



The Early Learning Coalition of Southwest Florida

Governance Policy

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COALITION GOVERNANCE

This document serves as a supplement to the Coalition Bylaws.

1. Purpose and Scope of the Coalition

The Legislature recognizes that early learning programs increase children's chances of achieving future educational success and becoming productive members of society. The purpose of the Coalition is to fulfill the intent of Florida State Statutes 411.01 (School Readiness Act), and Section 1002.55-79, F.S.(Voluntary Prekindergarten Education Act).

2. The Board of Directors

The Early Learning Coalition of SW Florida is governed by a Board of Directors responsible for the oversight of the organization.

3. Governance Duties:

- A. As a collective body, the board governs the nonprofit organization, ensures adherence to all laws, and is accountable to the public and the State of Florida for all organizational actions.
- B. The **focus** of the board of the Coalition is to strategically plan the future of the agency and to measure the progress of fulfilling its plan and mission.
 - *Results* – The board determines the strategic direction, defines the mission, and prioritizes the organizational outcomes for the organization.
 - *Relationships* – The board preserves and nurtures a number of external and internal relationships to ensure the accomplishment of the mission and outcomes.
 - *Monitoring* – The board demonstrates accountability by establishing standards to measure both organizational and board performance. It monitors its performance at least annually to ensure compliance.
 - *Self Assessment* – The board shall conduct an evaluation of performance through an annual self assessment.
- C. The Boards duties include:
 - Developing, revising and updating policies which lead to the fulfillment of the mission.
 - Focusing on an on-going process of strategic planning, monitoring and evaluating the organization's programs and services.
 - Hiring, evaluating and supporting the Chief Executive Officer.
 - Assuring the financial integrity of the organization by exercising responsible stewardship.

- Assuring the long-term progress of the organization by exercising leadership in programmatic development and outcomes.
- Establishing and maintaining linkage with other community organizations whose missions are similar to that of ours, and seek input from the families and providers we serve.
- Evaluating the work of our board with respect to the achievement of its own governance and programmatic outcomes.

4. Governance Goal

The goal of the Early Learning Coalition of Southwest Florida Board is to ensure that the Coalition, which serves the counties of Collier, Glades, Hendry and Lee, achieves positive results for **children**, their families and their caretakers within state-designated fiscal parameters

A. Our Mission:

Our mission is to enhance the quality of children’s lives by providing families, early childhood educators, caregivers and community partners in Collier, Glades, Hendry and Lee Counties, with opportunities to positively impact the future.

B. Our Vision:

All children in Collier, Glades, Hendry and Lee communities will be healthy, eager, and successful learners, supported by well-informed parents, involved citizens, and collaborative community partners. Early Learning Programs will have high quality standards, comprehensive services, seamless delivery system within diverse settings, and well-educated, competent, and adequately compensated staff.

C. Our Motto

“Nurturing young children of Southwest Florida and those who care for them!”

D. Our Goals:

- I. Enroll children in child care and pre-school options where they are safe and where they interact with trained staff members who are committed to continuous quality improvement;
- II. Increase the availability of quality early learning programs to meet the demonstrated needs of families, particularly families who are working toward economic self-sufficiency;
- III. Work to support children’s emotional, intellectual, physical, and social well-being;
- IV. Provide professional development opportunities for those engaged in early learning services;
- V. Collaborate with community organizations critical to the realization of the Coalition’s mission;
- VI. Secure funding sufficient to support the mission of the Coalition;
- VII. Maintain fiscal responsibility and direct resources to achieve intended outcomes.
- VIII. Implement accountability measures that are accessible to the Coalition’s stakeholders.

- IX. Develop a plan to assist the Board in educating the community on early learning issues and to determine strategies that will assist the Board in securing support for the mission.

5. Governing Style

- A. The Board will meet a sufficient number of times per year to effectively conduct the business of the Coalition.
- B. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing.
- C. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than substitute individual judgments for the Board's values or mission.
- D. The Board will direct, control and inspire the organization through effective policy and planning and measurement of performance outcomes.
- E. The Board will govern with an emphasis on:
- Outward vision rather than internal preoccupation
 - Encouragement of diversity of viewpoints
 - Strategic leadership more than administrative detail
 - Clear distinction of Board and Chief Executive Officer roles
 - Collective rather than individual decisions
 - Future rather than past or present
 - Pro-activity rather than reactivity

6. Voting

- a. Quorum and voting requirements are established in section 411.01 (5) (a) 8., Florida Statutes, which provide that a majority (51%) of voting membership constitutes a quorum. The Board will govern by majority vote.
- b. Once a quorum is established, 51% of the voting members present can conduct Coalition business.
- c. Non-voting members may not cast votes or make or second a motion.

7. Board Member Responsibilities

As a board member of the Early Learning Coalition of Southwest Florida, members must agree to abide by the following:

A. General Expectations

1. Support the organization's mission, vision, purposes, goals, policies and programs, while knowing its strengths and needs.
2. Participate in the decisions of the Board and be informed as to data relevant to such decisions; be informed and exercise independent judgment.

3. Suggest possible nominees to the board who are individuals of achievement, who meet private sector requirements and do not have a personal conflict of interest. Nominees should be individuals who can make significant contributions to the work of the board and the progress of the organization.
4. Serve actively on committees as requested by the Chairperson or Committee Chair.
5. Work with the full board or appropriate committee to establish effective board policies.
6. Provide input and feedback to the Chairperson on the performance of the Chief Executive Officer and complete annual review forms upon request.
7. Conduct an individual performance and collective board assessment annually.
8. Attend activities and events sponsored by the organization whenever possible.
9. Individual Board Member Expectations:

a. Time:

- Attend all Board, and workgroup meetings including special trainings, workshops and committee meetings, if so assigned.
- Be willing to assume leadership positions
- Prepare adequately for meetings in order to make informed decisions

b. Board Continuity:

- Support the board's function
- Champion ongoing board training and education
- Help to recruit new members as needed
- Keep the Coalition apprised of any changes to member's contact information.

B. Fiduciary Responsibility

1. Exercise prudence with the board in the control and transfer of funds.
2. Faithfully read and understand the organization's financial statements and ask questions to get clarification on issues.
3. Help the board fulfill its fiduciary responsibility.

C. Meetings

1. Prepare for and participate in board and committee meetings, including appropriate organizational activities.
2. Attendance is required at the majority of scheduled meetings. If you are unable to attend, it is customary to notify the Chief Executive Officer or designee to record your excused absence.

3. Ask timely, applicable, and substantive questions at board and committee meetings. Support the majority decision on issues decided by the board.
4. Recognize responsibility for business conducted and any decisions made at board meetings when absent.
5. Only speak for the board or organization when authorized to do so.

D. Ethics and Standards of Conduct

1. Treat everyone affected by the organization's activities with respect and fairness.
2. Render all decisions based on the available facts and independent judgment and refuse to surrender that judgment to individuals or special interest groups.
3. Encourage the free expression of opinion by all board members, and seek systematic communications between the board, staff, providers and all elements of the community.
4. Avoid being placed in a position of conflict of interest.
5. Take no private action that will compromise the board, and respect the confidentiality of information that is privileged under applicable law.
6. Remember always that the first and greatest concern must be the educational welfare of the children in Collier, Glades, Hendry and Lee Counties.
7. Abide by Florida's Government in the Sunshine Law.
8. Accordingly, Board Members shall not:
 - Fail to attend meetings regularly or be unprepared.
 - Fail to attend a board orientation session.
 - Fail to be knowledgeable about the organization's governance framework
 - Disrespect or undermine the role for the Chief Executive Officer in supervising staff.
 - Be publicly unsupportive or speak unfavorably of the Coalition staff, fellow board members or the organization.
 - Focus on the business of the staff or interfere with the day to day operations of the organization.
 - Inappropriately divulge confidential or privileged information of the organization.
 - Speak on behalf of the Board in a public setting or with members of the media unless authorized to do so.
 - Allow conflicting loyalty or personal interests to interfere with the performance of their duties, or fail to behave in accordance with the governance policy or by-laws.

E. Conflict of Interest (pursuant to Section 112.313 (7) Florida Statutes)

1. No Board member, employee, officer, or agent of the Coalition shall participate in the selection, award, or administration of a contract or vendor, involving the Coalition if a real or apparent conflict of interest would be involved.
2. Such a conflict would arise when the Board member, employee, officer, or agent, or any member of her or his immediate family, his or her partner, or a Coalition that employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected.
3. Officers, Board members, employees and agents of Coalition shall neither solicit nor accept individually, gratuities, favors, or anything of monetary value from vendors, contractors or parties to sub-contracts or agreements.
4. However, unsolicited gifts of a nominal value of \$100 or less may be accepted with the approval of the Chief Executive Officer.
5. To confirm that no conflict of interest exists, each voting Board Member is responsible for annually completing and signing a "Board Member Statement Regarding Conflict of Interest" (Form ELC-1004) at the start of each calendar year, In addition, all Board members will complete a "Board Member Information" form (ELC-1017) annually.

8. Roles of Officers

A. Chairperson

1. Purpose:

The job of the Chairperson of the Board is to manage the decision making process. The Chairperson manages the process of long-range planning, and leads and inspires the board to come up with a plan that meets the needs of clients and customers.

2. Responsibilities:

- a. The Chairperson is responsible for getting the board to review its progress towards the long-range plan and to assure a sound governance process that focuses on the mission.
- b. The Chairperson ensures that communication is constructive and moves toward a decision.
- b. When discussion gets off track, it the responsibility of the Chairperson to bring it back on track.
- c. It is the responsibility of the Chairperson to keep an ear open to community and client concerns and communicate those concerns to the Chief Executive Officer and the full board.
- d. It is the responsibility of the Chairperson to appoint committees.
- e. The Chairperson encourages board members to set aside their personal agendas and help them to rally around better services to clients and customers.

f. The Chairperson is authorized to:

- Call Meetings;
- Determine the board agenda content with respect shown for the boards articulated governing priorities;
- Chair the Executive Committee and to appoint special committees for a specific task or project when needed;
- Make decisions in emergency situations when circumstances do not permit a decision with a quorum of the executive committee;
- Appoint standing and ad hoc committee chairs;
- Serve as a liaison between the Board and the Chief Executive Officer;
- Facilitate the annual performance review of the Chief Executive Officer;
- Facilitate the annual governance self-assessment of the Board.

g. The Chairperson is not authorized to:

- Do anything to jeopardize the integrity of the board process;
- Operate outside of the authority granted him/her by the bylaws or governance policy;
- Represent any interest other than the entire Board's interest in establishing meeting agendas.

B. Vice Chairperson

1. Purpose:

The Vice Chairperson shall perform the duties of the Chairperson in the Chairperson's absence and shall perform such other duties as may be assigned by the Chairperson or the Board of Directors.

2. Responsibilities:

- a. The Vice Chairperson shall serve on the Executive/Administrative Committee and learn the duties of the Chairperson.
- b. It is the responsibility of the Vice Chairperson to work closely as a consultant and advisor to the Chairperson.
- c. The Vice Chairperson has the authority of the Chairperson in his or her absence and assumes the duties assigned to the Chairperson or other duties assigned by the full board.

C. Secretary

1. Purpose:

The Secretary of the board serves as a monitor to ensure the board's secretarial duties are carried out by Coalition staff.

2. Responsibilities:

The Secretary ensures that all official corporate documents are kept safe and disposed of in accordance with record retention laws and ensures all board actions are recorded in the minutes and distributed to members.

D. Treasurer

1. Purpose:

The Treasurer of the Board provides oversight to ensure the financial integrity of the organization. The Treasurer ensures that financial policies are being followed, reviews financial documents, and gives regular reports to the board on the status of the financial status of the organization.

2. Responsibilities:

It is the responsibility of the Treasurer to chair the Finance Committee and to appoint special committees for a specific fiscal task or project when needed.

9. The Chief Executive Officer

A. Purpose

The Board of Directors hires the Chief Executive Officer, who reports directly to the Board of Directors. All staff report to the Chief Executive Officer, or their Department Director, as outlined in the approved organizational chart.

B. Primary Responsibilities

1. Managing the non-profit organization and its employees under the direction of the full board.
2. Day- to-day activities are the responsibility of the Chief Executive Officer, such as supervising the hiring, firing, and evaluation of all staff and directing staff in the assignment and performance of duties
3. Initiation, development, direction and/or implementation of policies for Board Approval and implements those policies;
4. Represents the Coalition in all dealings with other organizations, individuals, and the general public;
5. Develops short range (one-year) goals for the Coalition and works with the Board to prepare long-range plans for the organization;

6. Reports to the Board on the progress towards organizational objectives, new state policies, directives and legislation, and other issues of concern to the Board.

C. Accountability:

The Chief Executive Officer is accountable to the full Board. He/she is not accountable to any individual member of the Board. The Board will instruct the Chief Executive Officer through written directives and policies, delegating implementation to the Chief Executive Officer.

D. Delegation:

1. All Board authority delegated to staff is delegated through the Chief Executive Officer, so that all authority and accountability of staff as far as the Board is concerned is considered to be the authority and accountability of the Chief Executive Officer.
2. The Board will direct the Chief Executive Officer to achieve certain results and outcome measures to achieve the goals and objectives established by the Board.
3. Only decisions of the Board acting as a body are binding upon the Chief Executive Officer.
4. Decisions or instructions of individual Board members, or officers are not binding on the Chief Executive Officer except in rare instances when the Board has specifically authorized such exercise of authority.
5. In the case of Board members or committees requesting information or assistance without Board authorization, the Chief Executive Officer can refuse such request that requires, in the Chief Executive Officer's judgment, a material amount of staff time, funds, or is disruptive.

E. Accessing Coalition Staff

1. The Chief Executive Officer has complete oversight of the coalition personnel regarding daily operations and functions of the coalition.
2. Board members should direct all inquiries through the Chief Executive Officer to request utilization of coalition staff for purposes of conducting coalition business.

F. Chief Executive Officer Limitations

1. The Chief Executive Officer shall not cause any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business and professional ethics.
2. Accordingly he or she may not:

- Cause or allow the development of fiscal liability or material deviation of actual expenditures from Board Priorities and approved items;
- Allow assets to be unprotected, inadequately maintained or unnecessarily risked;
- Cause or allow jeopardy to the fiscal integrity of the organization as it relates to employment, compensation, and benefits;
- Perform in a manner which does not deliver the Board defined goals and objectives;
- Allow the public image or credibility of the organization to be negatively impacted in any way;
- Permit the Board to be uninformed on issues essentially relative to the mission of the ELC;
- Have less than two staff familiar with Board and Chief Executive Officer issues and processes;

G. Performance Review:

- A formal evaluation of the Chief Executive Officer will be made annually with an approved evaluation tool based on the job description.
- Each Board member is individually responsible for completing the evaluation and returning it to the Chairperson of the Board.
- The Chairperson reviews and compiles the results for presentation to the full Board.

H. Compensation and Benefits

1. With respect to employment, compensation and benefits to employees, consultants, contract workers, and volunteers, the Chief Executive Officer shall not cause or allow jeopardy to fiscal integrity or public image. Accordingly, he or she shall not change his or her own compensation.
2. The Executive Committee shall be responsible for determining the compensation of the Chief Executive Officer in a manner consistent with the professional market for the skills employed. In determining compensation, the committee shall consider the results of the performance evaluation and the achievement of organizational goals.

10. Committees

A. Committee Principals

Committees will be assigned so as to reinforce the Board's job and not interfere with delegation from Board to Chief Executive Officer. Accordingly,

- Committees are to help the board do its job, by providing recommendations.
- In keeping with the board's broader focus, board committees will not normally have dealings with current staff operations.
- Committees cannot exercise authority over staff.
- Committees will be used sparingly in an ad hoc capacity.
- Coalition staff are assigned to each committee to assist in the facilitation of meetings and the taking of minutes.

B. Committee Structure

1. The Board of Directors shall form committees in order to assist the Board in fulfilling its responsibilities.
2. These committees represent vehicles for parceling out the Board's work to smaller groups, thereby removing the responsibility for evaluating all of the details of particular issues from the full Board's consideration.
3. Standing Board-level committees of the Early Learning Coalition of Southwest Florida are:
 - Executive Committee;
 - Finance Committee;
 - Nomination/Bylaws /Policy Committee;
 - Quality Enhancement/Professional Development Committee (combined);
 - Health and Developmental Services Committee
 - School Readiness and Voluntary PreKindergarten Committee
 - Outreach Committee
4. With the exception of the Executive Committee, each of these committees are considered "advisory" committees that do not have the power to exercise the authority of the Coalition. Their authority is limited to making recommendations to the executive committee and the Board.

C. Committee Requirements

1. The Chair of each committee will be a Board member of the Coalition and shall be appointed by the Chairperson of the Coalition.
2. The composition and number of committee members will be determined by the Chair of the committee, with a preference for representation from all counties, if possible.
3. New Committee members submit a committee application and if selected, will be provided a notice of their committee member status along with a list of expectations concerning their participation. Such expectations must include, but are not limited to:
 - Attending meetings
 - Supporting the organization as a whole, rather than any special interest group or constituency.

- Disclosure of any possible conflicts of interest.
4. Meeting minutes shall be provided to members in a timely fashion following the scheduled meeting.
 5. Notice of all committee meetings will be made pursuant to Florida Statute 286.011 (Sunshine Laws).

D. Committee Membership

1. Committees are vital to the operation and success of the ELC of Southwest Florida.
2. All committees, with the exception of the Executive and Nominations/Bylaw/Policy Committees, may incorporate community partners as a part of their membership.
3. These committees are expected to have a roster of regularly attending members, who are identified as a “voting” member of the committee for purposes of advancing a formal committee recommendation to the Executive Committee and the Board for approval.
4. Current or newly appointed Board members who wish to serve as a committee member are entitled to serve and will be considered a “voting” member of that committee.
5. Community or contracted individuals must apply for membership to a committee and are subject to appointment by the Committee chair.
6. The Chair must consider the applications and select the voting membership.
7. In addition to the voting members, the Committee chair may also identify “advisory” members whose attendance and input are encouraged, but who do not have a vote for advancing a formal committee recommendation.
8. It is the Chair’s responsibility to ensure there is an equitable distribution of voting members to avoid favoritism and ensure a fair and balanced vote. There should be only one vote per organization or entity as determined by the chair.
9. Each committee “voting” member must be cognizant of any possible conflict of interest or appearance of same, and advise the committee Chair prior to voting.
10. The Chair will determine if the members should withdraw from voting.
11. Failure to acknowledge an actual or perceived conflict of interest may result in dismissal from the committee.
12. Committees should aim for consensus from all parties whenever possible before proceeding. It is expected that any formal recommendations will be with the consensus of Coalition staff.

13. When a committee wishes to make a formal recommendation to the Coalition Board for action or approval, the following must occur:
- a) The Committee's voting membership must have a quorum present,
 - b) The recommendation must have a majority vote to formalize the request to the executive committee for placement on the Board agenda.

E. Committee Descriptions

1. Executive Committee

a. Purpose

The **Executive Committee** is composed of officers and the chairpersons of Board committees. The Executive Committee is responsible for direction and oversight regarding the overall program and financial management and operations.

b. Responsibilities

1. The **Executive Committee** is empowered by the Coalition to make decisions on behalf of the Coalition.
2. The Executive Committee has the authority to approve urgent matters that occur between meetings of the full board.
3. This authority may be exercised when:
 - A decision must be made before the next scheduled full board meeting.
 - The Coalition Board has previously authorized the Executive Committee to make specific decisions.
4. Actions of the Executive Committee shall be ratified by the Coalition at the first meeting following the action.
5. The Committee must review the Board Agenda and all board agenda action items coming before the Board, and make recommendations.
6. The Chair of this committee, or the majority of the committee, may create Ad Hoc committees for a specific purpose or task.
7. The executive committee serves as the Procurement Committee and will have the responsibility to review an RFP or ITN for services in excess of \$24,999.
8. The Executive Committee will establish an evaluation committee to review the procurement responses and make recommendations for the award to the Board.
9. This committee serves as the final Appeals Board to hear and decide appeals of administrative decisions which have reached the Appeal stage of the grievance process and determine final resolution.

10. A full report on any appeals and administrative decisions will be made to the Coalition Board.
11. The Executive Committee has the responsibility of reviewing the Annual Independent Audit results and presenting them to the Board.
12. When a vacancy occurs, the committee shall serve as the “search” committee for a new chief executive officer.
13. The Committee is responsible for presenting a qualified candidate for the position of the Coalition’s chief executive officer to the full Board for approval.
14. The Committee shall also approve the costs associated with the salary and benefit package of the chief executive officer as part of the annual budget approval process.
15. The Committee will facilitate an annual performance appraisal of the Coalition Chief Executive Officer and present the results to the full Board.

c. Membership:

1. The **Executive** Committee should strive to have a balance of representation from all counties.
2. The Board Chair is appointed by the Governor.
3. The Committee will consist of the Chair, Vice-Chair, Secretary and Treasurer. The officers will be comprised of voting members of the Coalition Board.
4. The Chairs of the advisory committees authorized by the Board, will also serve on Executive Committee.
5. Executive Committee is authorized to make decisions for the full board on occasion. Therefore only the voting members of the committee may vote.

d. Quorum:

A quorum is created when there is 51% of **voting** Committee membership present.

e. Voting:

Once a quorum is established, 51% of the voting members present constitutes a majority vote.

2. Finance Committee

a. Purpose

This committee is charged with the oversight of budget development, accurate tracking of expenditures, monitoring and accountability for funds, and to ensure adequate financial controls in coordination with appropriate staff and directors.

b. Responsibilities

1. Finance Committee is responsible for ensuring the fiscal integrity of Coalition expenditures. Duties include:

- Review and recommendation of the organization’s annual budget (prepared by the staff) for final approval by the full Board.
- Financial planning.
- Establishment of investment policy and monitoring investment performance
- Evaluation and approval of facilities decisions (i.e. leasing property)
- Monitoring actual vs. budgeted financial performance
- Oversight of reserve funds

2. The review of the organization’s financial statements shall not be limited to the Finance Committee, but shall involve the Executive Committee and the entire Board of Directors.

3. Recommendations of the Finance Committee, pending approval of the Executive Committee, shall be ratified by the Coalition at the first meeting following the action.

c. Membership:

1. The Board Treasurer will serve as Committee Chair unless otherwise appointed by the Coalition Chair.
2. The committee will be comprised of the Board Treasurer, who shall be the committee chair, members of the board and business community.
3. The Finance Committee should strive to have a balance of representation from all counties.
4. The Finance Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.

3. Nominations/Bylaws/ Policy Committee

a. Purpose

This committee will approve and ensure adherence to the Coalition’s by-laws and be responsible for recruiting members, nominating officers, and development of policies and procedures, as it relates to Board Membership and upholding the Coalition’s required membership composition.

b. Responsibilities

1. Responsibilities of the Nominations/Bylaws/Policy Committee include the following:

- Present to the Coalition a slate of officers for election one month prior to the annual meeting.
- Approve and ensure adherence to the Coalition's bylaws.
- Take measures to recruit new Board members and uphold the Coalition's required membership.
- Review new and revised policies for recommendation to the Board.
- Development of policies and procedures, as it relates to Board Membership and upholding the Coalition's required membership composition.

2. Recommendations of the Committee, pending approval of the Executive Committee, shall be ratified by the Coalition at the first meeting following the action.

c. **Membership:**

1. The Nominations/Bylaws/Policy Committee should strive to have a balance of representation from all counties.
2. The committee will be comprised of only board members. The Chairperson shall appoint the committee chair.
3. The Bylaws/Nominating/Policy Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.

d. **Quorum:**

A quorum is created when there is 51% of **voting** Committee membership present.

e. **Voting:**

Once a quorum is established, 51% of the voting members present constitute a majority vote.

4. Quality Enhancement/Professional Development Committee

a. **Purpose**

This committee determines the quality enhancement priorities and makes recommendations as it relates to training, professional development, quality initiatives, and other requirements mandated by law.

b. **Responsibilities**

1. Responsibilities of the Quality Enhancement/Professional Development Committee include the following:

- Developing resources, training and distribution of materials to support child care providers.
- Coordinate an articulated path for the Early Childhood Education professional from entry level on upward.
- Increase Community outreach to parents and providers.
- Promote appropriate education and training that addresses children with special needs.
- Support school age programs with educational and training opportunities.

2. Recommendations of the Quality Enhancement/Professional Development Committee, depending upon approval of the Executive Committee, shall be ratified by the Coalition at the first meeting following the action.

c. **Membership:**

4. The Quality Enhancement/Professional Development Committee should strive to have a balance of representation from all counties.
5. The Chairperson shall appoint the committee chair. Membership on this Committee may also include non-voting members and others from the community at large for the purposes of community input and participation.
6. The Quality Enhancement/Professional Development Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.
7. The Quality Enhancement/Professional Development Committee may only make recommendations to the executive committee and Board.

d. **Quorum:**

8. A quorum is created when there is 51% of **voting** Committee membership present.

e. **Voting:**

9. Once a quorum is established, 51% of the voting members present constitute a majority vote.

5. Health and Developmental Services Committee

a. **Purpose**

This committee evaluates the health and developmental education in the community, including parents, physicians and child care providers regarding child care health concerns.

b. **Responsibilities**

Responsibilities include the following:

- Provide direction and support for Coalition Health Services activities.
- Promote and facilitate collaboration among child care and health service providers to increase services, identify needs and support community efforts.
- Increase involvement by community medical providers in meeting the needs of children in child care in our community.

c. **Membership:**

10. The Health and Developmental Service Committee should strive to have a balance of representation from all counties.
11. The Chairperson shall appoint a Board member as the committee chair.
12. Membership on this Committee may also include non-voting members and others from the community at large for the purposes of community input and participation.
13. The Health and Developmental Service Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.
14. The Health and Developmental Service Committee may only make recommendations to the executive committee and Board.

d. **Quorum:**

A quorum is created when there is 51% of **voting** Committee membership present.

e. **Voting:**

Once a quorum is established, 51% of the voting members present constitute a majority vote.

6. School Readiness and Voluntary Prekindergarten Committee

a. **Purpose**

To evaluate the success of the School Readiness and VPK programs and develop methods of improvement.

b. **Responsibilities**

1. The Committee will review community needs, inventory of services as well as the review of proposals to increase both the quality and number of children served.

c. **Membership:**

2. The Chairperson shall appoint the committee chair.
3. Membership on this Committee may also include non-voting members and others from the community at large for the purposes of community input and participation.
4. The School Readiness and Voluntary Prekindergarten Committee should strive to have a balance of representation from all counties.
5. The School Readiness and Voluntary Prekindergarten Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.
6. The School Readiness and Voluntary Prekindergarten Committee may only make recommendations to the executive committee and Board.

d. **Quorum:**

A quorum is created when there is 51% of **voting** Committee membership present.

e. **Voting:**

Once a quorum is established, 51% of the voting members present constitute a majority vote.

7. Outreach Committee

a. Purpose

To provide public awareness and resource development activities that supports the initiatives and programs of the Coalition.

b. Responsibilities

1. The Committee will review and evaluate Coalition needs and develop strategies and activities to improve public awareness and resources.

c. Membership:

2. The Chairperson shall appoint the committee chair.
3. Membership on this Committee may also include non-voting members and others from the community at large for the purposes of community input and participation.
4. The Outreach Committee should strive to have a balance of representation from all counties.
5. The Outreach Committee is considered an advisory committee to the coalition and is not empowered to make final decisions for the Coalition Board.
6. The Outreach Committee may only make recommendations to the executive committee and Board.

d. Quorum:

A quorum is created when there is 51% of **voting** Committee membership present.

e. Voting:

Once a quorum is established, 51% of the voting members present constitute a majority vote.

11. Board Members Records

- A. The Coalition is responsible for establishing and maintaining its membership in accordance with s. 411.01 (5) (a) F.S.
- B. To ensure compliance, the Coalition will maintain records for each Board member which shall include, but is not limited to, the following:
 - o Application
 - o Vitae/Resume
 - o Current business and personal contact information.
 - o Letter notifying or acknowledging appointment to the Board
 - o A signed statement of agreement to maintain confidentiality where statutorily required.

- A signed statement regarding conflict of interest (voting members only).
 - Letter of resignation (if and when applicable).
- C. Any individual applying for a Board position but not selected, will be notified by the Coalition and may be provided an opportunity to participate on one of the Board's committees.

12. Recruitment of New Board Members

- A. Current Board Members and the Chief Executive Officer should work to identify prospective private sector members, when a vacancy occurs.
- B. Board vacancies must be advertised pursuant to ss. 411.01 (5) F.S. This can include posting on the Coalition website, but other measures should also be taken. Advertising vacancies in the local paper may also be placed to attract prospective members from the private business sector.
- C. All Board members should participate in a recruitment process by inviting private sector community members to participate on the various committees.

13. Board Orientation

- A. Board Member Orientations must be conducted each time new Board Members join the Board.
- B. Orientation process is as follows:
1. Coalition staff will welcome the new members by introducing themselves and providing an overview of their responsibilities. Staff will outline the various committees who support the mission of the Coalition's responsibilities.
 2. Each new Board member will be provided a Board Orientation Notebook that includes information specific to their new responsibilities as a Board member.
 3. Following the staff presentation, the new members will be given an overview of the contents of the Board notebook and the opportunity to ask questions.
 4. The notebook will include the following information:

Section 1:

- Authority and Accountability
- Legal Duties of Board Members
- Board Roles

Section 2:

- The Early Learning Coalition
- Mission, Vision and History
- Areas of Responsibility

Section 3:

- Board Member Responsibilities
- Individual Board Member Expectations

Section 4:

- Coalition Committees

Section 5:

- Board/Staff Partnerships
- Board Member Roster

Section 6:

- Coalition Bylaws
- Governance Policy

Section 7:

- Sunshine and Public Record Laws

Section 8:

- Acronyms and Definitions

GLOSSARY

Authority – the legal authorization from the Florida Legislature for the provision of services.

- **Section 1002.55-79 F.S.** – Florida Statute addressing Voluntary Pre-Kindergarten.
- **Section 411.01 F.S.** – Florida Statute addressing School Readiness.

AWI - Agency for Workforce Innovation – Refers to the State of Florida agency “responsible for implementing policy in the areas of workforce development, welfare transition, unemployment compensation, labor market information, early learning and school readiness.”

“Business Entity” means association, cooperative, joint venture, business trust, or sole proprietorship that conducts business in this state. The term does not include a corporation not for profit organized under ch. 617, F.S., or a nonprofit cooperative association organized under ch. 621, F.S., unless the corporation or association is among the largest 25 percent of employers, ranked by number of employees, in a county within the coalition’s region. The term does not include a private school corporation organized under ch. 623, F.S.

“Excused Absences” consist of the following circumstances:

1. Death or severe illness in the Board member’s immediate family;
2. Illness of the Board Member;
3. Religious holidays and practices approved in advance with the Board Chair;
4. Medical and dental appointments.
5. Family emergencies requiring immediate attention
6. Jury duty or Court appearance
7. Documented military leave;
8. Other valid reasons as determined by the Board Chair.

“Unexcused Absences” mean all other absences shall be considered unexcused.

“ Proscribed sources”—The following proscribed sources shall be used to determine whether a coalition member, relative, or business entity has a substantial financial interest in the VPK program, or in an early learning coalition’s school readiness program, under (1) above:

- (a) The Agency for Workforce Innovation, the Office of Early Learning, the former Florida Partnership for School Readiness, the Department of Education, or the contractor or subcontractor of any of these agencies.
- (b) An early learning coalition, former school readiness coalition, or a coalition’s or former coalition’s fiscal agent, central agency, contractor, or subcontractor.
- (c) A school district’s or public school’s preschool program for children from birth until eligibility for admission to kindergarten in a public school under s. 1003.21(1)(a)2., F.S. (see (3) below).

(d) A child care facility licensed under s. 402.305, F.S., a family day care home licensed or registered under s. 402.313, F.S., a large family child care home licensed under s. 402.3131, F.S., a nonpublic school exempt from licensure under s. 402.3025(2), F.S., or a faith-based child care provider exempt from licensure under s. 402.316, F.S.

(e) A private prekindergarten provider delivering the VPK program.

(f) A school readiness provider delivering an early learning coalition's school readiness program.

(g) The National Council for Private School Accreditation, the Commission on International and Trans-Regional Accreditation, the Florida Association of Academic Nonpublic Schools, or an accrediting association that is a member of any of these organizations.

(h) A vendor of educational materials or supplies, including, but not limited to, books, curricula, or equipment.

“Relative” in s. 112.3143, F.S. means any father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law.

“Substantial financial interest”.—A coalition member, relative, or business entity has a substantial financial interest in the VPK program or an early learning coalition's school readiness program, if:

(a) The coalition member, relative, or business entity, has direct or indirect ownership of more than 5 percent of the total assets or capital stock, cumulatively, of one or more of the proscribed sources listed below; or

(b) During the prior 2 years, more than 5 percent of the gross income of the coalition member, relative, or business entity was derived, cumulatively, from one or more of the proscribed sources listed in (2) below.

“Substitutes” - In all cases, every effort should be made to send a representative. If the Board Member is a voting member, the substituting attendee may not vote on any issues pursuant to ss 411.01 (5) (a) 9, F.S.

Governance Policy Acknowledgement

I _____ have received the governance policy established by the Early Learning Coalition of Southwest Florida, Inc. and agree to read and comply with the policies contained therein and any subsequent revisions approved by the full Board of Directors.

Signature

Date