



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 31, 2020

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

Board Self-Evaluation

- - Review Process 30 minutes
 - Evaluate for 2019-20
 - Set Goals for 2020-21
 - Board Succession Planning
 - - Discuss Officer Positions 15 minutes
 - Complete Board Matrix
 - Confirm Process for Identifying Future Members
 - Communication Pathways 10 minutes
-

THE ACADEMY Board of Directors

Board Meeting

Monday, August 31, 2020, 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 during this time, after which you may return.*

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

- 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 15, 2020 Minutes](#)
 - c. Approval of [August 7, 2020 Special Meeting 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.*

The chairperson will recognize anyone who signs the request form before the meeting time. Public comment and input shall be limited to fifteen minutes total, ten minutes per topic, and 2 minutes per speaker. Neither Board members nor Academy staff is obligated to respond to comments or input. The Board will provide written responses as deemed appropriate.

- 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](#) - *Expectation: Review CEO report and ask questions as needed.*
 - ii. [Operations](#) – *Expectation: Review COO report and ask questions as needed.*
 - b. Committee Reports
 - i. Finance
 - ii. [SACademic](#)

- VII. Presentation/Discussion
 - 1. Board Member / Officer Discussion (if needed)
 - 2. [School Dashboard and CEO Evaluation](#)
 - 3. 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
 - 2. Election of Board Members
 - 3. Board Member Positions
 - 4. Sign 2020-2021 Board Agreement (document provided at meeting)

- 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



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THE ACADEMY Board of Directors Board Meeting Minutes Monday, June 15, 2020



Board Members Present

Michael Stock - Chairperson
Tamela Miller-Carlson - Board Member
Greg Weaver - Board Member
Sarah Drewlow - Board Member
Dan Klenjoski - Board Member
Kevin Sanchez - Secretary

Also Present

Tony Fontana - Interim Chief Executive Officer

Minutes of the regular Board meeting of The Academy held at 11800 Lowell Blvd., Westminster, CO 80031 in Adams County on June 15, 2020.

- I. Open Meeting
A quorum being present, Mr. Stock called the meeting to order at 7:00pm 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 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 Mrs. Miller-Carlson.

Discussion: Add a resolution in the executive summary for the bonus resolution.

Ayes: Drewlow, Klenjoski, Miller-Carlson, Sanchez, Stock, Weaver

Nays: None

Motion Carried 6 – 0

IV. Public Comment

Mrs. Jessica Laszlo was present to voice her concerns in regards to how she feels the school has failed our students ethically, specifically with our AP program. The board heard her comments and concerns that were brought to their attention. Mr. Stock thanked her for attending and expressed his concerns and referred her to Mr. Fontana if she should have any continuing issues.

V. PTO Report – No meeting this month.

VI. Reports from Director, Principals, and Committees

a. Chief Officer's Reports

i. Executive – Interim CEO – The board commented about the presented training plan and appreciated it was shared with them. The board wondered if changes in delegations would take place with Principals. The Principal roles and responsibilities are not changing in any dramatic way. There may be a couple of things here and there. The PD role will continue under Mrs. Florita, who will help manage K-12 PD because there are certain strands that cross different levels. We are also shifting and differentiating PD on a level by level basis. Mr. Clark was our safety coordinator and now CSI has asked to assign a pandemic coordinator. This is causing senior leadership to think this over in the coming months.

b. Committee Reports

i. Academic – No meeting this month.

ii. Finance – No questions at this time.

iii. SACademic – We will temporarily put these meetings on hold. The committee was set up to support the school's UIP and we have received updated guidance from CSI that they are temporarily changing their recommendation for the 20-21 school year. The Academy has the flexibility and are not required to update our UIP because we have received the highest performance rating as well as we are not in a charter renewal year. We are planning to reinstate the committee, as soon as we can find a way to do so. For the next couple of months it will be on hold.

VII. Presentation/Discussion

1. Budget 2020-2021 (2nd Read)

2. Election of Board Members – The board thinks it is a good point to bring new people on the board. The board asked if it would be possible to bring individuals, in to ease into the position. The ideal has always been to have individuals who have served on committees, move up to serve on the board. The board will defer to the Board Retreat in August.

3. Work Session Summary – Reviewed the 2020-2021 Budget and asked questions around it and any iterations as well as discussed the reopening plan.

VIII. Executive Summary

1. Budget 2020-2021

Mrs Miller-Carlson moved to approve the 6.5 percent reduction budget as presented.

This was seconded by Mrs. Stock.

Discussion: None.

Ayes: Drewlow, Klenjoski, Miller-Carlson, Sanchez, Stock, Weaver

Nays: None

Motion Carried 6 – 0

2. Election of Board Members

Mr. Stock moved to postpone the Election of Board members until after the Strategic planning meeting. This was seconded by Mrs. Drewlow.

Discussion: None

Ayes: Drewlow, Klenjoski, Miller-Carlson, Sanchez, Stock, Weaver

Nays: None

Motion Carried 6 – 0

3. Executive Bonus Resolution

Mr. Stock moved that we approve the resolution as written. This was seconded by Mrs. Miller-Carlson.

Discussion: None

Ayes: Drewlow, Klenjoski, Miller-Carlson, Sanchez, Stock, Weaver

Nays: None

Motion Carried 6 – 0

IX. Board Meeting Self Scoring

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

_____ 2/4 _____

X. Adjourn Meeting

Mr. Stock motioned to Adjourn. Mrs. Drewlow seconded. The meeting was adjourned at 8:06 pm via a verbal all aye vote.

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THE ACADEMY
Board of Directors
Special Board Meeting Minutes
Friday, August 7, 2020



Board Members Present

Kevin Sanchez - Secretary
Brad Walsh - Board Vice Chair
Sarah Drewlow - Board Member
Michael Stock - Board Chair

Also Present

Brent Reckman - Chief Executive Officer
Mark Wilson - Chief Operations Officer

Minutes of the regular Board meeting of The Academy held at 11800 Lowell Blvd., Westminster, CO 80031 in Adams County on August 7, 2020.

- I. Open Meeting
A quorum being present, Mr. Stock called the meeting to order at 3:23pm.

- II. Executive Summary
 1. School Calendar
Mrs. Drewlow moved to approve the adjusted school calendar. This was seconded by Mr. Stock.
Discussion: Outside the start and finish dates, all other dates are subject to change in this unprecedented time.
Ayes: Drewlow, Klenjoski, Sanchez, Stock, Walsh
Nays: None

Motion Carried 5 – 0

2. Calendar Policy
Mrs. Drewlow moved to approve the amended school calendar policy. This was seconded by Mr. Stock.
Discussion: None.
Ayes: Drewlow, Klenjoski, Sanchez, Stock, Walsh

Nays: None

Motion Carried 5 – 0

3. Instructional Time Policy

Mrs. Drewlow moved to approve the instructional time policy. This was seconded by Mr. Stock.

Discussion: None.

Ayes: Drewlow, Klenjoski, Sanchez, Stock, Walsh

Nays: None

Motion Carried 5 – 0

4. Attendance Policy

Mrs. Drewlow moved to approve the amended attendance policy. This was seconded by Mr. Stock.

Discussion: None.

Ayes: Drewlow, Klenjoski, Sanchez, Stock, Walsh

Nays: None

Motion Carried 5 – 0

III. Discussion

2. Work Session Summary

CSI state guidelines around COVID-19 - The board would like to clarify that any changes that need to be made based around COVID and operations, alongside the boards purpose of ensuring verses executing roles, will be granted to The Academy executive team, allowing them to make necessary adjustments while keeping the board informed.

IV. Adjourn Meeting

Mrs. Drewlow motioned to Adjourn. Mr. Stock seconded. The meeting was adjourned at 3:37pm via a verbal all aye vote.

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The Academy of Charter Schools PTO Meeting Minutes July 28, 2020

Call to Order

A meeting of the Academy of Charter Schools PTO was called to order by President Holly Wogoman on Wednesday, July 28, 2020 at 5:00 p.m.

Attendees

Holly Wogoman – President
Michelle Mena – Vice President (Absent)
Lisa Boyer – Treasurer
Karianne Klenjoski - Secretary

Approval of Minutes

There were no meeting minutes to approve.

Officer's Reports – Treasurer

None

New Business – 5K

- Virtual 5K Family Fun Run scheduled September 13th – September 20th. The theme is “Rock and Run”.
- A 5K donation and sponsor letter will be given to committee members by the end of the week.
- Wogoman and Klenjoski will work on verbiage for 5K posters.

Harvest Fest -

- Ideas and options for Harvest Fest were discussed.
- Trunk-or-Treat on the school parking lot would provide families with a sense of community while practicing social distancing requirements. Details will be provided at a later date.

Breakfast with Santa -

- Klenjoski will speak to a parent regarding Santa's availability
- Wogoman suggested selling gingerbread houses. Each family could drive by and pick them up while saying “hello” to Santa. More to come at a later date.

Gala -

- Gala is scheduled for Saturday, May 1st.

Fundraising ideas/Spirit Days –

- Ball drop at the end of April before Gala
- Ice Cream Truck
- Coffee Cart

- Classroom competitions

Other –

- #Wilcatsgobeyond2020 will be promoted and used by Academy families and staff for all PTO school sponsored events.

Unfinished Business –

None

Questions and Announcements

None

Adjournment

Wogoman adjourned the meeting at 8:32 p.m.

Respectfully submitted by:

Karianne Klenjoski, PTO Board Secretary

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Chief Executive Officer (CEO) Board Report Aug 2020

“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.

Reopening Plan Update

Expectation: Updated Reopening Plan shared in advance. Review and discuss implementation to date.

Minor tweaks and additions have been made to the Reopening Plan since the Board Retreat, but there have been no substantive changes. The adjustments have primarily focused on ironing out scheduling details, clarifying key communication points, and aligning instructional and attendance statements with CSI guidance in preparation for October Count reporting. The Reopening Plan was submitted to CSI two weeks prior to The Academy’s first day of instruction. They have given their approval.

The first day of in-person instruction for Pre-K was August 20th. Pre-K is running a full-time, in-person model with no remote option. Amy Jackson has reported a smooth start with no major surprises or issues so far.

K-5 started in-person instruction on August 24th. Students choosing in-person instruction are attending two days per week in small groups and learning remotely three days per week. Suzie Galbraith and Sarah Gramarossa have reported a smooth start with no major surprises or issues so far. We have already had three elementary staff stay home from work at various points as a precautionary measure to evaluate COVID-related concerns. So far all of these individuals have been able to return to work safely. A similar number of students have gone home with symptoms. We have had no confirmed cases of COVID-19 so far among staff or students.

Approximately 30-40 elementary students per grade level have chosen the full remote option. Families are able to switch to the full remote option at any time. These full remote numbers have crept up by 5-10 students per grade level over the past 10 days. As a result of the growing size of the full remote group, elementary Principals have already started to make some adjustments to manage workload for remote learning teachers and maintain instructional quality. We are prepared to make additional adjustments to the staff assigned to support these students if the numbers shift further.

6-12 started full remote instruction for all students on August 24th. They will spend the first two weeks in full remote status. The primary reason for this is to give secondary staff time to solidify new teaching and learning practices that include a heavy emphasis on the use of technology, live-streaming, and recorded lessons. We are optimistic that this will lead to a much more robust learning environment for all students than what we were able to offer last spring. Leigh Florita, Erik Mikulak, and Cody Clark have reported a good start to these efforts. There are definitely kinks to work through and varying levels of comfort and confidence among staff, but this was expected and these things are improving on a daily basis.

We are still on track for secondary students to begin in-person instruction on September 8th. This will include attending a modified block schedule two days per week in small groups and learning remotely three days per week.

Health and Safety Update

Expectation: CEO will update on health and safety precautions in place as well as any concerns that have arisen to date.

All of the primary guidance we are using to set up health and safety protocols is linked at the end of the Reopening Plan. I have been in ongoing contact with the health and safety point person at CSI and the Schools Coordinator at Tri-County Health. I also had a chance to talk with a state epidemiologist about our specific efforts. We have been and will continue to work closely with our School Nurse to stay on top of needs and questions as they arise.

We have provided reusable cloth masks to all staff members and have enough more available to hand out to any students who need them. We have also started receiving weekly shipments of KN95 masks for staff from the state. We have a very small number of students so far who have requested a mask exemption for medical reasons. The kids are doing a great job wearing their masks and following other protocols.

We have made sure to service our HVAC systems and get ventilation running at peak capacity.

We are offering free optional COVID-19 testing to all staff every two weeks.

We are closely monitoring symptoms for staff and students and following all public health guidelines for responding and communicating when symptoms arise. So far we have had a small number of staff and students go through this process with no confirmed cases to date.

Vision Development Update

Expectation: CEO will update on the current status of efforts to develop an Academy Vision Statement as well as identify next steps.

We had a good conversation during the August Board Retreat to identify this need and begin thinking through what the process may look like over the coming 1-2 years. Given the recent focus on starting up the school year under unusual circumstances, no further work has been done since the Retreat. For the moment, this section of the CEO Report will serve as placeholder for future updates.

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Chief Operations Officer (COO) Board Report Aug 2020

“Pursuing Truth, Wisdom, Excellence”

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Dashboard and Financial Report Overview

Expectation: Financial report sent out in advance. Review and discuss current position.

First Finance Committee scheduled for Sep. 17th. Regular updates here will include dashboard timeliness and overview of budget status. We are currently in the process of reconciling August ahead of reporting out at the introductory meeting. The main topics will be our budgeting priorities and scenario planning ahead of this year. External audit fieldwork is completed and we expect draft financials shortly. We currently anticipate no issues in meeting CSI’s submission deadlines of a draft by Sep. 30th and final by Oct. 15th.

October Count Budget Modification Discussions

Expectation: COO will update on October Count and various revenue and expenditure considerations being used for the budget modifications.

The official count day for this year is **Thursday, October 1st**. The count window, which consists of the 5 school days before and 5 school days afterward, will occur on the following specific dates this year:

5 days before – September 24, 25, 28, 29, 30

5 days after – October 2, 5, 6, 7, 8

As of August 26th, we stood at 1862 enrolled (an increase of 23 on our final count last year) with 5 pending withdrawals, but also with a few options still on our waitlist. Our deliberate tactic of over-enrolling in the current climate seems to be working out well at the current time, although we will continue to monitor closely and respond as needed.

Heavily influential budget factors for the upcoming year will include enrollment, potential rescission, federal funding streams e.g. CARES, extended remote learning periods, and staffing levels required to continue our instructional quality. Our primary aim in our budget work has been to develop the new purchasing and approval norm for staff in order to keep our expenditures controlled and conservative for the foreseeable future.

COVID Update

We have currently allocated ~65% of our CARES funds and continue to be strategic in those decision-making processes. This will need to remain sharp as the funds reduce and as we respond to conditions with students moving back into our building e.g. FTE needs. Any periods of either temporary or extended remote learning periods will need to be carefully assessed as to how impactful they are becoming on the budget and respond accordingly. We are being thorough in our documentation and justification for expenditures to minimize the chances of being refused purchase reimbursements.

Legislative Update

Expectation: COO will update the committee on the current state of the legislative session. Updates will continue monthly as appropriate.

There are currently no date changes confirmed with CRF and ESSER deadlines (Dec. 30th 2020 and June 30th 2021 respectively), although conversations are taking place about possibly extending. There remains consistent speculation about additional CARES funding at the Federal level. We will monitor any updates closely but are not expecting resolutions on this in the near future.

Operations Update

Efforts have been heavily focused around adopting new procedures and servicing our facility in response to COVID. We have renegotiated our cleaning contracts to increase coverage and sanitation practices. This includes increased attention to high traffic areas, touchpoints and daily logs completed. The need to understand our facility better e.g. HVAC systems, cleaning routines etc. has been demanding but rewarding in that we are already seeing direct benefits at the classroom level and starting to overcome some long-standing issues. With the considerable change in staff duties at the end of 19-20, work has also taken place in clarifying job descriptions and communication pathways for the new organization structure in our facilities department.

Next Meeting: 17 Sep 2020

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The Academy

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SACademic Committee Report - August 2020 Meeting

Status of Achievement Data from 2019-20

Expectation: Update Board on what achievement data is available from the 2019-20 school year.

Almost all typical data streams were interrupted as a result of schools shifting to remote learning in March – CMAS, SAT, Star, MAP, The Leader in Me culture survey, curriculum-based assessments, etc. The only standardized or internal data we have from last year is our ACCESS results for English learners, who took that test in February. As such, we are extremely limited in our ability to gauge effectiveness from last year in the typical manner. We will also be challenged to have as direct a point of comparison as usual for our 2020-21 achievement data.

Status of Achievement Data for 2020-21

Expectation: Update Board on what achievement data is expected to be collected during the 2020-21 school year.

At the moment, we are expecting to resume all normal data collection efforts, including state standardized testing. However, it is always possible this could change. The process of conducting assessments and otherwise collecting data will also be different from a typical year because so many of our students are participating in full remote learning. We are not sure exactly what to expect from this data, and we will need to be prepared to respond and adjust as we move through the year.

Unified Improvement Plan for 2020-21

Expectation: Update Board on expectations for The Academy’s 2020-21 Unified Improvement Plan.

Because The Academy has received the rating of Performance with Distinction from CSI and we are not in a charter renewal year, we are not required to submit a UIP for 2020-21. We are only required to submit a UIP every other year or in a renewal year. In typical circumstances, CSI would still advise schools to complete a UIP every year. We value this process as a core part of our continuous improvement efforts, that we would typically follow that advice. However, given this extraordinary year, CSI is temporarily changing their advice and suggesting that schools who are not required to submit a new UIP wait until next year. We will take that advice.

Role of the SACademic Committee for 2020-21

Expectation: Discuss priorities for the SACademic Committee’s work during the 2020-21 school year.

Last year, we revamped the purpose and membership of the Academic/SACademic Committee. One outcome of this work is that a core part of the SACademic Committee’s purpose is to support Principals’ development of the UIP and engage in other continuous improvement efforts. Since The Academy will not submit a UIP this year and other key data streams have been disrupted, the purpose of the

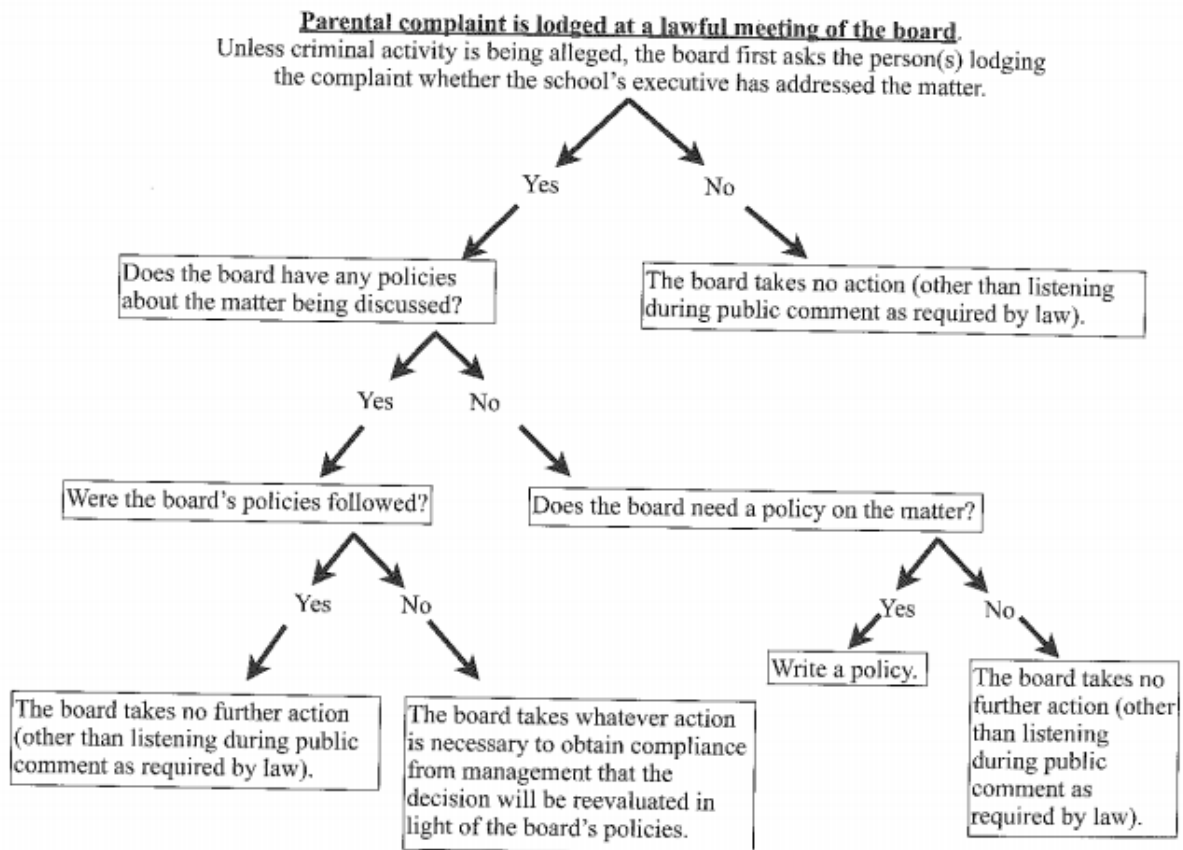
SACademic Committee will need to shift for the 2020-21 school year. I suggest the committee meet quarterly instead of monthly and focus on reviewing the alternative teaching and learning practices currently being implemented to monitor quality and equity as well as identify promising approaches that could be worth leveraging into our resumed continuous improvement work for the 2021-22 school year.

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Board Communication Agreements

This document is meant to support the communication agreements discussed at The Academy's 2020 Board Retreat.

Board members will use the flow chart below to guide their response to parental complaints and feedback both for official meetings and casual interactions.



In response to public comment made at an official meeting, the CEO will follow up on the complaint and report back to the Board Chair within one week. If the Board Chair thinks it appropriate, the CEO will report back to the full board at the next meeting.

In the context of casual interactions, board members can also explain that an individual board member does not have authority to get involved: "I have no authority in the matter. Our board's policy is that all complaints will be addressed to our school leader before the board considers any other action. And if that is the case, you must bring the matter to the whole board."

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The Academy Board Expertise Matrix

Board Member	Michael Stock	Brad Walsh	Tamela Miller-Carlson	Greg Weaver	Kevin Sanchez	Sarah Drewlow	Dan Klenjoski
Student Grade							
Finance							
Legal							
HR							
Governance							
Communications							
Marketing							
Strat. Planning							
Education							
Leadership							
Real Estate							

Academy Dashboard 2020-21 Reflection Tool

Previous Dashboard Category	2019-20 Status	2020-21 Status	Continue to Track? (Y/N)	2020-21 Goal	Weight for CEO Eval
College Acceptance	Available	Available	Y	(78.5%)	
High School Graduation	Available	Available	Y	(100%)	
SAT	Not Available	Available	Y	(1040)	
Star	Not Available	Available	Y	(66% - Reading 60% - Math)	
Culture	Not Available	?	?	(80%)	
Finance	Available	Available	Y	(Compliance/Tabor/Cash)	
Governance	Available	Available	Y	Evals/Trainings/Succession	

Guiding Questions:

- What do we most value about the 2020-21 school year?
- What/how can we measure during the 2020-21 school year?
- How do we set goals for the 2020-21 school year?
- Do we want to shift the focus of the dashboard for the 2020-21 school year?

Potential Alternatives:

- Health & Safety
- Vision Development
- Communication
- Branding/Marketing
- Financial



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)*

C.R.S. 24-72-204 (3)(a)(VI) (schools cannot disclose student address and phone number without consent)

C.R.S. 24-72-204 (3)(d) (information to military recruiters)

C.R.S. 24-72-204 (3)(e)(I) (certain FERPA provisions enacted into Colorado Law)

C.R.S. 24-72-204 (3)(e)(II) (disclosure by staff of information gained through personal knowledge or observation)

C.R.S. 24-80-101 et seq. (State Archives and Public Records Act)

C.R.S. 25.5-1-116 (confidentiality of HCPF records)

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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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 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	2020 Actual	2021 Goal
2.40	1.80	2.50	2.65	3.00	3.00	3.13	3.50		

4.0 established track record of excellence (2+ years)
3.75 one year out from
3.5 two years out but processes in place

3.0 two years out but need work
2.5 or below - needs improvement

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.

RATING OF PERFORMANCE

	Score								2	3	4
1.a.1 Vision and Mission Communication	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The vision and/or mission statements appear in some publications and communications from the Board.	The school vision and mission statements are used in many school publications and communications from the Board.	The school vision and mission statements are used in all school publications and communications from the Board.
	3.25	4.00	3.75	3.10	4.00	4.00	4.00	4.00			
1.a.2 Vision and Mission Understanding	2013	2014	2015	2016	2017	2018	2019	2020 Goal	Board members conceptually understand the vision and mission of the school, and can articulate a few ways that the vision and mission are implemented.	Board members understand the vision and mission and can articulate how vision and mission are implemented throughout the school and curriculum program.	Board members deeply understand the vision and mission and are extremely articulate in how the vision and mission are concretely implemented throughout the school and curriculum program.
	2.50	2.75	3.42	3.30	4.00	4.00	4.00	4.00			
1.a.3 Board Documents	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The school bylaws and Board operational documents (handbooks, policies, Board agreement, conflict of interest policy, etc.) reflect some expectations for professionalism on the Board, but several areas remain unaddressed.	The school bylaws and Board operational documents (handbooks, policies, Board agreement, conflict of interest policy, etc.) reflect appropriate expectations for professionalism on the Board.	The school bylaws and Board operational documents (handbooks, policies, Board agreement, conflict of interest policy, etc.) reflect the highest expectations for professionalism that leave no doubt that Board members lead with integrity.
	3.13	2.90	3.67	3.20	3.50	4.00	4.00	4.00			
1.a.4 Board Self-evaluation	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board partially or inconsistently implements an annual self-evaluation process. OR The Board's self-evaluation process does not consistently result in improved Board function.	The Board implements an annual self-evaluation process that leads to improved Board function.	The Board implements an annual self-evaluation process that guides Board professional development and recruiting, and consistently leads to improved Board function.
	3.25	3.50	3.30	3.60	4.00	4.00	4.00	4.00			

1.a.5 Recruiting	2013	2014	2015	2016	2017	2018	2019	2020 Goal	A recruitment plan exists; however, the plan has not resulted or is unlikely to result in recruitment of high quality Board members.	The Board implements a clear plan for recruiting high quality Board members.	The Board implements and reviews a clear plan for recruiting high quality Board members, and the plan has consistently resulted in quality recruitment.
	3.25	3.25	2.83	3.40	3.50	4.00	4.00	4.00			

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

RATING OF PERFORMANCE

	Score								2	3	4
	2013	2014	2015	2016	2017	2018	2019	2020 Goal			
1.b.1 Strategic Planning Process	3.25	3.50	3.75	3.00	3.50	4.00	4.00	4.00	The Board has developed a strategic plan; however, the planning process is undeveloped and/or the Board does not regularly review progress toward meeting the goals of the plan.	The Board engages in an annual strategic planning process that includes a regular review of progress toward meeting the goals of the plan.	The Board engages in an annual strategic planning process and a quarterly review of progress which includes the use of a high quality Board dashboard.
1.b.2 Use of Strategic Plan	3.38	3.50	3.97	3.40	3.50	4.00	3.75	4.00	A strategic plan exists; however, the plan does not sufficiently include goals that will guide evaluation and school improvement.	A high quality strategic plan exists and helps guide evaluation and school improvement.	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)
1.b.3 Use of Dashboard	2.75	3.00	2.88	2.50	2.50	3.00	3.50	3.75	The Board dashboard is not effective or does not contain sufficient information for the Board to monitor progress on school goals and areas for improvement. OR The Board dashboard is sufficient, however, the Board does not	The Board dashboard is effective and contains sufficient information for the Board to monitor progress on school goals and areas for improvement.	The Board dashboard is exemplary and contains sufficient and appropriate information for the Board to monitor progress on school goals and areas for improvement. The Board's use of the dashboard has clearly

										effectively use the dashboard.		made a positive impact on the school.
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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.

RATING OF PERFORMANCE

	Score								2	3	4
	2013	2014	2015	2016	2017	2018	2019	2020 Goal			
1.c.1 Policy Handbook	2.75	3.00	3.42	3.75	4.00	4.00	4.00	4.00	The Board has a policy handbook or has adopted a few policies; however, some legally-required policies or policies to replace waived state laws and district policies are missing.	The Board has a policy handbook which includes legally-required policies and several policies to appropriately replace waived state laws and district policies.	The Board has policy handbook which includes legally-required policies, policies to comprehensively replace waived state laws and district policies, and additional policies specific to the school.
1.c.2 Availability of Policy	3.13	3.13	3.46	4.00	4.00	4.00	4.00	4.00	Board policies are not easily acquired by stakeholders, or Board policies are not assembled in a manner that facilitates easy access.	Board policies are readily available to stakeholders upon request, and/or are available in hard copy in the front office of the school.	Board policies are readily available to the public via the school's website and are available in hard copy in the front office of the school.
1.c.3 Policy Review	2.25	3.00	2.88	3.00	3.00	3.50	3.75	4.00	The Board has reviewed some policy; however, there is no regular plan for reviewing the policy handbook.	The Board has a policy review schedule that is reflected in the Board's annual calendar.	The Board has a policy review schedule that is reflected in the Board's annual calendar, and regular review of Board policies has resulted in a high quality policy handbook.
1.c.4 Contracts and Waivers	2.67	2.67	2.92	3.00	4.00	4.00	4.00	4.00	Some Board members do not understand the charter contract requirements and the purpose of waivers in the school.	Board members fully understand the role the charter contract and waivers play in school operation.	N/A

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

RATING OF PERFORMANCE

	Score								2	3	4
1.d.1 PD Needs Assessment	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board conducts a limited needs assessment to identify some Board professional development.	The Board engages in a needs assessment to determine Board training and professional development.	The Board conducts an annual comprehensive needs assessment that results in consistent, ongoing Board professional development.
	3.00	4.00	3.25	3.00	3.00	3.50	3.75	4.00			
1.d.2 Board Training	2013	2014	2015	2016	2017	2018	2019	2020 Goal	Some Board members have engaged in comprehensive Board training; however, the practice is not consistent or is not an expectation of the full Board. Orientation for new Board members is limited and informal.	All Board members engage in comprehensive Board training. The Board has an orientation program to train new Board members.	All Board members consistently engage in comprehensive Board training which is reflected in the Board's annual calendar. The Board has a high quality orientation program to train new members quickly and efficiently
	2.75	3.00	3.08	2.90	3.00	3.50	3.75	4.00			
1.d.3 Open Meeting/Records	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board demonstrates a limited understanding of Open Meetings and Open Records Laws, and practices reveal occasional violations.	The Board demonstrates understanding of Open Meetings and Open Records Laws, and practices are in compliance.	N/A
	2.75	3.00	3.00	3.00	4.00	4.00	4.00	4.00			
1.d.4 Board Agreement	2013	2014	2015	2016	2017	2018	2019	2020 Goal	Board members only informally agree to a Board code of conduct. A limited plan exists for dealing with misconduct, conflict of interest, conflict, and/or crisis as a Board.	Board members annually sign a Board agreement which addresses conflict of interest. A plan exists for dealing with misconduct, conflict, and crisis as a Board.	Board members annually sign a Board agreement which addresses conflict of interest. A clear plan exists for dealing with misconduct, conflict, and crisis as a Board and the plan has been proven to work effectively.
	2.75	3.00	3.33	3.60	4.00	4.00	4.00	4.00			
1.e.5 Meeting Efficiency	2013	2014	2015	2016	2017	2018	2019	2020 Goal	Board meetings are occasionally inefficient and/or unproductive. Board packets may be provided to Board members in advance, but are not readily available for public review.	Board meetings are efficient and productive. Board packets are provided in advance and are appropriately available for public review.	Board meeting practices are exemplary in efficiency and productivity. Board packets are provided in advance and are appropriately available for public review via the school's website.
	2.00	3.00	3.55	3.60	4.00	4.00	4.00	4.00			

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

RATING OF PERFORMANCE

	Score								2	3	4
	2013	2014	2015	2016	2017	2018	2019	2020 Goal			
1.e.1 Survey Use	2.00	2.00	3.08	2.90	2.50	3.00	3.00	3.50	The Board inconsistently seeks input from internal and external stakeholders. Results are reviewed; however it is unclear how results influence school improvement planning.	The Board obtains input from internal stakeholders (parents, staff, students) and external stakeholders (business community, third party) through surveys and evaluations. Results are considered when planning school improvement.	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.
1.e.2 Accountability Structure	2.00	2.00	2.88	3.40	3.50	3.50	4.00	4.00	The Board has an accountability structure that may not meet statutory requirements and inconsistently demonstrates effective program evaluation practices.	The Board has an accountability structure that meets statutory requirements and demonstrates effective program evaluation practices.	The Board has an accountability structure that meets statutory requirements, demonstrates exemplary program evaluation practices, and leads to school improvement.
1.e.3 Shared Evaluation	1.50	2.00	2.58	2.75	3.00	3.50	3.75	4.00	The Board minimally shares program evaluation results with stakeholders.	The Board shares written program evaluation results with all stakeholders.	The Board shares extensive written program evaluation results with all stakeholders in a readily accessible and understandable manner.
1.e.4 Data Driven	2.25	3.00	3.63	3.10	4.00	4.00	4.00	4.00	The Board minimally uses data for decision-making and/or when monitoring progress toward accomplishing goals.	The Board regularly uses data for decision-making and when monitoring progress toward accomplishing goals.	The Board uses data in an exemplary manner for decision-making and when monitoring progress toward accomplishing goals.

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

RATING OF PERFORMANCE

	Score								2	3	4
1.f.1 Oversight/Arm's Length	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board does not consistently focus on the vision of the school and may occasionally become over involved in the day-to-day operation of the school.	The Board focuses time on the vision of the school and leaves the day-to-day operation to the school administrator.	The Board has an exemplary focus on the vision of the school and there is strong and consistent evidence that the day-to-day operation is left to the school administrator.
	3.75	4.00	3.97	3.90	4.00	4.00	4.00	4.00			
1.f.2 Succession/Hiring	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board has a weak or limited process (or succession plans) to guide the search and hire of a school administrator.	The Board has developed a hiring process (or succession plans) to ensure employment of a high quality school administrator.	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.
	3.00	3.00	3.25	3.10	3.50	3.50	3.50	3.75			
1.f.3 Admin Evaluation	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board implements a limited evaluation of the school administrator.	The Board implements a comprehensive formal evaluation of the school administrator that is focused on targeted goals.	The Board implements a comprehensive formal evaluation of the school administrator that is focused on targeted goals. The Board further supports the administrator with resources for professional development aligned with targeted goals.
	3.00	3.00	3.38	3.30	3.50	3.50	3.75	4.00			
1.g.4 One Voice	2013	2014	2015	2016	2017	2018	2019	2020 Goal	Board members do not always communicate appropriately with the school administrator, and/or two-way communication is limited.	Board members communicate appropriately with the school administrator, speaking with "one voice" and allowing opportunity for two-way communication.	Board members communicate with the school administrator in an exemplary manner, speaking with "one voice" and allowing opportunity for two-way communication.
	3.88	4.00	3.80	3.40	3.50	4.00	4.00	4.00			
1.g.5 Job Description	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The job description for the school administrator	The job description for the school	The job description for the school

										lacks sufficient detail. OR The job description for the school administrator is unrealistic and/or inappropriate.	administrator is realistic, detailed, and appropriate.	administrator is realistic, detailed, and appropriate. The job description aligns with the goals of the school and the administrator evaluation and the strategic plan.
	3.63	4.00	3.75	3.70	3.50	3.50	3.75	4.00				

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

RATING OF PERFORMANCE

	Score								2	3	4
	2013	2014	2015	2016	2017	2018	2019	2020 Goal			
1.h.1 Policy for Committees	1.00	3.00	3.67	3.70	4.00	4.00	4.00	4.00	The Board has a weak or limited policy for the formation of standing and ad hoc committees. OR The Board has a policy for the formation of standing and ad hoc committees; however, the policy has not been implemented as written.	The Board has a clear written policy for the formation of standing and ad hoc committees.	The Board has a clear written policy for the formation of standing and ad hoc committees. The policy is fully implemented and has demonstrated efficiency.
1.h.2 Committee Structure	2.75	3.00	3.75	3.70	4.00	4.00	4.00	4.00	The Board has created some job descriptions, goals, and/or reporting structures for some committees. OR The Board has created job descriptions, goals, and reporting structures for committees; however, these are not implemented as written.	The Board has created job descriptions, goals, and reporting structures for all established committees.	The Board has created and implemented job descriptions, goals, and reporting structures for all established committees. Committee goals have resulted in demonstrated success.
1.h.3 Committee Reports	2.75	2.75	3.54	3.70	4.00	4.00	4.00	4.00	Committee work is occasionally or inconsistently reported to the Board.	The Board regularly receives written committee reports in advance of Board meetings.	The Board regularly receives written committee reports in a standardized format in advance of Board meetings.
	2013	2014	2015	2016	2017	2018	2019	2020 Goal	The Board occasionally or inconsistently	The Board evaluates the effectiveness of	The Board evaluates the effectiveness of

1.h.4 Committee Evaluation	2.25	2.25	3.17	2.75	3.00	3.50	3.50	3.75	evaluates the effectiveness of committees. OR The Board evaluates the effectiveness of committees; however, this practice has not resulted in improvements.	committees at least annually and improvements are made.	committees at least annually. Improvements have demonstrated effective practices and a desire for continuous improvement.
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1.i The governing Board supports the vision/mission of the school by securing strong relationships within the school and with outside agencies.

RATING OF PERFORMANCE

	Score								2	3	4
	2013	2014	2015	2016	2017	2018	2019	2020 Goal			
1.i.1 External Networking	1.63	1.63	2.08	2.40	2.50	2.50	2.50	3.00	Some Board members network with external stakeholders; however, this is not a consistent or expected practice for the full Board.	The Board networks with external stakeholders for improvement, opportunity, and advancement of the school.	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.
1.i.2 Internal Networking	3.25*	2.00	2.92	2.90	3.50	3.50	3.75	4.00	The Board establishes positive relationships with some members of the internal community; however, relationships with administration, staff, parents and/or students could be improved.	The Board establishes strong, positive relationships with administration, staff, parents, and students.	The Board models strong, positive relationships with administration, staff, parents, and students. A positive culture and community is evident in all aspects of the school.

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