



Prepare | Explore | Empower

## **The Academy Board of Directors**

*Executive Work Session  
Monday, August 28, 2023  
6:00 – 6:55pm*

### Agenda

Monthly Board Communications Review 15 Minutes

*Expectation: Each month, Board members will acknowledge and discuss any community feedback or complaints that have been received since the last meeting.*

Ongoing Policy Review 15 Minutes

*Expectation: The Board will review one policy each month and update as needed for compliance and alignment with the school mission and vision. This month we will review the FERPA Policy.*

Charter Renewal Update 15 Minutes

*Expectation: The Executive Director will update Board members on progress through The Academy's charter renewal process.*

Committee Participation 10 Minutes

*Expectation: Board members will discuss participation in the Finance and SACademic Committees for the 2023-24 school year.*

**The Academy  
Board of Directors**

*Board Meeting  
Monday, August 28, 2023*

*7:00pm*

Agenda

Consent Agenda	
Moved by	
2 <sup>nd</sup> By	
Action	

Y/N/P/A	Name
	Drewlow, S
	Klenjoski, D
	Coffee, A.
	Sanchez, K
	McDuffee, A
	Fransua, L
	Cofrades, K

I. Open Meeting

The Academy’s mission is to help all students grow into college ready, exemplary citizens by combining academic mastery with personal empowerment to drive lifelong success. We serve our full community by intentionally developing a school culture that embraces diversity, equity, and inclusion. With this in mind, the Board of Directors welcomes all members of our community to this meeting and invites each person to begin our time together in whatever way will help ground you for thoughtful and productive discussion - a few deep breaths, a prayer, a moment to organize your thoughts, or whatever meets your needs.

II. Consent Agenda

- a. Approve Agenda
- b. Approval of [July 31, 2023](#), minutes

III. Public Comment

*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.*

IV. Reports from Directors, Principals, and Committees

- a. [Executive Director Report](#) – *Expectation: The ED will update the Board on the start of the new school year as well as progress toward strategic priorities.*
- b. Committee Reports – *Expectation: Committee Chairs will update the Board on progress with each committee.*
  - i. Finance – No Finance Committee meeting this month.
  - ii. SACademic – No SACademic Committee meeting this month.
  - iii. PTO – No meeting this month.

V. Presentation and Discussion

- a. [2023-24 Bi-Annual Scorecard](#) – *Expectation: The Board will finalize the contents of the 23-24 scorecard.*
- b. Annual Impact Report - *Expectation: The ED will present the 22-23 Annual Impact Report.*

- c. Update on State-Level Data - *Expectation: The ED will update the Board on the recent release of state-level student achievement data from spring 2023 testing.*
- d. Executive Session C.R.S. §24-6-402(4) – *Expectation: As needed, the Board may call an executive session for one of the specific topics identified below via a 2/3 majority.*
  - i. Discussions regarding buying or selling property;
  - ii. Conferences with an attorney to receive legal advice;
  - iii. Matters required to be kept confidential by state or federal law (e.g., student academic records);
  - iv. Security arrangements or investigations;
  - v. Determining contract negotiation strategies;
  - vi. Personnel matters;
  - vii. Consideration of documents protected from disclosure under the Open Records Act; or
  - viii. Discussion of individual students where public discussion would adversely affect the student involved.
- e. Work Session Summary – *Expectation: The Board Chair will summarize the topics discussed during the work session prior to this formal meeting.*

VI. Executive Summary

- a. N/A – There are no official Board actions requiring a vote this month.

VII. Board Meeting Self-Scoring – *Expectation: The board will self-score their performance for the meeting according to preset criteria.*

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

    /4

VIII. Adjourn Meeting



Prepare | Explore | Empower

Board of Directors  
Board Meeting Minutes  
Monday, July 31, 2023

Board Members Present:

Sarah Drewlow	Chairperson
Amy McDuffee	Vice Chairperson
Larissa Fransua	Board Member
Autumn Coffee	Secretary
Kevin Sanchez	Board Member
Kristen Cofrades	Board Member
Dan Klenjoski	Treasurer

Also Present:

Brent Reckman	Executive Director
Mark Wilson	COO

Minutes of the regular board meeting of The Academy held at 11800 Lowell Blvd, Westminster, CO 80031 in Adams County on July 31, 2023.

I. Open Meeting

A quorum being present, Mrs. Drewlow called the meeting to order at 8:01 am.

II. Consent Agenda

a. Mrs. Fransua moved to approve the June 12, 2023, minutes. Seconded by Mr. Sanchez.

Discussion: None

Ayes: Mr. Klenjoski, Mrs. Coffee, Mrs. McDuffee, Mrs. Cofrades, Mrs. Drewlow

Nays: None

III. Public Comment

There was no public comment this month.

IV. Annual Work Plan and Scorecard

a. Review of the 5-year strategic plan

b. Review of the mission and vision

c. Principal Presentations – each principal presented their 2023-24 targets and the strategies for how they will meet those targets.

V. Governing for Greatness: Board Training Review and Ongoing Development

a. Review Board Self-Evaluation – we added a category last year, Fiduciary Duties, and have a clear plan for how to strengthen the knowledge around this category.

b. Administration Succession Planning – we need to work on clear goals and have an understanding of readiness for internal candidates. The six administrative roles include Executive Director, Chief Operating Officer, and Level Principals. This could also include the Pre-K Director.

c. Board Development

- i. The Conflict of Interest policy was reviewed.
- ii. The Board Procedural Manual was reviewed.
- iii. Each board member recited and adopted the board Member Oath of Office.
- iv. Communication Pathways – Mrs. Drewlow will take point on responding to items addressed to the board; she will contact Mrs. McDuffee if she is unable to respond.
- v. We had a brief discussion about Board Officer Role Clarification; no issues were brought up.
- vi. Additional Training Resources – we covered options for all Board Members to stay informed and education about important topics.

VI. Facilities Master Planning

- a. We previewed the plan but will dig into this in a future meeting.

VII. Executive Summary

- a. Mrs. McDuffee made a motion to renew Mr. Klenjoski to a Class A 4-Year Term. Mrs. Coffee seconded the motion.

Discussion: None

Ayes: Mr. Sanchez, Mrs. Fransua, Mrs. Cofrades, Mrs. Drewlow

Nays: None

- b. Mrs. McDuffee made a motion to renew Mrs. Fransua to a Class B 2-Year Term. Mr. Klenjoski seconded the motion.

Discussion: None

Ayes: Mr. Sanchez, Mrs. Cofrades, Mrs. Drewlow, Mrs. Coffee

Nays: None

- c. Mrs. Drewlow made a motion to have Amy McDuffee step into the Class A 4-Year Term; this will be a fresh start on the 4-year term. Mr. Sanchez seconded the motion.

Discussion: None

Ayes: Mr. Klenjoski, Mrs. Cofrades, Mrs. Fransua, Mrs. Coffee

Nays: None

- d. Mrs. Drewlow made a motion to have Kristen Cofrades step into a Class B 2-Year Term. Mrs. McDuffee seconded the motion.

Discussion: None

Ayes: Mr. Klenjoski, Mrs. Fransua, Mrs. Coffee, Mr. Sanchez

Nays: None

VIII. Board Self-Scoring – Today’s meeting was both efficient and met expectations, so the score is 4.

IX. Adjourn Meeting

Mrs. Drewlow adjourned the meeting at 12:05 pm.

[Return to Agenda](#)



Prepare | Explore | Empower

## Executive Director Board Report – August 2023 Meeting

### **Strategic Initiatives Update**

*Expectation: Share information about ongoing implementation of initiatives in support of The Academy's 5-year Strategic Plan and other Board priorities.*

### Instruction & Culture

Principals presented their 2023-24 Annual Work Plans to the Board at the July Retreat. The Board will finalize the 2023-24 Data Dashboard at the August meeting. Students are currently in the process of completing baseline assessments to start the year. Principals will present on their beginning-of-year data as it pertains to the Bi-Annual Instruction & Culture Scorecard at the October Special Meeting.

### Admin Succession Plan

The goal is to develop an admin succession plan over the course of the fall semester. This plan will cover both unexpected, temporary coverage of vacancies and long term, strategic succession for the following positions:

- Executive Director
- Chief Operating Officer
- Pre-K Director
- Lower Elementary Principal
- Upper Elementary Principal
- Middle School Principal
- High School Principal

### Middle School Program

The Academy's Middle School has gotten the year off to a good start. The Middle School Team is fully staffed and fully enrolled with the longest wait list for new students of any level. The energy among staff is positive, and their emphasis over the first week has been on setting expectations, building relationships, and developing a strong overall culture. Like last year, they are starting the school year with a student survey intended measure student engagement and well-being as well as collect data that will be helpful for future culture building and student support efforts. They are also introducing a staff survey to be given quarterly that will name key supports for Middle School staff based on their input and collect ongoing feedback about how effectively those supports are being implemented. Lastly, preparations are underway for next month's 6<sup>th</sup> Grade and 8<sup>th</sup> Grade Outdoor Ed trips, which have been a high point of the year in the past.

## October Count

To start the 23-24 school year, our PK-12 enrollment currently sits at 1883 (1846 K-12). Historically, there is still a lot of movement on enrollment numbers through the month of September, including confirming students who were registered but never showed up, welcoming exchange students, and continuing to enroll new students from the wait list as openings arise. The 23-24 budget is based on 1885 (40 PK and 1845 K-12).

## **Facilities Master Plan Update**

*Expectation: Share information about ongoing implementation of the Facilities Master Plan.*

The final draft of the Facilities Master Plan was completed over the summer. The Futures Committee will meet one more time in the first half of September to review this completed draft and offer any final feedback. The Board will spend time during its September meeting reviewing everything and identifying any final tweaks needed before formally adopting the plan. At that point, discussions will begin about first steps to implement the plan in the summer of 2024 and beyond.

[Return to Agenda](#)



# Data Dashboard 2023-24

## Bi-Annual Instruction & Culture Scorecard

	Lower Elementary	Upper Elementary	Middle School	High School
Instruction	Reading	Reading	Reading	Reading
	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+
	<b>22-23 Year-End Actual</b> 65% Star SGP 50+	<b>22-23 Year-End Actual</b> 53.8% Star SGP 50+	<b>22-23 Year-End Actual</b> 42% CGP 50+	<b>22-23 Year-End Actual</b> 45% CGP 50+
	<b>23-24 Year-End Target</b> 68% Star SGP 50+	<b>23-24 Year-End Target</b> 56% Star SGP 50+	<b>23-24 Year-End Target</b> 45% CGP 50+	<b>23-24 Year-End Target</b> 50% CGP 50+
	Math	Math	Math	Math
	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 70% Star SGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+	<b>5-Year KPI</b> 65% MAP CGP 50+
	<b>22-23 Year-End Actual</b> 53% Star SGP 50+	<b>22-23 Year-End Actual</b> 60.8% Star SGP 50+	<b>22-23 Year-End Actual</b> 45% CGP 50+	<b>22-23 Year-End Actual</b> 36% CGP 50+
	<b>23-24 Year-End Target</b> 56% Star SGP 50+	<b>23-24 Year-End Target</b> 63% Star SGP 50+	<b>23-24 Year-End Target</b> 48% CGP 50+	<b>23-24 Year-End Target</b> 41% CGP 50+



<b>Culture</b>	<b>Student Experience</b>	<b>Student Experience</b>	<b>Student Experience</b>	<b>Student Experience</b>
	<p style="text-align: center;"><b><u>5-Year KPI</u></b> 4 Units Per Year</p> <p><b><u>22-23 Year-End Actual</u></b> PBL Units, Inquiry Projects, Art Show, Computer Projects</p> <p><b><u>23-24 Year-End Target</u></b> Kinder – 1 Unit 1<sup>st</sup> – 2 Units 2<sup>nd</sup> – 3 Units</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> 4 Units Per Year</p> <p><b><u>22-23 Year-End Actual</u></b> STEAM night, Rome Day, Colorado Day, Owl Pellet Dissection Day, State Floats Parade, etc.</p> <p><b><u>23-24 Year-End Target</u></b> 2 Units Complete in All Grades w/ Accompanying Culminating Experiences</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Student Belonging</p> <p><b><u>22-23 Year-End Actual</u></b> 4.61 Belonging 4.48 Value</p> <p><b><u>23-24 Year-End Target</u></b> 85% Belonging</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Hone Academic Skills Along w/ Intrapersonal, Social, and Leadership Skills</p> <p><b><u>22-23 Year-End Actual</u></b> Developed ID Tool, Data Protocols, &amp; Tier 1 Practices</p> <p><b><u>23-24 Year-End Target</u></b> 50% of Students Will Attend an Activity</p>
	<b>Personal Leadership Development</b>	<b>Personal Leadership Development</b>	<b>Personal Leadership Development</b>	<b>Personal Leadership Development</b>
	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>22-23 Year-End Actual</u></b> Curriculum Completed, Leadership Notebooks, Conferences, Student-Led Awards</p> <p><b><u>23-24 Year-End Target</u></b> Maintain Practices &amp; Deepen Participation</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Complete Curriculum &amp; Leadership Notebooks</p> <p><b><u>22-23 Year-End Actual</u></b> Proactive Corners &amp; Circles, Wildcat Weekly News, Student-Led Awards</p> <p><b><u>23-24 Year-End Target</u></b> Maintain Practices &amp; Deepen Participation</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Meaningful Contributions to the Community</p> <p><b><u>22-23 Year-End Actual</u></b> Form Updates, Staff Training, Updated Reflection Process, Increased Mediation Invites</p> <p><b><u>23-24 Year-End Target</u></b> 83% Contribute</p>	<p style="text-align: center;"><b><u>5-Year KPI</u></b> Implement High Quality Advisory Structure</p> <p><b><u>22-23 Year-End Actual</u></b> Student Council, ID Students in Need, Visible Leadership</p> <p><b><u>23-24 Year-End Target</u></b> 6% of Students Trained in Sources of Strength</p>



## Data Dashboard 2023-24

### Bi-Annual Finance & Operations Scorecard

	Staff Compensation	Staff Demographics	Financial Compliance	Long-Term Planning
<b>Finance</b>	<p style="color: green;"><b>Average Teacher Pay Increase of at Least \$1500 Annually</b> <small>(2021-2026)</small></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices <i>(\$7,664 average in 22/23)</i> <a href="#">See New Salary Schedule</a></p> <p style="color: green;"><b>Provide Annual Pay Increases for Returning Support Staff of at Least 2.5%</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices <i>(5% minimum in 22/23)</i></p>	<p style="color: green;"><b>Pursue Hiring Practices Aimed at Recruiting a Staff Population That More Closely Resembles Student Demographics</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices</p>	<p style="color: green;"><b>Financial Transparency Act Requirements Met</b> <a href="#">Click here for details</a></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices</p> <p style="color: green;"><b>3% TABOR Fully Funded</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices</p> <p style="color: green;"><b>Cash on Hand Requirements Met</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices</p>	<p style="color: green;"><b>Complete Annual Review of Facilities Costs</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices w/ Eye on Informing Facilities Master Plan</p> <p style="color: green;"><b>Complete Twice Annual Facilities Update Report</b></p> <p style="color: green;"><b><u>23-24 Target</u></b> Maintain Practices w/ Eye on Informing Facilities Master Plan</p>

Operations	Student Enrollment	Student Demographics	Customer Satisfaction	Feedback Pathways
	<p><b>Meet or Exceed Annual Enrollment Target of 1875 Students PK-12</b></p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>	<p>Pursue Marketing &amp; Enrollment Practices Aimed at Recruiting A Student Population That More Closely Resembles Local Demographics</p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>	<p><b>Customer Satisfaction Rating of at Least 4.5 In All Areas of Operational Support</b></p> <p><b><u>23-24 Target</u></b> Maintain Practices (4.56 achieved in 22/23)</p>	<p><b>Provide Formal &amp; Informal Opportunities for Customers to Share Feedback</b></p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>
Governance	Tracking Strategic Initiatives	Board Self-Evaluation	Board Representation	Board Succession Plan
	<p><b>Develop &amp; Track A Bi-Annual Scorecard to Monitor Strategic Initiatives</b></p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>	<p><b>Complete Annual Board Self-Evaluation &amp; Set Related Goals for Improvement</b></p> <p><b><u>23-24 Target</u></b> Maintain Practices &amp; Consider Updating Self-Evaluation Tool</p>	<p>Recruit Board Membership That Better Reflects the Demographics of the Overall School Community</p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>	<p>Develop &amp; Maintain A Rolling Three-Year Succession Plan</p> <p><b><u>23-24 Target</u></b> Maintain Practices</p>

[Return to Agenda](#)