



The Academy

11800 Lowell Boulevard, Westminster, CO 80031-5097 (Main Campus)
12161 Park Centre Drive, Westminster, CO 80234-2782 (North Campus)
Phone: 303-289-8088 Fax: 303-289-8087 Website: www.theacademyk12.org

“Pursuing Truth, Wisdom, Excellence”

Mission Statement: “The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.”

THE ACADEMY

Board of Directors

Executive Work Session

Monday, August 26, 2019

5:30 pm – 6:55 pm

Public business may be discussed during this session. No votes will be taken at this Executive Work Session.

AGENDA

- Culture Strategic Planning – *Expectation: Interim CEO and Principals will present on their Culture strategic plans.*
- [EOY Academic Results](#) – *Expectation: Review the presentation included in the packet. Interim CEO will present for discussion and answer questions.*
- [EOY Finance Results](#) – *Expectation: Review the presentation included in the packet. Interim CEO will present for discussion and answer questions.*
- Interim CEO Goals – time permitting – *Expectation: Interim CEO will provide a handout that summarizes discussions from the Board retreat. Goal is to discuss goals and finalize the document.*
- Dashboard/Strategic Plan – time permitting – *Expectation: Interim CEO will provide a handout with updated goals for this year. Goal is to discuss goals and move toward finalizing the document.*

THE ACADEMY Board of Directors

Board Meeting

Monday, August 26, 2019, 7:00 pm

- I. Open Meeting
- II. Invocation and Pledge of Allegiance
Invocation Disclaimer: *It is customary for The Board to open all meetings with an Invocation and Pledge of Allegiance. Anyone offended by this may leave the room during this time or may choose not to participate*

Consent Agenda	
Moved By	
2 nd By	
Action	

Y/N/P/A	Name
	Drewlow, S
	Klenjoski, D
	Miller-Carlson, T.
	Sanchez, K
	Stock, M.
	Walsh, B
	Weaver, G

during this time, after which you may return.

- III. Consent Agenda – *Expectation: Review previous minutes and identify areas where clarification or corrections are needed. Review current agenda and identify and discuss any potential additional agenda items.*
 - a. Approve Agenda
 - b. Approval of [June 3, 2019 Minutes](#)
- IV. Public Comment – *Expectation: Listen and consider any public comment. Board will discuss as any potential responses as a Board at a later time.*
- V. [PTO Report](#) – *Expectation: Review any written or oral PTO report presented.*
- VI. Reports from Director, Principals, and Committees
 - a. Chief Officer’s Reports – Typically discussed in Work Session-may overflow into meeting
 - i. [Executive](#) – Interim CEO - *Expectation: Review CEO report and ask questions as needed.*
 - b. Committee Reports
 - i. Academic - No meeting this month
 - ii. Finance – No meeting this month
- VII. Presentation/Discussion
 - 1. Interim CEO Goals – if required
 - 2. Dash Board/Strategic Plan Goals – if required
 - 3. [Board Self Evaluation](#) – *Expectation: Review report included with the packet. Discuss areas as needed. Goal is to finalize evaluation for posting on Board web page.*
 - 4. Interim CEO Succession Plan update – *Expectation: Interim CEO will report on information provided by School Attorney to prepare Board for the CEO hiring process.*
 - 5. Work Session Summary – *Expectation: Board members summarize actions/presentation from work session for inclusion in formal meeting minutes.*
- VIII. Executive Summary
 - 1. [Student Data Security Policy Approval](#) (Annual Requirement – no changes to current policy) - *Expectation: Review Policy, prepare question (as needed). Goal is to approve policy this meeting.*
Recommended Motion: Move to approve the Student Data Security Policy
- IX. Board Meeting Self Scoring – *Expectation: Board members discuss the meeting and provide feedback to the Interim CEO to improve the process and meeting efficiency moving forward.*

Scoring Rubric	
1	Unsatisfactory
2	Satisfactory, looking for significant improvement
3	Satisfactory, improving but still below expectations
4	Efficient meeting, meets expectations

X. Adjourn Meeting



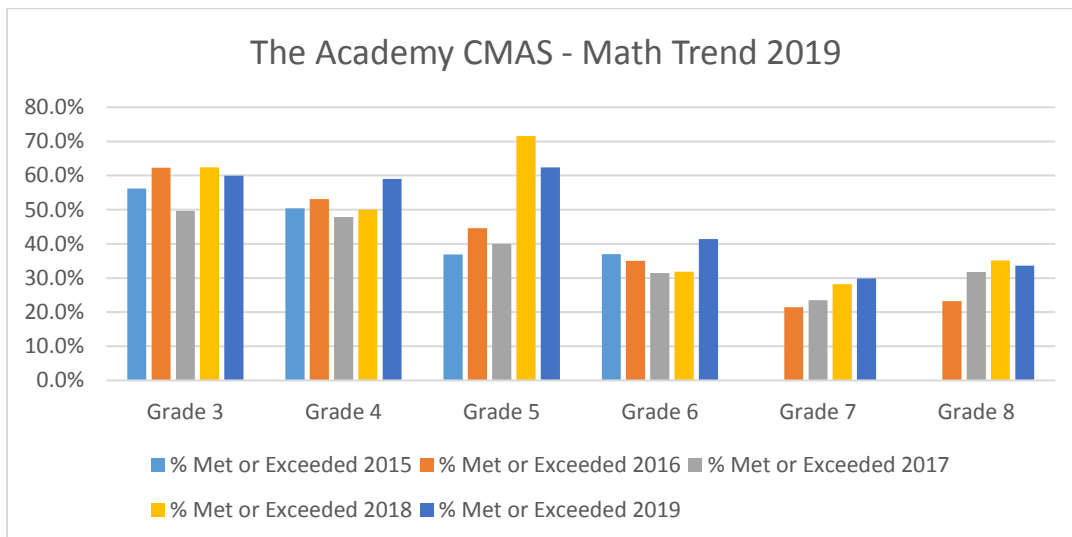
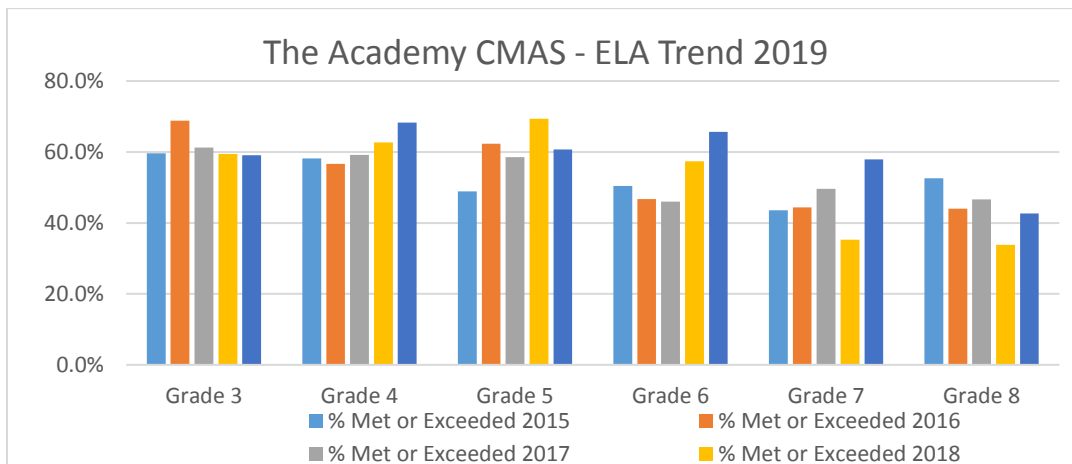
FY2019 End of Year (EOY) Academic Summary

“Pursuing Truth, Wisdom, Excellence”

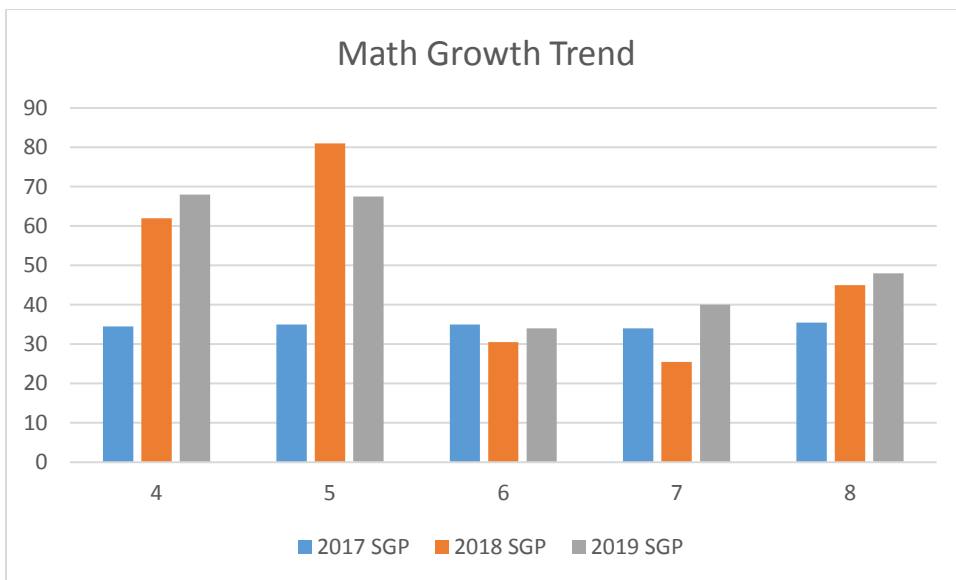
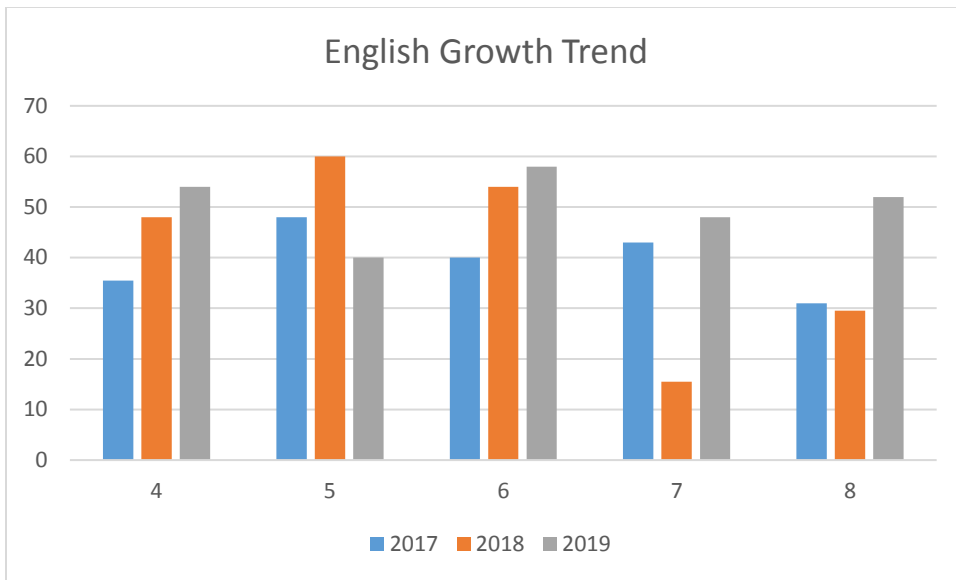
Mission Statement: The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

The Academy showed decent gains in many areas identified by the CMAS results. A couple of areas showed decline, but performance was still finished the year overall close to expected. This report is intended to provide a high level summary of the CMAS scores/performance for the year. The level Principals are doing detailed analysis of the individual student data and will provide a more thorough presentation at the October Data meeting. This data and the level Principal work will form much of the content used in the Unified Improvement Plan (UIP) and will be reviewed in detail by the Board School Accountability Committee (SAC). Further analysis will be provided by CSI as part of their CARS report and annual review.

These are Achievement Scores



These are Growth Scores. Remember State SGP is 50 by definition.



Again, these graphs are for high level information. Detailed information will be presented at the Oct data meeting.

[RETURN TO AGENDA](#)



FY2019 End of Year (EOY) Financial Summary

“Pursuing Truth, Wisdom, Excellence”

Mission Statement: The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

The Academy finished the year overall close to expected. This report is intended to provide a high level summary of the unaudited performance for the year. The Finance Committee will review the details that made up this report at their September Committee meeting and will review the draft audit (and final audit) upon release.

The Academy Financial Report					
Jul 2018-Jun 2019					
Student Enrollment = 1833		FTE = 1781			
Current Year - FY 2019				Previous Year - FY 2018	
Account Description	Jun	FY 2019 EOY (unaudited)	FY 2019 Final Budget	Jun	FY 2018 EOY Actuals
Revenue					
Total Revenue	\$1,681,638.08	\$18,368,647.53	\$18,377,122.61	\$1,478,703.56	\$16,868,346.00
Expenditure Summary					
	Jun	FY 2019 EOY (unaudited)	FY 2019 Final Budget	Jun	FY 2018 EOY Actuals
Total Salaries	\$1,426,424.15	\$8,586,952.00	\$8,444,780.64	\$1,325,804.62	\$7,884,912.22
Total Benefits	\$423,601.66	\$2,926,125.00	\$3,039,884.80	\$188,227.95	\$2,656,444.41
Total Purchased Svcs	\$447,589.68	\$4,538,261.64	\$4,408,542.00	\$209,260.14	\$3,769,089.86
Total Supplies	\$153,536.70	\$1,610,218.68	\$1,886,680.00	\$123,136.31	\$1,372,238.95
Total Property	\$0.00	\$167,305.31	\$160,000.00	\$0.00	\$0.00
Total Fees/Pupil Activities	\$70,877.09	\$736,360.38	\$666,926.00	\$62,671.79	\$657,500.41
Total Expenditures	\$2,522,029.28	\$18,565,223.01	\$18,606,813.44	\$1,909,100.81	\$16,340,185.85
Approved Beginning Fund Balance Use		\$350,000.00	\$350,000.00		
Surplus (-deficit)	-\$840,391.20	\$153,424.52	\$120,309.17	-\$430,397.25	\$528,160.15
Beginning Fund Balance		\$2,376,723.88	\$2,376,723.88		\$1,848,563.73
Plus Surplus		\$153,424.52	\$120,309.17		\$528,160.15
Minus Beginning Bal use		-\$350,000.00	-\$350,000.00		
Est. Ending Fund Balance		\$2,180,148.40	\$2,147,033.05		\$2,376,723.88

Financial Summary

Overall there were no real surprises. Revenue came in very close to expected. Previous CEO set a goal for CFO to be able to budget within 2%. Revenue was within .04%

Expenditures came in a bit higher than the CFO expected but below the limit set by the supplemental appropriation. This was primarily due to the amount of pre-purchases and facility summer work that was accomplished before 30 June. The Finance Committee and The Board discussed this. Also, the supplemental appropriation passed by the Board in May was because of this plan. The CFO was skeptical whether this much work could be done end of year because the previous year was not that successful. There were no big surprises in the variances between EOY and Final Budget. The differences were being tracked by the CFO and the details will be discussed and reviewed by the Finance Committee.

As a summary:

- Salaries were high, as expected, primarily due to the mid-year decision to hire 'permanent subs' mid-year and the planned increase in Maintenance base salary to be competitive with industry standard.
- Benefits were low, as expected, due to the Health care rebate from our partially self-funded health care plan.
- Purchase services were high, as expected. This is the category from which contractors doing summer work get paid.
- Supplies were low, as expected. This is where we 'place hold' money for end of year spending.
- Pupil Activities were high, as expected. We were tracking an increase in pupil activity fund raising which will typically indicate an increase in spending in this category as well.

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THE ACADEMY Board of Directors Board Meeting Minutes Monday, June 3, 2019



Board Members Present

Michael Stock - Chairperson
Tamela Miller-Carlson - Board Member
Greg Weaver - Board Member
Brad Walsh - Board Member
Kevin Sanchez - Board Member

Also Present

David Floodeen - Chief Finance & Operations Officer

Minutes of the regular Board meeting of The Academy held at 11800 Lowell Blvd., Westminster, CO 80031 in Adams County on June 3, 2019.

- I. Open Meeting
A quorum being present, Mr. Stock called the meeting to order at 7:15pm and gave the following disclaimer:

Invocation Disclaimer: *It is customary for The Board to open all meetings with an Invocation and Pledge of Allegiance. Anyone offended by this may leave the room during this time or may choose not to participate during this time, after which you may return.*

- II. Invocation and Pledge of Allegiance
Mr. Stock opened the meeting with an invocation and the Pledge of Allegiance.
- III. Consent Agenda
Mr. Stock moved to approve the agenda. This was seconded by Mr. Sanchez.
Discussion: None.
Ayes: Miller-Carlson, Sanchez, Stock, Weaver, Walsh
Nays: None

Motion Carried 5 – 0

- IV. Public Comment
No questions from the Public at this time.
- V. PTO Report
The Gala had a profit of \$7,600.00. The profit was lower than previous years, but the overall bottom line number is still projected to be in-line with previous years once all fundraising is calculated.
- VI. Reports from Director, Principals, and Committees
- a. Chief Officer's Reports
 - i. Executive - No report this month.
 - ii. Finance & Operations - No report this month.
 - b. Committee Reports
 - i. Academic – No meeting this month.
 - ii. Finance – No meeting this month.
 - iii. Strategic Planning (SPC) – No meeting this month.
 - iv. School Accountability (SAC) – No meeting this month.
- VII. Discussion
1. Board Candidate / Officer discussion
 2. Succession Planning discussion
 3. Work Session Summary
The Board listened to end-of-year Data results
- VIII. Executive Summary
1. Election of Board Member
Mr. Stock's class A term concludes on June 30, 2019 and he has advised the Board that he will seek reelection. The election was processed by secret ballot, and the motion carried.
 2. Board Member Positions
Mr. Stock moved to approve the slate from the 2019-2020 school year. Mr. Sanchez seconded.
Discussion: None.
Ayes: Miller-Carlson, Sanchez, Stock, Weaver, Walsh
Nays: None

Motion Carried 5 – 0
 3. Election of New Board Members
 - The open class B Board position was voted on. The election was processed by secret ballot, and Mr. Klenjoski was nominated to the Board.
 - The open class B Board position was voted on. The election was processed by secret ballot, and Ms. Drewlow was nominated to the Board.
- IX. Executive Session: The Board may vote to recess into executive session pursuant to §24-6-402(3)(a)(II), C.R.S., and pursuant to §24-6-402(3)(b)(I) for personnel matters at 8:08 pm.
- X. Reconvene to General Meeting

A quorum being present, Mr. Stock called the meeting to order at 9:12 pm.

XI. Action following Executive Session

Mr. Stock motioned to approve the resolution to appoint Mr. David Floodeen as Interim CEO for The Academy. The motion was seconded by Mr. Walsh.

Discussion: None

Ayes: Sanchez, Stock, Weaver, Walsh

Nays: None

Motion Carried 4 – 0

XII. Adjourn Meeting

Mr. Stock motioned to Adjourn. Mr. Walsh seconded. The meeting was adjourned at 9:14 pm via a verbal all aye vote.

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**The Academy of Charter Schools
PTO Meeting Minutes
August 20, 2019**

Call to Order

A meeting of the Academy of Charter Schools PTO was called to order on Tuesday, August 20th at 5:27 p.m. by President Brandy Lovato.

Attendees

Brandy Lovato - President
Sarah Ortiz – Vice President
Karianne Klenjoski – Secretary
Ioana Makkai Dutchievici – Treasurer
Karen Marshall – Spirit Night Coordinator
Holly Wogoman – Academy of Charter Schools Staff Member and PTO Liaison

Approval of Minutes

There were no meeting minutes to approve. Four Academy of Charter Schools staff members and 18 families attended the meeting.

Officer's Reports – Treasurer

- Ioana Makkai Dutchievici reviewed the most current expense report. The PTO currently has \$10,211.66 in the bank.
- Makkai Dutchievici stated the reporting template has changed. Effective immediately, all expenses will be coded. This will allow for the year end processes to be more streamlined when filing taxes.
- Makkai Dutchievici updated her personal membership at Costco to add tax exempt status for the board. The PTO's Staples credit card should be arriving at the school in several weeks.
- There was a hold on the PTO's bank account. This was due to an error from the bank and has since been fixed.
- Makkai Dutchievici replaced the lock at the storage unit with a new combination.
- PTO paid \$405.29 in PayPal fees at the end of 2018. Makkai Dutchievici stated these were charges Academy families would have been responsible for if PTO didn't incur them.

Unfinished Business – 5K

- This year's 5K Family Fun Run is scheduled at the Main campus on Sunday, September 15th and is a SuperHero theme.

- Registration for the upcoming event will close August 31st. In addition to on-line registration, forms can be picked up at both campuses. It has been requested that teachers include 5K information in weekly emails sent to families. Information can also be found on the PTO Facebook page, The Academy Facebook Page and FlyerApp.
- PTO is absorbing the cost of credit card fees for those wishing to register online.
- For students wishing to submit a design for the t-shirt contest, all entries are due Friday, August 24th. One design will be selected by the PTO board. Shirts will be ordered September 1st.
- A bounce house, DJ, face painter, band and the 5280 Ice Cream truck have all been confirmed for the event. Lovato is working with Renegade Burrito to supply breakfast burritos.
- Volunteers are needed to stuff bags the Thursday before the event. Volunteers are also needed for the day of the event as well. Marshall is working with Chick-Fil- A on an award for participants as they would prefer not to donate a medal for race day participants. Parents in attendance suggested Chick-Fil-A stuffed cows, lanyards or key chains to clip on backpacks.
- Any businesses who wish to participate, please contact Lovato.
- Lovato will meet with Academy of Charter School clubs this week to talk to them about participation.

New Business – Social Media Position Update

- The PTO board continues to search for an individual to take over all PTO related social media content. Sarah Ortiz stated there was a parent interested in this position however it wasn't a good fit due to multiple scheduling conflicts. Ortiz asked all interested individuals to contact her for additional details. Duties will include the following: posting positive social media content to engage our Wildcat community, attend PTO Board meetings set up Facebook live for PTO meetings and help with PTO events.
- Facebook Live will be discussed during September's meeting to see if the social media position has been filled.

Parent Ambassador Program

- The PTO board met with CFO and interim CEO Dave Floodeen over the summer to discuss the various ways the Academy PTO can help enhance the Academy's on-going effort to bring the school community together. While there were various topics discussed, Floodeen shared with PTO board members his interest in an Academy Parent Ambassador Program. He suggested board members think about this to see if there is a need and if so, how to effectively move forward to help build our community in this way.
- Makkai Dutchievici stated she was connected with a parent during their first year at the Academy and it was an excellent experience for their family. Many parents in attendance voiced their excitement for the possibility of an ambassador program.

- Wogoman said previous ambassadors felt like they received many questions from new families that were very general in nature and was no longer a benefit to new families as many of these questions could have been answered through a source for general information.
- Parents in attendance stated that parent-teacher meetings before the school year begins are helpful, but a lot of information is lost and they don't know where to turn. It was also mentioned the student handbook is so large, it is overwhelming.
- A new parent shared they didn't know where to find the uniform exchange before school began for the year. Wogoman stated the flyer app will be the main source of information for families and encouraged attendees to download the app if they have not already done so.
- Lovato assured all parents in attendance that the PTO will research and explore options for an Ambassador Program and will continue to engage the Wildcat Community regarding interest.

Spirit Night Review and Update

- Marshall stated the following Spirit Nights have been scheduled:
- Chick-Fil-A: Tuesday, September 10th (there will be a party with the classroom who has the most attendance.)
- Applebees: Saturday, October 19th (pancake breakfast)
- Noodles: Tuesday, November 19th
- All Spirit Night dates will be placed on the Academy PTO Facebook Page, the Academy of Charter Schools Facebook page and the Flyer app.
- Marshall will ensure that Spirit Night events don't conflict with Uniform Exchange.

Homecoming Tailgate Party Planning & Review

- Marshall stated the PTO board is excited to host a homecoming party for Academy families on Friday, September 22nd before the Homecoming football game. Activities for all grades are being considered.
- All food can be purchased through concessions.
- PTO would like to have a specific fundraiser for this celebration. More information to follow.

Harvest Fest Update

- S. Ortiz said this year's Harvest Fest is scheduled for Thursday, October 24th as there is no school the following day.
- It is the most highly attended event for the school with approximately 1,000 students in attendance.
- All Academy clubs and grades hosting booths. S. Ortiz will reach out to local businesses to see if they have an interest in participating.
- Wogoman stated she received 18 crates of candy from Safeway.
- Food trucks will be available. A parent requested more availability for dining options and prices.

Questions and Announcements

All PTO meetings are currently scheduled the third Tuesday of the month at 5:00 p.m. at the Main campus in the Summit.

Adjournment

Lovato adjourned the meeting at 6:21 p.m.

Next meeting on September 17, 2019 at 5:00 p.m.

Respectfully submitted by:
Karianne Klenjoski, PTO Board Secretary

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Interim Chief Executive Officer (CEO) Board Report Aug 2019

“Pursuing Truth, Wisdom, Excellence”

Mission Statement: The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

General Information

Start of School – The start of school has gone relatively smoothly. Feedback from Principals, Teachers, and Families, that I have been able to talk with, has been positive. I have our team working on communications. I am working with our team to continue the transition to my new role, and so far, this has been a good start of year.

Culture Strategic Plans – I have been working with the Principals on their culture strategic plans. The primary tool being used, new this year, is Leader in Me. The Principals and I will present our culture plan drafts to you at the work session for the Aug Board meeting.

Leadership Coaches for Principals – Each Principal has a leadership coach from outside the school. I have met with both the coaches and the Principals. I met with Principals and we identified areas for their investigation and growth with the coaches. Initial meetings have taken place. I will be meeting monthly with the coaches and with the Principals to discuss progress.

Principal Evaluations – I discovered that last year, the evaluation process was not standardized with the four Principals. Through my review of the process and goals from last year, I have created a single process that I will use with each Principal. It will still use goals that feed the dashboard like last year, but I changed the recording and reporting processes. The result will be a better end of year product with better documentation filed in the Principal’s personnel records. I have reviewed the process and initial goal setting with each Principal, and will continue to meet with them at least monthly (more often if needed).

Academics

End of year CMAS/SAT results – CMAS and SAT results have been released. The results show an overall improvement with no real surprises. I had an initial data review with each Principal. We were able to predict areas that would continue to need improvement, and they are now working on more in-depth analysis of the data (student by student) to verify our initial impressions and modify planned improvement strategies if needed. I will present a high level overview of the results at the Board work session to help facilitate dashboard goal setting. A more detailed data presentation with improvement strategies will be presented at the data meeting in Oct.

SAT – I am working with the HS Principal to ramp up SAT support, to kick start SAT improvement this year. I am currently negotiating with three (3) different companies to identify resources appropriate for our school. The program is still in the development stages but will include, using in-house talent and outside consultants to provide SAT review courses, Professional Development (PD) for staff (from an outside consultant) on utilization of SAT content in classrooms, and PD to develop in-house staff better trained to provide SAT prep in future years.

NWEA for the secondary - NWEA is a research-based, not-for-profit organization that supports students and educators worldwide by creating assessment solutions that precisely measure growth and

proficiency—and provide insights to help tailor instruction. It runs similar to STAR but where STAR is very effective for elementary, NWEA applies better to higher grade levels. So, new this year, NWEA MAPS testing will be used in grades 7-10. This test will give us progress monitoring for both growth and achievement. It will be used the same way STAR is used in the lower grades. It will be given 3 times a year. The data is readily available and statistically ties well to CMAS. Some of you may remember we tried NWEA MAP testing several years ago, but that was when we had one computer lab. It was a logistic nightmare trying to get it all done. Now, the test can be given to students' in their content classes (math and English) using Chromebook. The vendor is providing some PD for our staff to implement. We have several staff members with NWEA experience (myself included). It's a good test. The days of not having adequate data for JH and HS are over!

Finance

The Academy Financial Report					
Jul 2018-Jun 2019					
Student Enrollment = 1833		FTE = 1781			
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Minus Beginning Bal use		-\$350,000.00	-\$350,000.00		
Est. Ending Fund Balance		\$2,180,148.40	\$2,147,033.05		\$2,376,723.88

Financial Update

The Finance committee did not meet in Aug. This has become the practice for the last few years. The committee will meet on Sep 19th.

Financial Reporting and Compliance – EOY Financial reporting for bond compliance is complete and up to date. Financial transparency reporting is up to date. Next deadlines for financial reporting for Bond disclosure agreements are 30 Sep and 15 Oct for Audit and Operational information. CSI EOY Compliance report is complete, and the head of school certification is submitted.

Audit Update - The annual audit was started on Mon, 12 Aug. The field work was completed in two (2) days. John Cutler sent a different auditor out again this year to do the field work. I have not received the draft audit yet. I hope to have the draft Audit in time to review and present to the finance committee at our Sep meeting. Our draft audit is due to CSI end of Sep with the final due in October.

Operations

Construction Completion – Summer construction was delayed significantly due to a State delay with our building permit. Instead of completing all work mid to late July, the final certificate of occupancy was granted at 5:30 pm the day before school started. As you may guess, this created delays in the ability of our team to finish cleaning, waxing, hanging white boards, moving furniture, etc. The punch list for the work is over 85% complete. I expect completion this weekend (24-25 Aug) and normal operations will resume next week.

This was a busy summer. Just as a reminder, the following work was completed:

- New Security Cameras
- New smartcard electronic locks on 7 exterior doors
- New entry way (still awaiting some electronic lock parts that were shipped defective)
- New college classroom (furniture back ordered – shipment now due 2nd week Sep)
- New music room
- 2 newly renovated elementary science rooms
- New flooring in HS Bistro
- New flooring in JH science rooms
- New playground drinking fountains (North and Main)
- Main elementary wing painted (total 25 classrooms and 2 hallways)
- 3 offices added at Main
- Outside water added for “The Farm” gardens at North
- JH Gym floor resurfaced
- Wood chips added to the both playgrounds
- Reseeding of football field
- New rooftop HVAC unit at main campus
- Fence work for North campus playground
- North playground painting (contracted)
- Parking lot resurfacing
- New slides (playground repair) Main

Governance

Agenda changes to the Board meeting – You will see a slight change to the board meeting agenda. Because we are working through the transition to a new CEO, I added a last item called “Board Meeting Self Scoring”. Part of the self-eval addresses meeting efficiency. Also, I would like to provide an additional opportunity for Board members to provide feedback on the meeting.

- Does the Board feel they are getting the information they need at the level they need to govern?
- Is the format of the meeting and the quality of the Board reports satisfactory? Excellent?
- Does the Board feel their requests, questions, and concerns are being appropriately addressed?

Board self-eval results – The updated results have been included in your Board packet, and we will discuss the action indicators during the Board meeting. After review by the Board, the results will be posted on the Board page on The Academy web site.

Board Committee Update – I met with the co-chairs of the Academic Committee (Brent and Cody) to discuss format/structure etc. for the Academic Committee. During the discussion, the School Accountability Committee (SAC) came up. It is the suggestion of the co-chairs (and I agree) that the

duties of the SAC be absorbed into the Academic Committee. There has always been significant overlap in the two committees. By adding an academic data review piece to what the Academic Committee already does, we can meet all statutory requirements for a SAC. I think it is a great idea and, if the Board agrees, I will work with the Academic Committee chairs to make this happen. Also, in the discussion, the idea of investigating the restart of the Culture and Climate Committee came up. Brent is working this year as the PK-12 Leader in Me coordinator. In their plans, there are references to a “Board type” committee that provides oversight for the culture plans and makes recommendations to senior leadership (in this case The Board) on matters that affect the culture of the school. I am looking into this. My question is whether this would be an appropriate level for a Board committee, or should it be more of a senior leadership team. If this looks like it could be an appropriate Board committee, I will bring plans, start working on a Board charter and Job Descriptions aligned with what we have for other Board committees. All will be brought to the Board for approval at a later date.

Respectfully submitted,

David Floodeen, Interim CEO
The Academy

[RETURN TO AGENDA](#)



The Academy Board Self-evaluation

Mission Statement: The Academy serves our students to develop college ready exemplary citizens by promoting excellence in academics, character and relationships.

ORGANIZATIONAL EFFECTIVENESS: The school Board demonstrates strong leadership through its procedures to promote the mission, strategic planning, current knowledge of legislative issues, policy development, commitment to professional development, provision of resources, oversight/support of administrator, ability to build effective committees, and establishes networked community relationships.

Board Self-evaluation overall progress

2013	2014	2015	2016	2017	2018	2019	2020 Goal
2.70	2.90	3.26	3.20	3.49	3.65	3.75	3.90

1.a The governing Board promotes and articulates the vision and mission of the school in all publications, and through Board documentation, recruiting, behavior, and self-evaluation.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
3.10	3.30	3.39	3.32	3.80	4.00	4.00	4.00

1.b The governing Board promotes the vision of the school through strategic planning.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
3.10	3.30	3.53	2.97	3.17	3.67	3.75	3.92

1.c The governing Board has adopted policies in alignment with state laws, state rules, and district policies (unless waived) that promote consistency for how the school's vision is implemented.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
2.70	2.90	3.17	3.44	3.75	3.88	3.94	4.00

1.d The governing Board models quality, continuous improvement, and needs-based professional development.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
2.70	3.20	3.24	3.22	3.60	3.80	3.90	4.00

1.e The governing Board provides guidance in program assessment and renewal processes.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
1.90	2.30	3.04	3.04	3.25	3.50	3.69	3.88

1.f The governing Board has a clear plan for hiring, retaining, supporting and evaluating the school administrator.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
3.50	3.60	3.63	3.48	3.60	3.70	3.80	3.95

1.h The governing Board provides strong guidance to the school through the use of effective committees.

2013	2014	2015	2016	2017	2018	2019	2020 Goal
2.20	2.80	3.53	3.46	3.75	3.67	3.83	3.94

1.i The governing Board supports the vision/mission of the school by securing strong relationships within the school and with outside agencies .

2013	2014	2015	2016	2017	2018	2019	2020 Goal
2.40	1.80	2.50	2.65	3.00	3.00	3.13	3.50



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Follow up work from Board self-eval

1b2 – A high quality strategic plan exists and the plan consistently guides evaluation and school improvement. The strategic plan is closely aligned with all other improvement planning documents at the school (e.g. the Unified Improvement Plan and professional development plans)

Discussion/Comments from the Board retreat: If Strategic Plan is aligned with UIP goals, shouldn't the Board see a draft of UIP?

Actions taken: Academic Committee co-chairs are taking on the SAC (School Accountability committee) duties since a significant portion of SAC duties overlap with Academic Committee. Since the UIP will be reviewed by a Board committee, does the Board still want to see the UIP or will reports from the Academic Committee be sufficient?

The initial draft of the UIP has been turned into CSI for review (Aug 15 deadline). CSI has accelerated the timeline for the UIP since they recognize the overlap between UIP information and compliance/renewal information. The initial draft does not have all of the data needed for analysis (waiting for some to be released from the State) but much of the work is complete.

A UIP presentation showing the improvement strategies will be provided to the Board. A UIP presentation, similar in detail to a Budget presentation (high level overview with details as needed to explain conclusions) could be added to the Board calendar. Most appropriate time for this presentation would be end of year (Jun meeting) annually to allow the Board to provide input and vision based on results. For this year, Interim CEO suggests a presentation in Sep based on draft feedback and completed information as an initial step)

1e1. Use of Surveys - The Board obtains input that internal and external stakeholders through surveys and evaluations. Systems for gathering data are exemplary. Results are considered when planning school improvement.

Discussion/Comments from the Board retreat: We have tried to use surveys in the past with limited success. Information from surveys is valuable if it is reliable.

Actions taken: Interim CEO is reaching out to a group from UNC that contract to do surveys for schools. Plan is to present information from this group to the Board and decide what type of surveys/information the Board would find valuable.

1f2 - The Board has developed a strong hiring process (or succession plans) to ensure employment of a high quality school administrator. There is evidence that the process has led to a successful hire.

Discussion/Comments from the Board retreat: We have not had to do this yet. This indicator will be evaluated at the next Board retreat.

Actions taken: Interim CEO has met with legal for legal requirements identified in statute for the hiring process. The information will be presented to the Board no later than Nov Board meeting and hiring process will be initiated at that time with a Goal to offer/hire a CEO by March.

1h4 - The Board evaluates the effectiveness of committees at least annually. Improvements have demonstrated effective practices and a desire for continuous improvement.

Discussion/Comments from the Board retreat: We don't actually evaluate the committees...do we? Do we need to or is getting the information from the committee reports enough?

Actions taken: Interim CEO will collect the charters/job descriptions from the two primary Board committees. The Board will discuss an evaluation process. In the past, the committees conducted self-evaluations at the end of each meeting and included the scores in their reports to the Board. After establishing a track record of success, the finance committee quit doing the scoring based on recommendation from the previous CEO.

1i1 - The Board actively networks with outside sources and external stakeholders for improvement, opportunity, and advancement of the school. External relationships have had a positive effect on the school.

Discussion/Comments from the Board retreat: The Board would like to review this indicator and work on a definition of what excellence in this area looks like. Interim CEO will bring the topic to the Board for discussion in Dec/Jan.

[RETURN TO AGENDA](#)



The Academy Student Data Transparency and Security Policy

Pursuing Truth, Wisdom, Excellence

Mission Statement: The Academy serves our students to develop college ready, exemplary citizens by promoting excellence in academics, character and relationships.

The Academy is committed to protecting the confidentiality of student information obtained, created and/or maintained by the school. Student privacy and the school's use of confidential student information are protected by federal and state laws, including the Family Educational Rights and Privacy Act (FERPA) and the Student Data Transparency and Security Act (the Act). The Academy will manage its student data privacy, protection and security obligations in accordance with this policy and applicable law.

Definitions

"Student education records" are those records that relate directly to a student. Student education records may contain, but not necessarily be limited to, the following information: identifying data; academic work completed; level of achievement (grades, standardized achievement test scores); attendance data; scores on standardized intelligence, aptitude and psychological tests; interest inventory results; health and medical information; family background information; teacher or counselor ratings and observations; reports of serious or recurrent behavior patterns; and any Individualized Education Program (IEP).

"Student personally identifiable information" or "student PII" means information that, alone or in combination, personally identifies an individual student or the student's parent or family, and that is collected, maintained, generated, or inferred by The Academy, either directly or through a school service, or by a school service contract provider or school service on-demand provider.

"Security breach" means the unauthorized disclosure of student education records or student PII by a third party.

The following terms used in this policy shall be as defined by the Act: "school service," "school service contract provider" and "school service on-demand provider."

Directory Information

(The term "directory information" is used for the portion of the education record that, if disclosed, would not generally be considered harmful or an invasion of privacy (34 CFR § 99.3). This may include the student's name, grade, participation in sports or activities, date and place of birth, honors and awards, and dates of attendance).

Schools that disclose directory information must give "public notice" of this policy and explain what is included in such information. The notice must also indicate that parents may refuse to allow the school to designate any, or all, of their child's record as directory information.

Access, Collection and Sharing Within The Academy

The Academy shall follow applicable law in the access to, collection and sharing of student education records.

The Academy staff members shall ensure that confidential information in student education records is disclosed within the school only to officials who have a legitimate educational interest, in accordance with applicable law.

Appropriate Academy staff members shall be required to sign and comply with the school's agreement (***The Academy Privacy and Protection of Confidential Student Information Acknowledgement Form – to be developed***) concerning the protection of confidential student information, which describes the appropriate uses and safeguarding of student education records.

Contract Providers, On-Demand Providers, or other Third Parties

Academy staff members shall ensure that student education records are disclosed to persons and organizations outside the school only as authorized by applicable law and Academy policy. The term "organizations outside the school" includes school service on-demand providers and school service contract providers. Acquisition and use of any third-party apps and services that use student data in any capacity must be pre-approved by the Academy. Staff must follow the procedure to secure approval before using the contract provider or on demand provider. The Academy will identify specific programs or apps that are approved for school and teacher use, and make that list available on The Academy Website.

Any contract between The Academy and a school service contract provider shall include the provisions required by the Act, including provisions that require the school service contract provider to safeguard the privacy and security of student PII and impose penalties on the school service contract provider for noncompliance with the contract.

In accordance with the Act, The Academy shall post the following on its website:

- a list of the school service contract providers that it contracts with and a copy of each contract; and
- clear explanation of the student PII Colorado Department of Education (CDE) collects
- to the extent practicable, a list of the school service on-demand providers that the network uses.
- Privacy and security standards
- CDE data inventory index
- The security of student education records maintained by the school is a high priority.

➤ Security breach or other unauthorized disclosure

Staff members who disclose student education records in a manner inconsistent with applicable law and Academy policy may be subject to disciplinary action, up to and including termination from employment. Any discipline imposed shall be in accordance with applicable law and Academy policy.

Employee concerns about a possible security breach shall be reported immediately to the Chief Finance and Operations Officer (CFO). If the CFO is the person alleged to be responsible for the security breach, the staff member shall report the concern directly to the Chief Executive Officer (CEO).

When the school determines that a school service contract provider has committed a material breach of its contract with the school, and that such material breach involves the misuse or unauthorized release of student PII, The Academy shall follow this policy's accompanying regulation in addressing the material breach.

Nothing in this policy or its accompanying regulation shall prohibit or restrict The Academy from terminating its contract with the school service contract provider, as deemed appropriate by the school and in accordance with the contract and the Act.

Data Retention and Destruction

The Academy shall retain and destroy student education records in accordance with applicable law and Academy policy.

Staff Training

The Academy shall provide periodic in-service trainings to appropriate staff members to inform them of their obligations under applicable law and school policy concerning the confidentiality of student education records.

Parent/Guardian Complaints

In accordance with this policy's accompanying regulation, a parent/guardian of an Academy student may file a written complaint with the CFO if the parent/guardian believes the school has failed to comply with the Act.

Parent/Guardian Requests to Amend Student Education Records

Parent/guardian requests to amend his or her child's education records shall be in accordance with The Academy's procedures governing access to and amendment of student education records under FERPA, applicable state law and Academy policy.

Oversight and Review

The CEO or designee shall be responsible for ensuring compliance with this policy and its required privacy and security standards.

The CEO or designee shall annually review this policy and accompanying regulation to ensure it remains current and adequate to protect the confidentiality of student education records in light of advances in data technology and dissemination. The CEO or designee shall recommend revisions of this policy and/or accompanying regulation as deemed appropriate or necessary to The Academy Board of Directors. The Academy Board will annually review and approve this policy at the regularly scheduled August Board meeting.

Compliance with Governing Law and Governing Board Policy

The Academy shall comply with FERPA and its regulations, the Act, and other state and federal laws governing the confidentiality of student education records. The school shall be entitled to take all actions and exercise all options authorized under the law.

In the event this policy or accompanying regulation does not address a provision in applicable state or federal law, or is inconsistent with or in conflict with applicable state or federal law, the provisions of applicable state or federal law shall control.

Photographs and Media Release

Students may occasionally appear in photographs and videos taken by Academy staff members, other students, or other individuals authorized by the CEO or other Academy staff members. The Academy may use these pictures, without identifying the student, in various publications, including but not limited to, the school yearbook, social media, school newspaper, and school website. No consent or notice is needed or will be given before The Academy uses pictures of unnamed students taken while they are at school or a school-related activity.

Many times, however, The Academy will want to identify a student in a school picture. Academy staff may want to acknowledge those students who participate in a school activity or deserve special recognition. In order for The Academy to publish a picture with a student identified by name in any school-sponsored material, including yearbook, one of the student's parents or guardians must sign a consent form. Granting consent allows The Academy to publish and otherwise use photographs and videos, with the child identified, while he or she is enrolled at The Academy. This consent is valid for one year and may be revoked at any time by notifying the student's Level Principal or the Academy CEO.

FERPA is not the only statute that limits what providers can do with student information. The Protection of Pupil Rights Amendment (PPRA) provides parents with certain rights with regard to some marketing activities in schools. Specifically, PPRA requires that a school district must, with exceptions, directly notify parents of students who are scheduled to participate in activities involving the collection, disclosure, or use of personal information collected from students for marketing purposes, or to sell or otherwise provide that information to others for marketing purposes, and to give parents the opportunity to opt-out of these activities. While FERPA protects PII from education records maintained by a school or district, PPRA is invoked when personal information is collected from the student.

Hearing and Complaint Procedures

Contract Breach by School Service Contract Provider

Within a reasonable amount of time after The Academy determines that a service contract provider has committed a material breach of its contract with the school, and that such material breach involves the misuse or unauthorized release of student personally identifiable information (PII), the CEO or designee shall make a decision regarding whether to terminate the school's contract with the service contract provider in accordance with the following procedure.

The school shall notify the service contract provider of the basis for its determination that the service contract provider has committed a material breach of the contract and that the CEO is investigating the material breach.

The service contract provider may submit a written response to the CEO regarding the material breach.

The CEO will review the nature of the material breach and any response submitted by the service contract provider.

The CEO shall decide whether to terminate the contract with the service contract provider within 30 days of the start of the investigation and shall notify the service contract provider of its decision. The CEO's decision shall be final.

Parent/Guardian Complaints

In accordance with this policy, the parent/guardian of an Academy student may file a written complaint with the CFO if the parent/guardian believes the school has failed to comply with the Student Data Transparency and Security Act (the Act).

The parent/guardian's complaint shall state with specificity each of the Act's requirements that the parent/guardian believes the school has violated and its impact on his or her child.

The CFO will review the complaint and present all applicable information to the CEO. The CEO or designee shall respond to the parent/guardian's written complaint within 30 calendar days of receiving the complaint.

Within 10 calendar days of receipt of the school's response, the parent/guardian may appeal to The Academy Governing Board. Such appeal must be in writing and submitted to the CEO or designee.

The Academy Governing Board shall review the parent's complaint and the CEO's response at a regular or special meeting. A school representative and the parent/guardian may make brief statements to the Board, but no new evidence or claims may be presented. The Board may choose to conduct the appeal in executive session, to the extent permitted by law.

The Board shall make a determination regarding the parent/guardian's complaint that the school failed to comply with the Act within 60 days of the Board meeting. The decision of the Board shall be final. This procedure shall not apply to parent/guardian concerns with his or her child's education records. If the parent/guardian files a complaint regarding his or her child's education records, the school shall follow

its procedures governing access to and review of student education records, in accordance with FERPA, applicable state law and Academy policy.

Governing Board Policy

Nothing contained herein shall be interpreted to confer upon any person the right to a hearing independent of an Academy Board Policy, administrative procedure, statute, rule, regulation or agreement expressly conferring such right. The complaint and hearing procedures described in this regulation shall apply, unless the context otherwise requires and/or unless the requirements of another policy, procedure, statute, rule, regulation or agreement expressly contradicts any of these procedures, in which event the terms of the contrary policy, procedure, law, rule, regulation or agreement shall govern.

POLICY HISTORY

This policy supersedes any previously existing policy of The Academy of Charter Schools pertaining to the content herein.

Board Chair Signature: _____

Date of Adoption: _____

Legal Refs:

- 15 U.S.C. 6501 et seq. (Children’s Online Privacy Protection Act)*
- 20 U.S.C. 1232g (Family Educational Rights and Privacy Act)*
- 20 U.S.C. 1232h (Protection of Pupil Rights Amendment)*
- 20 U.S.C. 1415 (IDEIA procedural safeguards, including parent right to access student records)*
- 20 U.S.C. 8025 (access to student information by military recruiters)*
- 34 C.F.R. 99.1 et seq. (FERPA regulations)*
- 34 C.F.R. 300.610 et seq. (IDEIA regulations concerning confidentiality of student education records)*
- C.R.S. 19-1-303 and 304 (records and information sharing under Colorado Children’s Code)*
- C.R.S. 22-1-123 (district shall comply with FERPA and federal law on protection of pupil rights)*
- C.R.S. 22-16-101 et seq. (Student Data Transparency and Security Act)*
- C.R.S. 22-16-107 (2)(a) (policy required regarding public hearing to discuss a material breach of contract by school service contract provider)*
- C.R.S. 22-16-107 (4) (policy required regarding student information privacy and protection)*
- C.R.S. 22-16-112 (2)(a) (policy required concerning parent complaints and opportunity for hearing)*