takes the time to learn about important issues facing schools through actions such as allowing teachers, students, and administrators to report at meetings.	10	9	8	7	6	5	4	3	2	1	0	
2. Board discusses and researches events and trends in the larger community that may affect schools.	10	9	8	7	6	5	4	3	2	1	0	
3. Board reviews district's mission statement.	10	9	8	7	6	5	4	3	2	1	0	
4. Board recognizes the superintendent as chief executive officer and educational leader of the district.	10	9	8	7	6	5	4	3	2	1	0	
5. I have been present at board meetings where discussions about values of the district were key factors in reaching a conclusion to a problem.	10	9	8	7	6	5	4	3	2	1	0	
6. Board communicates its decisions to all affected by them.	10	9	8	7	6	5	4	3	2	1	0	
7. Board keeps abreast of policies mandated by state and federal law, Department of Public Instruction, attorney general opinions, and the courts.	10	9	8	7	6	5	4	3	2	1	0	
8. Board establishes and maintains a systematic plan for feedback on policies to determine effectiveness, their worth, and whether they need to be amended, modified, or canceled.	10	9	8	7	6	5	4	3	2	1	0	

9. Board keeps informed about what children are learning through reports on scholastic achievement, vocational programs, and the impact of extracurricular activities.	10 9 8 7 6 5 4 3 2 1 0
10. Board stays aware of its debt limitations and sets priorities based on total financial needs of the system and maintaining an adequate financial reserve.	10 9 8 7 6 5 4 3 2 1 0
<b>DIMENSION I SCORE:</b>	_____/100 _____%
* Use one of your school's grading scales to determine this.	

**\* GRADE:**

**DIMENSION II: EDUCATIONAL**

<b>This action occurs:</b>	<b>Frequently</b>			<b>Occasionally</b>			<b>Rarely</b>			<b>Never</b>	
1. Board assigns new members a mentor to help them learn the ropes and provides new members with detailed explanation of the board's mission.	10	9	8	7	6	5	4	3	2	1	0
2. Board requests a decision be postponed until further information can be obtained.	10	9	8	7	6	5	4	3	2	1	0
3. Board conducts an explicit examination of its responsibilities, discussing its role in district management.	10	9	8	7	6	5	4	3	2	1	0
4. At least once every two years, the board has a retreat or special session to examine its performance.	10	9	8	7	6	5	4	3	2	1	0
5. Board is given and reads the agenda and background materials well in advance of meeting.	10	9	8	7	6	5	4	3	2	1	0
6. Board participates in in-service programs at regional, state, and national levels.	10	9	8	7	6	5	4	3	2	1	0
7. I have participated in board discussions about what the board should do differently as a result of the mistakes made.	10	9	8	7	6	5	4	3	2	1	0
8. Board leadership goes out of its way to make sure that all members have the same information on important issues.	10	9	8	7	6	5	4	3	2	1	0
9. I read through the board's policies, procedures, and employee contracts.	10	9	8	7	6	5	4	3	2	1	0
10. Board has discussions about the effectiveness of its performance.	10	9	8	7	6	5	4	3	2	1	0
<b>DIMENSION II SCORE:</b>										<b>GRADE:</b> _____/100 _____%	

**DIMENSION III: INTERPERSONAL**

<b>This action occurs:</b>	<b>Frequently</b>	<b>Occasionally</b>	<b>Rarely</b>	<b>Never</b>
1. Board's split decisions do not result in a split board.	10 9 8	7 6 5	4 3 2	1 0
2. Board members are able to hold confidential items in confidence.	10 9 8	7 6 5	4 3 2	1 0
3. Board president and superintendent confer so that differences of opinion are identified.	10 9 8	7 6 5	4 3 2	1 0
4. Board members are able to speak their minds without fear of being ostracized.	10 9 8	7 6 5	4 3 2	1 0
5. I have discussed with fellow members common interests we share outside the boardroom.	10 9 8	7 6 5	4 3 2	1 0
6. Once a decision is made, the board works together to see that it is accepted and carried out.	10 9 8	7 6 5	4 3 2	1 0
7. At our board meetings, there is at least as much dialogue among members as there is among members and staff.	10 9 8	7 6 5	4 3 2	1 0
8. Board has adopted some explicit goals for itself, distinct from district goals.	10 9 8	7 6 5	4 3 2	1 0
9. Board provides biographical information that helps members get to know one another better.	10 9 8	7 6 5	4 3 2	1 0
10. Board handles conflict openly and constructively.	10 9 8	7 6 5	4 3 2	1 0
<b>DIMENSION III SCORE:</b>	_____ /100			<b>GRADE:</b>
	_____ %			

**DIMENSION IV: ANALYTICAL**

<b>This action occurs:</b>	<b>Frequently</b>	<b>Occasionally</b>	<b>Rarely</b>	<b>Never</b>
1. I have been in board meetings where subtleties of issues dealt with escaped the board.	0 1 2	3 4 5	6 7 8	9 10
2. Board explicitly examines the "downside" or possible pitfalls of any important decision it is about to make.	10 9 8	7 6 5	4 3 2	1 0
3. Board questions administrative proposals, requiring the superintendent to defend or reconsider his/her recommendations.	10 9 8	7 6 5	4 3 2	1 0
4. Board is attentive to how it reaches conclusions.	10 9 8	7 6 5	4 3 2	1 0
5. Decisions of the board on one issue tend to influence how it handles other issues.	10 9 8	7 6 5	4 3 2	1 0
6. When faced with an important issue, the board often "brainstorms," generating a list of creative approaches or solutions to the problem.	10 9 8	7 6 5	4 3 2	1 0
7. Board seeks outside assistance from consultants or other districts when considering its work.	10 9 8	7 6 5	4 3 2	1 0
8. Board does not present new issues of a complex nature for immediate action.	10 9 8	7 6 5	4 3 2	1 0
9. Before reaching a decision on important issues, board requests input from students or staff likely to be affected by the decision.	10 9 8	7 6 5	4 3 2	1 0
10. Board handles issues that are ambiguous and complicated by appointing committees to conduct in-depth research.	10 9 8	7 6 5	4 3 2	1 0
<b>DIMENSION IV SCORE:</b>	_____ /100			<b>GRADE:</b>
	_____ %			

**DIMENSION V: POLITICAL**

<b>This action occurs:</b>	<b>Frequently</b>	<b>Occasionally</b>	<b>Rarely</b>	<b>Never</b>
1. Board shows an awareness of the impact its decisions will have on the community.	10 9 8	7 6 5	4 3 2	1 0
2. Board encourages the public to attend board meetings.	10 9 8	7 6 5	4 3 2	1 0
3. Board actively cooperates with the news media to spread information about schools programs.	10 9 8	7 6 5	4 3 2	1 0
4. Board has formed ad hoc committees/task forces that include staff and community representatives as well as board members.	10 9 8	7 6 5	4 3 2	1 0
5. Board offers committees referenced in #4 opportunities to report at meetings.	10 9 8	7 6 5	4 3 2	1 0
6. Board and its members maintain channels of communication with key community leaders.	10 9 8	7 6 5	4 3 2	1 0
7. If the board thinks a group of constituents is likely to disagree with an action it's considering, it makes sure to learn how the public feels before rendering the decision.	10 9 8	7 6 5	4 3 2	1 0
8. Board has adopted a policy on parent and public relations/involvement, which it references and reviews.	10 9 8	7 6 5	4 3 2	1 0
9. Board withstands the pressure of special interest groups.	10 9 8	7 6 5	4 3 2	1 0
10. Board is actively involved in state and federal education legislation.	10 9 8	7 6 5	4 3 2	1 0
<b>DIMENSION V SCORE:</b>	_____ /100			<b>GRADE:</b>
	_____ %			

<b>DIMENSION VI: STRATEGIC</b>												
<b>This action occurs:</b>	<b>Frequently</b>			<b>Occasionally</b>			<b>Rarely</b>			<b>Never</b>		
1. Board devotes more time to putting out fires than it devotes to preparing for the future.	0	1	2	3	4	5	6	7	8	9	10	
2. Board sets clear organizational priorities for the year ahead.	10	9	8	7	6	5	4	3	2	1	0	
3. At least once a year, board asks the superintendent to articulate his/her vision for the school district's future and offer strategies to realize that vision.	10	9	8	7	6	5	4	3	2	1	0	
4. Board discusses where the school district will be five years from now.	10	9	8	7	6	5	4	3	2	1	0	
5. Within the past year, board has reviewed school district strategies for attaining long-term goals.	10	9	8	7	6	5	4	3	2	1	0	
6. I have been at board meetings where discussion focused on identifying or overcoming school district weaknesses.	10	9	8	7	6	5	4	3	2	1	0	
7. Board makes explicit use of long-term priorities of the school district in dealing with current issues.	10	9	8	7	6	5	4	3	2	1	0	
8. Board compares reports on schools' progress with the district's long-term goals.	10	9	8	7	6	5	4	3	2	1	0	
9. Board has a procedure in place for conducting superintendent evaluations.	10	9	8	7	6	5	4	3	2	1	0	
10. Board is periodically advised of availability of outside funds, such as state and federal grants, special programs, community resources, research programs and special construction funds.	10	9	8	7	6	5	4	3	2	1	0	
<b>DIMENSION VI SCORE:</b>	_____ /100						<b>GRADE:</b>					
	_____ %											

