

LINCOLN ACADEMY CHARTER SCHOOL

A Jefferson County Public Charter School

Board Policy

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1.0 Ends

1.1 Global Ends Policy

Vision: Our vision is to prepare all students for their future endeavors by providing a comprehensive education based upon the Core Knowledge Sequence®.

Core Values: Respect, Honesty, Integrity, Excellence, Perseverance and Teamwork.

Mission: The mission of Lincoln Academy is to help students attain their highest social and academic potential through a rigorous, content-rich educational program in a safe, orderly, and caring environment.

Lincoln Academy staff and administration will strive to achieve the following goals for each student:

1.1.1 Proficiency (as measured by Jefferson County School District Standards)

- (1) By the end of the primary level, students will demonstrate proficiency on the District's K-3 math and language arts standards.
- (2) By the end of the intermediate level, students will demonstrate proficiency on the District's 4-5 standards.
- (3) By the end of the intermediate level, students will demonstrate proficiency on the District's 6-8 standards.
- (4) Students will demonstrate at least one level's growth per year as measured by the benchmarks based on District Standards.

1.1.2 Academic Skills

Each student will:

- (1) Develop communication skills in the areas of listening, speaking, reading and writing.
- (2) Develop a grade appropriate knowledge of mathematics and the sciences.
- (3) Develop an appreciation and knowledge of world and American history and our country's heritage.
- (4) Develop an appreciation of his/her physical environment.
- (5) Develop good study habits.
- (6) Achieve his/her full learning potential.
- (7) Hold high expectations for the quality of their own work.
- (8) Attend school regularly and arrive on time.

1.1.3 Physical Skills

Each student will:

- (1) Develop coordination skills.
- (2) Develop an appreciation of sports through observation and participation.
- (3) Develop safety awareness.
- (4) Artistic Skills

1.1.4 Artistic Skills

Each student will:

- (1) Develop an awareness of and appreciation for nature.
- (2) Develop an understanding and enjoyment of art and its materials.
- (3) Develop a knowledge and enjoyment of a variety of musical expressions.
- (4) Enjoy creative expression through drama, musicals and visual arts.
- (5) Enjoy and participate in artistic experiences in the community.

1.1.5 Emotional/Social Skills

Each student will:

- (1) Be assisted in developing a good self-image.
- (2) Develop an appreciation, compassion and respect for others.
- (3) Experience success in group participation as a leader and follower.
- (4) Develop self-control and responsibility as a way of life.
- (5) Develop the ability to meet change, uncertainty and complexity with confidence.
- (6) Prepare for intelligent, responsible citizenship.

2.0 EXECUTIVE LIMITATIONS (MEANS)

2.1 Global Executive Limitations Policy

The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent or in violation of commonly accepted ethics or Lincoln Academy policy (or District policy, if no applicable school policy exists).

2.1.1 Treatment of Parents

With respect to interactions with parents, the Executive Director shall not cause or allow conditions, procedures or decisions that are undignified, disrespectful, and unnecessarily intrusive or that fail to provide appropriate confidentiality, privacy or information.

Accordingly, the Executive Director shall not:

- (1) Fail to inform and educate parents and prospective parents about the school policies and procedures.
- (2) Fail to establish with parents what may be expected and what may not be expected from the programs offered.
- (3) Fail to implement a means of informing parents of their students' levels of proficiency, progress and expectations with respect to District Standards.
- (4) Elicit information for which there is no reasonable need.
- (5) Use methods of collecting, reviewing, transmitting or storing student/personnel information that fails to protect against confidentiality and improper access to the material elicited.
- (6) Discriminate against or fail to constructively respond to any parents.
- (7) Fail to operate within the guidelines of the Grievance Procedure as stated in the Parent/Student Handbook.
- (8) Fail to post the proposed school calendar or any proposed calendar change for student contact days at least 30 days prior to approval.

2.1.2 Treatment of Students

With respect to interactions with students, the Executive Director shall not cause or allow conditions, procedures or decisions that are unsafe, disrespectful, undignified, and unnecessarily intrusive or that fail to provide appropriate confidentiality, privacy or otherwise detract from a safe and orderly school environment.

Accordingly, the Executive Director shall not:

1. Fail to operate within the guidelines of the Discipline Policy that is based on the District Code of Conduct and the Discipline Policy and Procedures as stated in the Parent/Student Handbook.
2. Allow students to violate the Discipline Policy and Procedures without experiencing an appropriate consequence.
3. Fail to inform and educate students, and prospective students, about the school policies and procedures.
4. Fail to encourage students as they develop the academic skills, passion and responsibility for learning.
5. Discriminate against or fail to constructively respond to any student.

2.1.3 Treatment of Staff

With respect to the treatment of paid and volunteer staff, the Executive Director, so long as consistent with at-will employment, may not cause or allow conditions that are illegal or that fail to treat staff with dignity, respect and professionalism or that fail to provide appropriate confidentiality, privacy or information.

Accordingly, the Executive Director shall not:

- (1) Fail to continuously inform and educate staff, and prospective staff, about the policies and procedures and appropriate elements of the Charter School Contract.
- (2) Fail to operate within written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions such as nepotism and grossly preferential or biased treatment of personnel concerns.
- (3) Discriminate against or fail to constructively respond to any staff member.
- (4) Prevent staff from grieving to the Board in accordance with the School Grievance Procedure.
- (5) Evaluate staff in ways that are not consistent with the Board's adopted Ends Policies.
- (6) Fail to provide the support and encouragement to staff as they work with students in their pursuit of acquiring the academic skills, passion and responsibility for learning.

2.1.4 Implementation of the Education Program

With respect to the education program of the school, the Executive Director shall not cause or allow deviation from the Board's Ends Policies.

Accordingly, the Executive Director shall not:

- (1) Deviate from the established curriculum implementing the Core Knowledge Sequence[®], the synthetic, systematic phonics program (Open Court) and the incremental math program (Saxon Math).
- (2) Allow staff to address the Ends Policies in ways that deviate materially from school policies and procedures.
- (3) Allow the purchasing or utilization of materials that are not aligned with the Ends Policies and the school policies and procedures.
- (4) Fail to hold staff accountable for assessing, tracking and regularly reporting to parents, the individual capabilities of students and their progress on the school's benchmarks in accordance with the Academic

Skills Ends Policy.

- (5) Fail to facilitate teacher conferences with individual students on a consistent basis.
- (6) Fail to ensure academic skill acquisition and passion for learning.
- (7) Fail to ensure staffings on appropriate students.
- (8) Fail to ensure quality work from students and staff.
- (9) Fail to inform and seek approval from the Board for substantive instructional changes.

2.1.5 Organizational Health and Viability

With respect to the organizational health and viability of the school, the Executive Director shall not cause or allow conditions that will jeopardize the existence or renewal of the charter with the School District.

Accordingly, the Executive Director shall not:

- (1) Allow excessive student and staff attrition.
- (2) Fail to implement responsible efforts for staff and student recruitment.

2.1.6 Financial Planning and Budgeting

Financial planning for any fiscal year, or the remaining part of any fiscal year, shall not deviate materially from the Board's Ends Policies, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the Executive Director shall not allow:

- (1) Budgeting that contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumptions.
- (2) Budgeting that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period or saved from previous years and approved for expenditure by the Board.
- (3) Budgeting that is in violation of applicable law including the TABOR Amendment and the contract with the School District.
- (4) Budgeting that is in violation of financing agreements and any other relevant contracts.
- (5) Budgeting that is not based on reasonable assumptions.

2.1.7 Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not operate outside of the budget or cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the Board's Ends Policies.

Accordingly, the Executive Director shall not:

- (1) Allow purchases that are inconsistent with Ends Policies and school policies and procedures.
- (2) Expend more than \$5000.00 on a non-budgeted item without prior Board approval.
- (3) Expend more funds than are available and within budget.
- (4) Indebt the organization in an amount greater than can be repaid by certain otherwise unencumbered revenues within sixty days.
- (5) Borrow money without prior Board approval.
- (6) Use any long-term reserves without Board approval.
- (7) Conduct inter-fund shifting in the expenditure portion of the budget.

- (8) Fail to settle payroll and debts in a timely manner and according to applicable law.
- (9) Allow tax payments, or other government ordered payments or filings, to be overdue or inaccurately filed.
- (10) Acquire, encumber or dispose of real property.
- (11) Fail to aggressively pursue receivables after a reasonable grace period.

2.1.8 Emergency Executive Director Succession

In order to protect the Board from the sudden loss of Executive Director services, the Executive Director shall have no fewer than one other individual familiar with Board and Executive Director issues and processes and must inform the Board of the identity of his/her potential successor.

2.1.9 Asset Protection

The Executive Director shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Executive Director shall not:

- (1) Fail to ensure against theft and casualty losses to at least 100% of replacement value or otherwise required by applicable contracts and against liability losses and errors and omissions losses to Board members, staff and the organization itself in an amount greater than the average for comparable organizations.
- (2) Allow unbonded personnel access to material amounts of funds.
- (3) Subject building and equipment to improper wear and tear or insufficient maintenance.
- (4) Unnecessarily expose the organization, its Board or staff to claims of liability.
- (5) Fail to implement a system that ensures all purchases are consistent with the Ends Policies and school policies and procedures and are monitored in a coordinated and prudent manner.
- (6) Fail to protect intellectual property, information and files from loss or significant damage.
- (7) Receive, process or disburse funds under controls that are insufficient to meet the Board appointed auditor's standards.
- (8) Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AAA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions or as otherwise required by applicable contracts.
- (9) Endanger the school's public image or credibility, particularly in ways that would hinder the accomplishment of the Ends Policies.

2.1.10 Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow conditions that are illegal or that jeopardize fiscal integrity or public image.

Accordingly, the Executive Director shall not:

- (1) Change his/her own compensation and/or benefits.
- (2) Promise or imply permanent or guaranteed employment or otherwise alter the at-will employment relationship with staff.
- (3) Fail to operate within the Board approved compensation and benefits plans.

(4) Pay employees or provide benefits that are contrary to State and/or Federal law.

2.1.11 Communication and Support to the Board

The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Executive Director shall not:

- (1) Neglect to submit monitoring data required by the Board (see policy Monitoring Executive Director Performance) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- (2) Let the Board be unaware of relevant trends, potential lawsuits, anticipated adverse media coverage, material external and internal changes, particularly changes and/or anticipated changes in staff and in the assumption/values upon which any Board policy has previously been established.
- (3) Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Executive Director Linkage, particularly in case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director.
- (4) Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
- (5) Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation and other significant information.
- (6) Fail to provide a mechanism for official Board, officer or committee communications.
- (7) Fail to deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.
- (8) Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
- (9) Present any issue to the District Board of Education or other outside agencies without receiving prior approval from the Board.
- (10) Fail to maintain a positive, professional and constructive working relationship with the Board.

2.1.12 Ends Focus of Grants or Contracts

The Executive Director may not enter into any grant or contract arrangements that fail to facilitate the accomplishment of Board stated Ends and avoidance of Board prescribed Means (Executive Limitations).

Accordingly, the Executive Director shall not:

- (1) Allow grant funds to be used contrary to the grant's terms and monetary limitation or in imprudent, unlawful or unethical ways.
- (2) Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

3.0 BOARD/EXECUTIVE DIRECTOR LINKAGE

3.1 Global Board/Executive Director Linkage Policy

The Board's sole official connection to the operating organization, its achievement and conduct will be through the Executive Director.

3.1.1 Unity of Control

Only decisions of the Board acting as a body are binding on the Executive Director.

Accordingly,

- (1) Decisions or instructions of individual Board members, officers or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.
- (2) In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.

3.1.2 Accountability of the Executive Director

The Executive Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly,

- (1) The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
- (2) The Board will refrain from directly evaluating staff other than the Executive Director. The Executive Director will be responsible for staff evaluation.
- (3) The Board will view the Executive Director's performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board prescribed means (Executive Limitations) will be viewed as successful Executive Director performance ("Executive Director Evaluation").
- (4) Annually, the Board and the Executive Director will agree on goals with respect to the Ends and Executive Limitations (Means) policies. Accomplishments of the goals will also be viewed as successful Executive Director performance (school improvement plans, etc.).

3.1.3 Delegation to the Executive Director

The Board will instruct the Executive Director through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided (Executive Limitations).

Accordingly,

- (1) The Board will operate within the policies instructing the Executive Director to achieve certain results for our families. These policies are stated from the broadest, most general level to more defined levels and are called Ends Policies.
- (2) The Board will operate within policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies are stated from the broadest, most general level to more defined levels, and they are called Executive Limitations Policies.
- (3) The Executive Director is authorized to establish further policies, make decisions, take actions, establish practices and develop activities which adhere to and support the Board's Ends and Executive Limitations Policies.
- (4) The Board may change its Ends and Executive Limitations policies at any time; however, changes will not be retroactive.

3.1.4 Monitoring the Executive Director’s Performance

Systematic and rigorous monitoring of the Executive Director’s job performance will be solely based on the accomplishment of Board stated Ends and avoidance of Board prescribed means.

Accordingly,

- (1) Monitoring is simply to determine the degree to which Board policies are being met. Data that do not deal with Board policies will not be considered to be monitoring data.
- (2) The Board will acquire monitoring data by one or more of the three methods: a) by internal report, in which the Executive Director discloses compliance information to the Board, b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies and c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- (3) In every case, the standard for compliance shall be a mutually agreeable interpretation of the Board policy or Executive Director goal being monitored.
- (4) All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method. The formal evaluation will depend on the following routine schedule.

Policy	Method	Frequency
ENDS		
Academic Skills (CMAS)	Internal	Annually (September)
(READ Plan, 504, ALP, IEP)		Annually (June)
(MAP data)		Bi-Annually (June, January)
(Uniform Improvement Plan)		Annually (September)
Parent Survey	Internal	Annually (May)
EXECUTIVE LIMITATIONS (MEANS)		
Treatment of Parents & Students	Internal	Annually
(Annual Parent Survey,)		Annually (December)
(Discipline Referrals/Suspension data)		Annually (December)
Treatment of Staff	Internal	Annually (March)
(Staff Surveys)		Annually (March)
Implementation of the Core Knowledge	Internal	Annually (June)
Sequence		Annually (June)
Organizational Health and Viability	Internal	Monthly
(Executive Director’s Report)		Monthly
(Staff Attrition and Recruitment)		Annually (August)
(Student Enrollment)		Bi-Annually (January, October)
Financial Planning and Budgeting	Internal	Bi-Annually
Financial Condition and Activities	Internal	Quarterly
(Budget Committee)		Quarterly
Emergency Executive Director Succession	Internal	Annually (August)
Asset Protection	Internal	Annually (March)
(Insurance)		Annually (March)
Compensation and Benefits	Internal	Annually (May)
Communication and Support to the Board	Internal	Monthly

(Executive Director's Report)		
Ends Focus of Grants or Contracts	Internal	Annually (June)

4.0 BOARD PROCESS

4.1 Global Governance Process Policy

The purpose of the Board is to ensure compliance with the School Charter, Mission Statement and other governing documents.

4.1.1 Governing Style

The Board will govern with an emphasis on 1) outward vision rather than internal preoccupation, 2) encouragement of diversity in viewpoints, 3) strategic leadership more than administrative detail, 4) clear distinction of Board and Executive Director roles, 5) collective rather than individual decisions, 6) future rather than past or present, and 7) pro-activity rather than reactivity.

- (1) The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- (2) The Board will establish and monitor carefully written Board policies reflecting the Board's values and perspectives about Ends to be achieved and Means to be avoided. The Board's major policy focus will be on the intended long-term results, and the relationship between results and the programmatic means.
- (3) The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's Governance Process and periodic Board discussion of process improvement.
- (4) The Board will monitor and discuss the Board's process and performance annually. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Executive Director Linkage categories.

4.1.2 Board Job Description

The Board is committed to the accomplishment of Board-stated Ends (Goals) and avoidance of Board-prescribed Means (Executive Limitations).

- (1) The Board will operate consistently with respect to the School Charter and other applicable contract and law.
- (2) The Board will adopt a Grievance Policy which will ensure timely and appropriate response to matters presented to the Board.
- (3) The Board will adopt, monitor, and evaluate a strategic plan which is focused on Ends, future oriented and consistent with the philosophy, mission vision and values of the school.
- (4) The Board will establish, monitor and evaluate written Board policies:

- Monitor and evaluate the Executive Director (Board/Executive Director Linkage)
- Financial Planning and Budgeting (Executive Limitations/Means)
- Staff issues – hiring, firing, compensation, grievances (Executive Limitations and Governance Process)
- Legal compliance (Executive Limitations/Means)
- School community issues – communication, advocacy, grievances (Executive Limitations/Means and Governance Process)
- Board’s role (Governance Process)

(5) The Board will evaluate school success, Board process and compliance with the Code of Conduct.

4.1.3 Code of Conduct

The Board commits itself and its members to ethical, business-like and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

- (1) I will serve the children, staff and parents of the school in accordance with the Charter, Contract, Bylaws, Policy Governance and any other governing documents approved by the Board.
- (2) I will listen, speak my mind and share all relevant information with the Board.
- (3) I will respect the opinions of others.
- (4) I will make decisions based on what is best for the children and school as a whole.
- (5) I will be aware of the implications of my role and how it affects my relationships with other school community members.
- (6) I will vote for an Executive Session of the Board if the situation requires it, but I will consider secret sessions of Board members unethical.
- (7) I will not use the school or any part of the school program for my own economic advantage or for the advantage of my friends.
- (8) I will, prior to any deliberation on a topic with which I have a conflict of interest, disclose the conflict of interest and physically leave the deliberation room without comment and not return until the discussion has ended or a vote has been taken on the issue in which I have a conflict of interest.
- (9) I will not attempt to exercise my Board authority over the school or speak for the Board except to repeat explicitly stated Board decisions.
- (10) I will make no disparaging remarks, in or out of Board meetings, about other members of the Board or members of the school community.
- (11) I will express my honest and most thoughtful opinions frankly, in Board meetings, in an effort to have all decisions made for the best interest of the children and the school.
- (12) I will encourage all members of the Board to participate fully in Board action.
- (13) I will abide by and support majority decisions of the Board.
- (14) I will not discuss the confidential business of the Board outside of Board meetings.
- (15) I will not conduct Board business outside of Board meetings.
- (16) I will not individually judge the Executive Directors’ or staff performance.
- (17) I will carefully read all information and ask critical questions so that I am fully informed about issues facing the Board.
- (18) I will not make decisions without a careful examination of all sides of issues.

4.1.4 Board Elections

(1) In March of each year, the Board will vote on the following in preparation for the April election:

- Dates for the upcoming election. Per the Bylaws, the election will take place after the April meeting and last for a minimum of four school (student contact) days).
- Number of open seats
- Membership of election committee – Membership should consist of the following:
 - One board member who is not up for election
 - Minimum of two eligible voters
 - One staff member as appointed by the Executive Director
- Refer any item to the community for a vote per Bylaw Section 5.3.

(2) The community will be notified of the upcoming election and given an opportunity to apply for the open positions. Applications must be received by 5 PM five days prior to the April board meeting.

(3) Candidates will be given the opportunity to speak at the April board meeting.

(4) The school office will provide a list of email addresses of eligible voters.

- Eligible voters are determined by Article 5.4 of the Bylaws.

(5) Balloting will be done by an electronic form. The form will contain the following:

- The number of open seats
- Names of the candidates in alphabetic order by last name
- Email address – used to verify eligibility of voters.
 - If possible, email addresses will be validated automatically and only valid votes will be submitted to the election committee.

(6) Each eligible voter may vote for one candidate for each board member position up for election. No votes will be counted from any ballot containing more votes than available seats.

(7) The election committee will gather to count the votes. Candidates with the most votes will be elected members of the board. Winners will be notified by the committee and official results will be announced at the May board meeting. Results will be recorded in the minutes and ballots will be destroyed 90 days after the election.

(8) Newly elected board members will be expected to attend the May board meeting where officers will be elected during the first meeting of the board. Official terms start on June 1st.

4.1.5 Board Meeting Procedures

Board meetings will be conducted in a predictable manner that will be communicated to the school community. Please reference Article VI of the Bylaws for additional procedures and rules.

(1) The Board President will set the agenda for the meeting. The agenda will include items from the previous meeting, monitoring data, information and business items.

(2) Board members will receive packets of information items, monitoring reports and the agenda using the schedule in *Board Meeting Deadlines*.

(3) The agenda will be posted 48 hours before the meeting in the Administration Office in accordance with open meeting laws.

- (4) All Board meetings are open to the public except that, upon a vote of a majority of the members present, an Executive Session may be held in accordance with open meeting laws.
- (5) Any member of the school community will be given the opportunity to address the Board during the Public Comment item on the agenda. Persons wishing to address the Board on agenda items may do so at this time or when those items are being considered. There will be a time limit of 5 minutes per person for public comment. When there is a large number of speakers to be heard, the Board may shorten this time.
- (6) All voting at any meeting shall be by roll call. The names of the members shall be called alphabetically, and each member present shall orally vote “Aye” or “No” upon each question unless excused from voting by the board for good cause. Election of the president and vice-president may be by secret ballot.

4.1.6 President’s Role

The President assures the integrity and fulfillment of the Board’s process and occasionally represents the Board to outside parties.

- (1) The President is charged with assuring that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
 - a. Discussion content during meetings will only pertain to issues that, according to Board Policy, clearly belong to the Board to decide, not the Executive Director.
 - b. Deliberation will be fair, open and thorough but also timely, orderly and to the point.
- (2) The President is authorized to use any reasonable interpretation of the provisions within the Board’s Governance Process and Board-Executive Director Linkage policies.
 - c. The President is empowered to chair Board meetings with all the commonly accepted power of that position (for example, ruling and recognizing).
 - d. The President has no authority to make decisions about policies created by the Board within the Ends and Executive Limitations (Means) policy areas. Therefore, the President has no authority to supervise or direct the Executive Director.
 - e. The President may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations that are delegated to him.
 - f. The President may delegate authority but remains accountable for its use.

4.1.7 Board Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board’s job and so as never to interfere with delegation from the Board to the Executive Director.

- (1) Board committees are to help the Board do its job. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board’s broader focus, Board committees will normally not have dealings with current staff operations.
- (2) Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully written in order not to conflict with authority delegated to the Executive Director.
- (3) Board committees cannot exercise authority over staff. Because the Executive Director works for the Board, the Executive Director will not be required to obtain approval from a committee of the Board before an Executive action.

- (4) Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
- (5) Committees will be used where appropriate.
- (6) This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Executive Director.

4.1.8 Board Committee Structure

The structure of the committees will facilitate their effectiveness.

- (1) Each Board committee will explicitly state its goal(s).
- (2) Each Board committee will explicitly state its actions.
- (3) Each Board committee will make regular reports to the Board.

4.1.9 Board Meeting Deadlines

Item	Sent to Board Members	Posted on Website
Agenda	168 hours prior to meeting (7 days)	48 hours prior to meeting (2 days)
Committee Reports	168 hours prior to meeting (7 days)	48 hours prior to meeting (2 days)
Prior Meeting Minutes	168 hours prior to regular meeting (7 days)	10 days after approved†
Pre-Written Motions	72 hours prior to meeting (3 days)	48 hours prior to meeting

† Required by state law CRS 22-32-108 (5)(d)

Item	Sent to Evaluator	Sent to Board Members
Executive Director Evaluation (President)	120 hours prior to evaluation (5 days)	72 hours prior to evaluation (3 days)
Board Evaluation (Governance Chair)	120 hours prior to evaluation (5 days)	72 hours prior to evaluation (3 days)

4.1.10 Minimum Number of Board Members

The By-laws govern the maximum and minimum number of board members.

The Board shall have a maximum of ten members with a minimum of 6 members.

By policy, the minimum number of Board members will be six voting board members. This minimum will not include ex-officio members.

4.2 Conflicting Transaction Policy

Conflicting Interest Transaction is defined by state law governing non-profit corporations and their board members.

A conflicting interest transaction is defined in C.R.S. §7-128-501(1) as “A contract, transaction, or other financial relationship between a nonprofit corporation and a director of the nonprofit corporation, or between the nonprofit corporation and a party related to a director, or between the nonprofit corporation and an entity in which a director of the nonprofit corporation is a director or officer or has a financial interest.”

A party related to a director is defined in §C.R.S. 7-128-501(5) “a "party related to a director" shall mean a spouse, a descendent, an ancestor, a sibling, the spouse or descendent of a sibling, an estate or trust in which the director or a party related to a director has a beneficial interest, or an entity in which a party related to a director is a director, officer, or has a financial interest.”

4.2.1 Situations Affecting Board Member Impartiality

- (1) Under state law, it is not considered a conflict of interest to be a board member and have an immediate family member employed by the corporation (school) if the relationship is disclosed. Lack of partiality may arise under certain circumstances involving the related party’s employment issues.
- (2) Parents of students may be perceived to have a conflict of interest when an issue involves their child and another staff, student, or community member of the school.
- (3) In the above instances, another board member may raise the facts of why they believe another board member may not be able to be unbiased. This may be part of the consideration of the issue; or alternatively the raising board member may make a motion that, upon passage, the board member recuse himself or herself from a vote on that particular matter.

4.2.2 Board Member Recusal

To avoid appearances of conflict, a board member shall disclose the relationship, and shall recuse themselves from discussion and/or voting on the matter (as specified in the Board Code of Conduct) in the following situations:

- (1) A bonus or raise is being considered for a group of staff less than all employees that includes a party related to the director.
- (2) A grievance is filed with the Board by a party related to the director.
- (3) Any contract is being voted on for approval by the board of directors with a party related to the director, as defined by statute.

4.2.3 No Recusal Required

A board member is not required to recuse themselves in the following situations:

- (1) Staff compensation tables are being discussed that affect all staff or a subset of staff that does not include the immediate family relation.
- (2) Approval of the budget.

5.0 BUSINESS PROCEDURES

5.1 Open Meetings and Record Compliance

5.1.1 Records Retention Policy

Lincoln Academy intends to follow the Jefferson County School District policy intent regarding record retention, as described in Title: Records Retention and Open Records Requests (Section K, Code KBD), found on the JeffCo Public Schools Website at this [link](#) or by searching their policy documents.

(1) Former Board Member Document Retention

- For purposes of open records compliance, any former board members email, and personal

documents will be retained for one month after the end of their term, resignation, or removal from office. After one month, their data will be deleted.

5.1.2 Open Meeting Compliance

(1) Meeting recordings will be posted online for a minimum of 90 days.

5.2 Colorado Open Records Requests Lincoln Academy Charter School

Procedures for Making and Responding to Records Requests submitted to Lincoln Academy Charter School under the Colorado Open Records Act (CORA)

- (1) These procedures apply to all requests, submitted pursuant to C.R.S. *et seq.*, to inspect public records in the custody or control of Lincoln Academy (LA). Those requests must be submitted in accordance with the procedures of LA.
- (2) All requests to inspect public records must be submitted in writing to the official custodian. For the purposes of these procedures, the LA Board Secretary shall serve as the Custodian of Records. Request made to any person other than the proper custodian will not be accepted.
- (3) Requests may be mailed or sent via facsimile. If a request is sent via e-mail to anyone other than the custodian (as indicated in paragraph 2 and 11), it will not be considered as received by LACS and the statutory time for response to the request will not begin until a confirmation has been sent by the custodian.

***Note:** The reason for this rule is, due to spam filters and inactive or incorrect e-mail accounts, LACS cannot guarantee that the custodian has received an electronic mail request.

- (4) All requests for records **must** be specific as to the records sought and the relevant dates. Requests for correspondence must identify the parties to the correspondence. For any request that is vague or broadly stated, the custodian may require the requestor to provide a more specific request.
- (5) The custodian is not required by the Open Records Act to construct or create a record that does not exist.
- (6) Time for response to records requests shall be as follows:
 - The normal time for production shall be three working days, beginning on the first business day **after** the request is received.
 - Such period may be extended upon determination by the custodian that extenuating circumstances exist. Such period of extension shall not normally exceed **seven** working days. The requestor shall be notified of the extension within the three-day period.
 - Time periods for requests received on a weekend, outside of regular LA business hours or holidays will be calculated be deemed to have been received on the next LA business day. All time periods are calculated without including the date on which the custodian receives or is deemed to have received the request.
- (7) Requests to inspect records and/or documents will not take priority over the regular work activities of LACS employees.
- (8) Charges for copies of requested records shall be as follows:
 - If more than one hour of staff time will be required to respond to the request for records, such staff time in excess of one hour shall be charged to the person seeking access at the rate of \$20 per hour, to be paid prior to inspection of the records.

- Copies may be furnished upon request and within a reasonable time at a cost not to exceed \$.25 per page. If an electronic file is requested, the requestor will be charged a fee for the cost of the compact disc (CD). This fee must be paid in advance.
- At the custodian’s prerogative, in lieu of the fee set forth in paragraph 8a and 8b, the requestor may be charged a reasonable retrieval fee based on the *actual* cost of responding, including employee time, or gathering, preparing, and copying requested documents.
- If records are readily available, the fee may be waived or the fee may be a lesser amount per page for copies.

(9) The custodian will provide the requestor with an estimate of the cost of responding and will require full payment prior to completing work associated with the request. If the requestor wishes to proceed upon receiving an estimate, he or she must respond in writing and submit payment by cash or check. By responding in writing, the requestor agrees to pay all fees associated with responding to the request. The time between the date of the custodian’s estimate and the receipt by the custodian of a written request to proceed will not be counted against the time period set forth above.

(10) If the requestor wishes to inspect available records in advance of receiving copies, such inspection shall be by appointment only during ordinary working hours. Such inspection must be supervised by a District representative and the requestor may be charged for employee time associated with such inspection.

(11) Open records requests can be mailed or faxed to:

Board Secretary – Open Records Request
 7180 Oak St.
 Arvada, CO 80004
 Fax: 303-467-5367

Or send an email to the Board Secretary (as listed on our website) with your request.

5.3 Fundraising Policy

To facilitate coordination of fundraising at Lincoln Academy, all fundraisers should be approved and placed into the calendar by the school administration as delegated by the executive director. The Board also establishes the following key points:

- No fundraising is mandatory for any student a Lincoln Academy.
- We must avoid solicitation of Lincoln families for fundraisers that do not serve Lincoln’s educational mission.

6.0 School and Community Relations

6.1 Lincoln Academy Parent Conflict Resolution Policy

6.1.1 Purpose: Lincoln Academy

Lincoln Academy strongly believes that the most effective course for parents or guardians (“parents”) to address teacher or administration concerns is directly with the party or parties involved. Parents are strongly encouraged to work individually with their children’s teachers to address concerns. This supports Lincoln Academy’s goal of modeling respect and collaboration. Lincoln Academy also recognizes that in some instances, parents may have unsuccessfully endeavored to resolve their concern or feel unable to speak to the relevant party or parties. At that point, they may elect to file a formal grievance. In addition, concerns

regarding the curriculum should also follow this conflict resolution policy.

6.1.2 Scope

This policy refers to every parent of a Lincoln Academy student, including those employed by Lincoln Academy and those serving on the Lincoln Academy Board of Directors. For employees of Lincoln Academy who have workplace concerns, please refer to the Employee Grievance Policy.

Lincoln Academy employees or board members who have a parent concern are strongly encouraged to have another family member address any concerns with the relevant party or parties. While not required, it helps keep their Lincoln Academy and parental roles distinct and may prevent the appearance of interference.

6.1.3 Goals

Lincoln Academy's goals regarding this Parent Conflict Resolution Policy are as follows:

- Maintain a formal grievance procedure that parents may pursue when other avenues have been exhausted
- Communicate the procedure so that it is received and understood by all parents
- Treat all parents who file formal grievances equitably
- Preserve confidentiality when possible
- Ensure that all grievances are addressed and resolution reached whenever possible
- Maintain accurate and complete records of all formal grievances
- Respect the anti-retaliation policy anytime a grievance is filed

6.1.4 Definition

Parents may occasionally have a complaint, problem, or concern regarding their children's education or learning at Lincoln Academy. These are best addressed with the teacher or staff directly involved. Lincoln Academy defines a grievance as a more formal process where the complaint, problem or concern is escalated. A grievance may be directed to the Principal after working with the teacher or staff directly involved. If resolution is still not reached with the Principal, the Parent may go to the Executive Director.

Parents may file formal grievances for any of the following reasons:

- Concerns regarding inappropriate behavior at school
- Health and safety matters
- Academic concerns

While this list is not exhaustive, Lincoln Academy stresses that all parents are encouraged to resolve concerns directly and informally before they resort to a formal grievance.

6.1.5 Filing a formal grievance

Parents who wish to file a formal grievance should contact their child's Principal and escalate to the Executive Director only if resolution is not reached with the Principal.

6.1.6 Formal grievance process expectations:

Employees who face allegations from a parent's formal grievance can expect the following:

- To receive a copy of the allegations against them

- The opportunity to respond to the allegations against them within a period of 15 calendar days after receipt of the allegations
- A thorough review of the allegations against them by the Principal and/or Executive Director
- A thorough review of their response to the allegations by the Principal and/or Executive Director
- To receive a copy of the decision regarding the allegations, as well as notice of any additions to their personnel file or disciplinary actions taken

Lincoln Academy expects the following of all parents and employees in regard to formal grievances:

- To treat all parents who file grievances equitably
- To withhold judgment and remove assumptions about all parties involved without regard to personal opinions or alliances
- To preserve confidentiality as much as possible
- To recognize that, depending on the severity of the allegations, concerns or formal grievances may be escalated and/or an investigation initiated even when confidentiality is requested
- To strictly adhere to Lincoln Academy’s strong stance against retaliation for those coming forward with a grievance, as well as those supporting individuals bringing forth a grievance

6.1.7 Grievances filed with the Board or involving a Board Member

A formal grievance is to be filed with the Board only as a last resort. As such, addressing a grievance with the Principal and/or the Executive Director is expected before escalating to the Board.

As Lincoln Academy is a public body covered by Colorado open meeting and records laws, pursuing a grievance before the Board may reduce privacy or confidentiality. The Board, within its policies and bylaws, may take any number of actions, or none at all, regarding the formal grievance, depending on the specifics and gravity of the formal grievance.

If the grievance involves a Board member or members, the Board member involved will refrain from voting on any resolution or action in the matter.

This Conflict Resolution policy is intended to outline how parents can voice their concerns in a constructive way. Lincoln Academy is committed to providing a respectful and collaborative environment for all students, staff and parents. Filing a formal grievance is always to be taken as an option of last resort. For any questions regarding this policy, please contact your Principal.

6.2 Lincoln Academy Employee Conflict Resolution Policy

6.2.1 Purpose: Lincoln Academy

Lincoln Academy strongly believes that the most effective course to address workplace concerns is directly with the party or parties involved. Employees are strongly encouraged to work individually with their colleagues to resolve disputes. This supports Lincoln Academy’s goal of modeling respect and collaboration even amongst those with differences. Lincoln Academy also recognizes that, in some instances, employees may have unsuccessfully endeavored to resolve their concern or feel unable to speak to the relevant party or parties. At that point, they may elect to make a formal grievance.

6.2.2 Scope

This policy refers to workplace complaints, problems or concerns of any employee at Lincoln Academy, regardless of position or status. For employees of Lincoln Academy who have complaints, problems or concerns regarding their child, who is a student at the school, please refer to the Parent Grievance Policy.

6.2.3 Goals

Lincoln Academy's goals regarding this Conflict Resolution Policy are as follows:

- Maintain a formal grievance procedure that employees may pursue when other avenues have been exhausted
- Communicate the procedure so that it is received and understood by all employees
- Treat all employees who file formal grievances equitably
- Preserve confidentiality when possible
- Ensure that all grievances are addressed, and resolution reached whenever possible
- Maintain accurate and complete records of all formal grievances
- Respect the anti-retaliation policy anytime a grievance is filed

6.2.4 Definition

Employees may occasionally have a complaint, problem, or concern regarding their workplace, job, or colleague relationships. These are best addressed with the party or parties directly involved. Lincoln Academy defines a grievance as a more formal process where the complaint, problem or concern is escalated. A grievance may be filed by notifying the Employee Relations Representative of the need for escalation. The Employee Relations Representative may also be contacted when an employee is seeking guidance or support in resolving a concern independently with the parties or parties involved. If resolution is still not reached with the Employee Relations Representative, the employee may go to the Principal or Executive Director.

Employees may file formal grievances for any of the following reasons:

- Workplace harassment
- Health and safety
- Supervisor behavior
- Adverse changes in employment conditions

While this list is not exhaustive, Lincoln Academy believes that most concerns can be resolved without the need to file a formal grievance.

6.2.5 Filing a Formal Grievance

Employees who wish to file a formal grievance are expected to contact the Employee Relations Representative before further escalating the matter to the Principal or Executive Director.

6.2.6 Formal grievance process expectations

Employees who face allegations from a formal grievance can expect the following:

- To receive a copy of the allegations against them
- The opportunity to respond to the allegations against them within a period of 15 calendar days after receipt of the allegations
- A thorough review of the allegations against them by the Employee Relations Representative, Principal or Executive Director
- A thorough review of their response to the allegations by the Employee Relations

Representative, Principal or Executive Director

- To receive a copy of the decision regarding the allegations, as well as notice of any additions to their personnel file or disciplinary actions taken

Lincoln Academy expects the following of all employees in regard to formal grievances:

- To treat all employees who file grievances equitably
- To withhold judgment and remove assumptions about all parties involved without regard to personal opinions or alliances
- To preserve confidentiality as much as possible
- To recognize that, depending on the severity of the allegations, informal or formal grievances may be escalated and/or an investigation initiated even when confidentiality is requested
- To strictly adhere to Lincoln Academy's strong stance against retaliation for those coming forward with a grievance, as well as those supporting them in bringing forth their grievance

6.2.7 Grievances filed with the Board or involving a Board Member

A formal grievance is to be filed with the Board only as a last resort. As such, addressing a grievance with the Employee Relations Representative, as well as the Principal and/or Executive Director is required before escalating to the Board.

As Lincoln Academy is a public body covered by Colorado open meeting and records laws, pursuing a grievance before the Board may reduce privacy or confidentiality. The Board, within its policies and bylaws, may take any number of actions, or none at all, regarding the formal grievance, depending on the specifics and gravity of the formal grievance. If the grievance involves a Board member or members, the Board members involved will refrain from voting on any resolution or action in the matter.

This conflict resolution policy is intended to outline how employees can voice their concerns in a constructive way. Lincoln Academy is committed to providing a respectful and collaborative environment for all employees. Filing a formal grievance is always to be viewed as an option of last resort.

For any questions regarding this policy, please contact Lincoln Academy's Employee Relations Representative.

6.2.8 Acknowledgement

I acknowledge that I have received a copy of the new conflict resolution policy. I understand that it is my responsibility to read and understand this policy. I also understand that questions regarding the policy may be directed to my supervisor or the Employee Relations Representative.

6.3 Retaliation Policies

Lincoln Academy strives to maintain a workplace that is free of inappropriate or unlawful behavior. It is important that all employees feel safe engaging in open and honest communication. As such, employees are strongly encouraged to share their concerns or questions without the fear of reprisal. Adverse action against any employee for reporting, participating, or assisting in a formal or informal complaint, grievance or investigation is strictly prohibited. All allegations of retaliation will be investigated and, if appropriate, disciplinary action will be taken.

Lincoln Academy strives to maintain the highest educational standards, and to create a school free of inappropriate or unlawful behavior. Parents are encouraged to share their concerns or questions without fear

of reprisal against themselves or their children. As such, adverse action taken against any parent or student for reporting, participating, or assisting in an informal or formal complaint, grievance or investigation is strictly prohibited. All allegations of retaliation will be investigated and, if appropriate, disciplinary action will be taken.

Appendix – Document History

Change	Justification	Date of Board Approval
Source Revision for this document. It was in some format other than Microsoft Word 2007.	Revision approved by previous boards.	September 10, 2007
Reformat from prior format into Microsoft Word 2007	Produce a consistent format for board documents	August 28, 2009
Updated conflict of interest statement for Board members	Clarification of expected behavior when there is a conflict of interest	March 14, 2011
Updated text from “Principal” to “Executive Director”.	Due to organization change, it was necessary to update policy to reflect the change.	June 14, 2021
Added table of contents and numbering	To bring clarity to the policy and make it easier to add to in the future.	June 14, 2021
Section 5.0	This is a new section designed as place for business operation polices to be stored	June 14, 2021
Section 5.1, 5.1.1 and 5.1.1(1)	Added in Open Records policy and retention of records.	June 14, 2021
Section 5.1.2 (1)	Added Recordings of meetings available online	June 14, 2021
Section 4.1.9	Added Board Meeting Deadlines	August 9, 2021
Section 4.2	Added Conflicting Transaction Policy	August 9, 2021
Section 5.2	Colorado Open Records Requests	February 22, 2021
Section 5.3	Fundraising Policy	May 8, 2017
Section 6.1, 6.2 6.3	Grievance Polices for parents, staff and no retaliation policy	February 22, 2021 and effective date of March 1, 2021
Section 3.1.4	Updated monitoring items calendar to match with the board calendar. Updated dates to reflect current needs and schedules.	September 20, 2021
Section 4.1.10	Added section on minimum number of board members	September 20, 2021

Section 6.1.1	Added statement regarding curriculum grievances to grievance policy.	October 18, 2021
Section 3.1.2	Removed teacher review committee	October 18, 2021
Section 4.1.5	Updated meeting procedures	December 13, 2021
Section 4.1.4	Added entire election procedure	March 14, 2022
Section 4.1.5	Added (6) on voting procedure for meetings	March 14, 2022
Section 2.1.1	Added (8) on calendar changes	May 9, 2022