

WARING SCHOOL BOARD OF TRUSTEES

PRINCIPLES OF GOVERNANCE

The Waring School Board of Trustees is the guardian of the school's mission. It is the Board's responsibility to ensure that the mission is relevant and vital to the Waring community which it serves and to monitor the success of the school in fulfilling its mission. The Waring School Board of Trustees subscribes to the principles of good practice set forth by the National Association of Independent Schools. The principles of good practice, as adapted and shown below, describe the responsibilities of the Waring School Board of Trustees as a body. The Waring School Board of Trustees and the Waring School headmaster work in partnership to fulfill these principles.

1. The Board adopts a clear statement of the school's mission, vision, and strategic goals and establishes policies and plans consistent with this statement.
2. The Board reviews, maintains, and acts in accordance with appropriate bylaws that conform to legal requirements.
3. The Board assures that the school and the Board operate in compliance with applicable laws and regulations, minimizing exposure to legal action. The Board creates a conflict of interest policy that is reviewed with, and signed by, individual Trustees annually.
4. The Board accepts accountability for the long-term financial stability of the school, engaging in strategic financial planning, assuming primary responsibility for the preservation of capital assets and endowments, overseeing operating budgets, and participating actively in fundraising.
5. The Board selects, supports, nurtures, evaluates, and sets appropriate compensation for the head of school.
6. The Board recognizes that its primary work and focus are long-range and strategic.
7. The Board undertakes formal strategic planning on a periodic basis, sets annual goals related to the plan, and conducts annual written evaluations for the school, the head of school, and the Board itself against that plan.
8. The Board keeps full and accurate records of its meetings, committees, and policies and communicates its decisions widely, while keeping its deliberations confidential.
9. Board composition reflects the strategic expertise, resources, and perspectives (past, present, future) needed to achieve the mission and strategic objectives of the school.
10. The Board works to ensure all its members are actively involved in the work of the Board and its committees.
11. The Board conducts its work through committees, rather than as a committee of the whole. Committees are responsible for providing clear, complete, and timely information to the full Board in support of their recommendations. When committees make reports and recommendations to the full Board, Trustees generally trust the quality of committee work and avoid duplicating the effort via a "committee of the whole."
12. The Board engages proactively with the head of school in cultivating and maintaining good relations with school constituents as well as the broader community, and exhibits best practices relevant to equity and justice.
13. The Board is committed to a program of professional development that includes annual new Trustee orientation, ongoing Trustee education and evaluation, and Board leadership succession planning.

WARING SCHOOL

PRINCIPLES OF GOVERNANCE FOR INDIVIDUAL TRUSTEES

The Waring School Board of Trustees is the guardian of the school's mission. It is the Board's responsibility to ensure that the mission is relevant and vital to the Waring community which it serves and to monitor the success of the school in fulfilling its mission. The Waring School Board of Trustees subscribes to the principles of good practice set forth by the National Association of Independent Schools. The principles of good practice, as adapted and shown below, describe the responsibilities of the Waring School Board of Trustees as individuals. The Waring School Board of Trustees and the Waring School headmaster work in partnership to fulfill these principles.

1. Waring School Trustees actively support and promote the school's mission, vision, strategic goals, and policy positions.
2. Waring School Trustees contribute to the development program of the school, including strategic planning for development, financial support, and active involvement in annual and capital giving.
3. Waring School Trustees are knowledgeable about the school's mission and goals, including its commitment to equity and justice, and represent them appropriately and accurately within the school and surrounding communities.
4. Waring School Trustees stay fully informed about current Board matters by attending Board meetings regularly, coming to meetings well-prepared, and participating fully.
5. The Waring School Board of Trustees sets policy and focuses on long-range and strategic issues. An individual Trustee does not become involved directly in specific management, personnel, or curricular issues, and should avoid engaging in such conversations with members of the school community.
6. Waring School Trustees, including those who are parents of children in the school, take care to separate the interests of the school from the specific needs of a particular child or constituency.
7. Waring School Trustees understand that the Board has one principal employee—the head of school—and that the head supervises all other personnel. Trustees should avoid conversations with school personnel that bypass this chain of command. Moreover, Trustees have an obligation to encourage school personnel and other members of the Waring community to use the appropriate channels of communication.
8. Waring School Trustees accept and support Board decisions. Once a decision has been made, the Board speaks as one voice.
9. Waring School Trustees keep all Board deliberations confidential.
10. Waring School Trustees guard against conflicts of interest, whether personal or business-related, and immediately report any such conflicts they might experience to the Board chairperson.
11. Waring School Trustees have the responsibility to support the school and its head and to demonstrate that support within the community.
12. Authority is vested in the Board as a whole. A Waring School Trustee who learns of an issue of importance to the school has the obligation to bring it to the head of school or to the Board chair, and must refrain from responding to the situation individually.
13. Each Waring Trustee, not just the treasurer and finance committee, has fiduciary responsibility to the school for sound financial management.
14. Waring School Trustees respect the committee system for dividing and apportioning the work of the Board.