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The Academy
Board of Directors

Work Session
Monday, April 27, 2026
5:00 – 5:55pm

Agenda

Monthly Board Communications Review *10 Minutes*

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

Board Planning *20 Minutes*

Expectation: The Board will discuss plans to complete its annual self-assessment as well as potential dates for the Summer Board Retreat.

Ongoing Policy Review *25 Minutes*

Expectation: The Board will regularly review new and existing policies as needed for compliance and alignment with the school mission and vision. This month we will review the Admissions & Enrollment and Postsecondary Enrollment Policies.

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The Academy
Board of Directors

Board Meeting
Monday, April 27, 2026
6:00pm

Agenda

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 March 30, 2026 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 progress toward financial and operational strategic priorities.*
b. Chief Academic Officer Report - *Expectation: The CAO will update the Board on progress toward instructional and cultural strategic priorities.*
c. Committee Reports – *Expectation: Committee Chairs will update the Board on progress with each committee.*
    i. Finance – See meeting minutes.

ii. SACademic – No meeting this month.
iii. PTO – No minutes this month.

V. Presentation and Discussion
a. School Culture Survey – *Expectation: The Executive Director and Chief Academic Officer will present new data collected through the Teaching & Learning Conditions in Colorado statewide survey of schools.*
b. Draft Strategic Plan – *Expectation: The Executive Director will present draft language for the new strategic plan.*
c. Final Review of the Strategic Planning Committee and Committee Formation Policies - *Expectation: The Executive Director will lead a final discussion of proposed updates to the Committee Policy and the intention to dissolve the Strategic Planning Policy ahead of a vote.*
d. Student Fees 2026-27 – *Expectation: The Board will discuss proposed updates to Student Fees for the 26-27 school year.*
e. 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.
f. 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. Approval of Updated Committee Formation Policy - *Expectation: The Board will vote to approve the proposed updates to the Committee Policy.*
b. Dissolution of the Strategic Planning Committee Policy - *Expectation: The Board will vote to approve the proposed updates to the Committee Policy.*
c. Approval of 2026-27 School Fees - *Expectation: The Board will vote to approve the proposed updates to School Fees for the 26-27 school year.*

VII. Adjourn Meeting

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The Academy
Board of Directors

Board Meeting Minutes
Monday, March 30, 2026

Board Members Present:		Also Present:	
Sarah Drewlow	Chairperson	Brent Reckman	Executive Director
Kevin Sanchez	Vice Chairperson	Stacy McCleskey	Exec. Admin. Manager
Dan Klenjoski	Treasurer		
Kristen Cofrades	Secretary		
Autumn Coffee	Board Member-online		
Larissa Fransua	Board Member		
Jen Halford	Board Member		

Minutes of the regular Board meeting of The Academy held at 11800 Lowell Blvd, Westminster, CO 80031 in Adams County on March 30, 2026.

I. Open Meeting
A quorum being present, Sarah Drewlow called the meeting to order at 6:00 pm.

II. Consent Agenda
a. Kevin Sanchez moved to approve February 23, 2026, minutes. Seconded by Kristen Cofrades.

Discussion:	None
Ayes:	Sarah Drewlow, Dan Klenjoski, Autumn Coffee, Larissa Fransua, Jen Halford
Nays:	None

III. Public Comment
There was no public comment this month.

IV. Reports from Directors, Principals, and Committees
    a. Executive Director Report
        i. Finance
            1. Renewal letters were distributed to staff before spring break. Certified staff received a $1500 increase and other staff received a 3% increase.
            2. The State budget is at an approximate $1.5 billion deceit and significant cuts are expected in education. We are budgeting for zero increase in PPR for the 26-27 school year. A mill levy was recently passed for Adams 12, so we are benefiting from that additional funding.
        ii. Operations
            1. The unspent budget was reviewed and will be spent on building repairs. Updates to HVAC controls at north campus have been scheduled.
        iii. Facilities Master Plan
            1. Construction is moving forward smoothly and on track to be done in 3-4 weeks. The cafeteria construction will begin this summer.
    b. Chief Academic Officer Report
        i. There are 13 students on the watch list for graduation.
        ii. Attendance has been steady.
        iii. Principals presented their mid-year data to the SACademic Committee.
    c. Committee Reports
        i. Finance
            1. The second quarter balance sheet was reviewed.
        i. SACademic
            1. Information for the Unified Improvement Plan (UIP) was discussed.
        ii. PTO
            1. Members voted to partner with Academy Music Parents (AMP) to use Bingo money for a storage shed.

V. Presentation and Discussion
    a. Draft Strategic Plan
        i. Last month “Elevating Learning” was discussed.
        ii. “Elevating Community”
            1. “Cultural Vision” is meant to be a short summary statement that came from the input of staff and families.
                a. Facilitating community engagement and interaction.
                b. Emphasizing communication.
                c. Ensuring a safe school environment.
                d. KPI and Key Actions are given in each area.
                e. Discussion on whether we should use “inclusive to all” instead of D.E.I. which is referenced in the current plan. We have the same values but some members of the community have negative feelings about the term D.E.I. Is there different language that can be used that still give the same message?
        iii. The final section will be reviewed next month and includes Finance, Operations and Governance.
    b. Final Read of Updated Attendance Policy
        i. There were some changes that were made from the previous draft.

1. The section that stated that four partial absences equals one full day was removed.
2. A communication section was added.
3. The consequences section was changed from "Consequences for Absences to "Consequences and Support for Absences".

c. Executive Session
   i. Sarah Drewlow moved, pursuant to Colorado Revised Statutes, Title 24, Article 6, Section 402 at subsection 4(f) to go into Executive Session to discuss personnel matters. The particular matter that is to be discussed behind closed doors is the Executive Director's 2025 performance evaluation and merit increase. As this executive session involves a personnel matter, the employee involved has been given an opportunity to require that this discussion be conducted in public, and the employee has indicated that they wish for this discussion to occur in private. The motion was seconded by Kevin Sanchez; all board members voted aye; Executive Session started at 7:05 pm.
   ii. Sarah Drewlow moved to end Executive Session at 7:11 pm; Dan Klenjoski seconded; all board members voted aye and Executive Session ended at 7:11 pm.

d. Work Session Summary
   i. Monthly board communication was reviewed.
   ii. Board review and succession was discussed.
   iii. Work on old policies was done.

VI. Executive Summary

a. Vote on approval of the Attendance Policy
   Kevin Sanchez moved to approve the Attendance Policy. Seconded by Larissa Fransua

Discussion:	None
Ayes:	Sarah Drewlow, Dan Klenjoski, Kristen Cofrades, Jen Halford, Autumn Coffee
Nays:	

VII. Adjourn Meeting - Sarah Drewlow adjourned the meeting at 7:13 pm.

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Executive Director Board Report – April 2026 Meeting

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

Finance

The Board finalized the 2025-26 Data Dashboard at the August meeting. The Executive Director presented a mid-year update as it pertains to the Bi-Annual Finance & Operations Scorecard at Board's February meeting.

The final amended budget was approved by the Board in the January meeting. The Finance Team has completed an initial draft of the FY27 budget and conducted a first read of that draft with the Finance Committee in early April. The Board will complete its first read of the draft budget in May. Things are running smoothly so far, but the state's economic outlook is increasingly grim. The Academy is in a relatively strong position heading into this budgeting process due to the additional mill levy revenue we are receiving following the passage of Adams 12's most recent ballot initiative. We are currently basing the FY27 budget on a $0 increase in per pupil revenue, but recent actions from the state legislature suggest that there could be a small increase in that PPR number next year. This will ultimately be determined through the School Finance Act, which we expect to be finalized within the next two weeks.

Operations

There are no significant updates since the last report. We continue to refine the process of identifying how much budgeted money (if any) will be left unspent the end of the current fiscal year. The Finance and Operations Teams will consider the potential to use these funds to get head on key purchases and maintenance work, including replacing HVAC controls at North Campus, purchasing student Chromebooks ahead of price increases, repairing portions of the parking lot, refreshing landscaping, and more. At this point, we are hopeful that we can get most of these things completed by June 30th.

Facilities Master Plan Update

The building expansion project is just a couple weeks from completion. Things have progressed smoothly in this final stage with no major surprises and no additional use of contingency funds. We are currently on track to finish this phase of the project with more than $1,500,000 of contingency funds remaining. Any unused contingency funds will be put toward the athletics project.

We have signed our final contract with JHL to complete the athletics facilities upgrade. We already received partial approval of our building permits, and we are currently moving through the City of Westminster's public Planning Commission review process to earn final approval of our Original Development Plan amendment. We hope that process will be complete by late May.

The Finance Committee unanimously approved a spending recommendation for the Board in regard to the athletics project. The initial plan was to include an appropriation resolution along with the January amended budget to approve use of general fund reserves for this project. With the updated timeline and budget, though, we will not need to draw on general fund reserves in FY26 for this work. Instead, we will wait to present an appropriation resolution to the Board for use of general fund reserves along with the FY27 budget approval in June.

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Chief Academic Officer Board Report -April 2026 Meeting

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

CAO April Snapshot

- State testing is completed (CMAS, PSAT, SAT).
- Levels move into end of year testing in the next couple of weeks. (STAR, MAPS)
- End of year data will be shared at the June Board Meeting.

Graduation Trajectory (Percent of seniors on track to graduate.)

The cohort (Class of 2026) currently has 128 students. (1 student withdrew and one graduated in December.)

At this time, 99% of this cohort is on track to graduate in May 2026. 1 student is not on track to graduate. 13 students are on a watch list. (Watchlist- 2 or more F's and/or needs credit recovery from Semester 1.)

CDE and all schools in Colorado account for students who are in programs where they are taking 5, 6, or 7 years to meet the graduation requirements. These include postsecondary programs (ASCENT, P-TECH, TREP) or Special Education 18-21 Transition services. For the students in this group (7 students currently), 88% are on track to graduate in May 2026.

Attendance Update

- 91.4% attendance rate year to date.
- Chronic Absenteeism- Goal to decrease Chronic Absenteeism by 4% this year. We have decreased by 1%. Will continue this goal in the 26-27 school year as part of UIP goals.

CAO Strategic Initiatives- *Focus in May will be end of year testing, analyzing end of year data, moving into summer planning/discussions with principals and various staff, and starting the draft UIP for 26-27.*

Big Rock 1 - Low Growth Among Students Identified with READ Plans and/or Reading Deficits

Big Rock 2 Declining Growth in Elementary Math

Big Rock 3 Low Growth in Middle School Math

Big Rock 4- Low Growth in Middle School Reading

Big Rock 5- Low Growth in Special Education and MLL Literacy

UIP Goals for the 26-27 School Year:

- Continue K-3 READ Plan goal to focus on increasing the number of students who exit their READ Plan each year or focus on increasing the Median Growth Percentile of students identified with READ Plans.
- K-12 instructional goal: Focus on elevating Tier 1 rigor along with differentiation and programming to include intentional depth and complexity for high-achieving and GT students.
- Attendance- Focus on reducing Chronic Absenteeism (particularly at K-5) and/or focus on Average Daily Attendance to be 95% or increase by 2-3%..
- 6-12 ICAP development and implementation. (Individual Career and Academic Plan)

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Finance Committee

April 2026 Agenda & Meeting Minutes

"Fueling lifelong success through preparation, exploration, and empowerment."

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.

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

Members Present:

Dan Klenjoski, Jen Halford, Kris Kelley, Tony Marola, Andrea Foust, Suzie Galbraith, Brent Reckman

1. **Welcome and Review Protocols**

   Expectation: All committee members will review norms and start the meeting together with focus.

   Meeting Protocols

   - Start on time; end on time
   - Members arrive prepared
   - Technology for meeting use
   - No sidebar conversations
   - Focus eyes, ears, and heart on speaker and topic

   Notes:
   n/a

2. **Monthly Financial Report Review**

Expectation: The March Financial Report was shared in advance. The Committee will review and discuss current position and any open questions.

Notes:

The March report tracked with past years and met expectations. (Revenue - 72.2% YTD for FY26 vs. 74.4% YTD for FY25; Expenses - 63.1% YTD for FY26 vs. 63.3% YTD for FY25). There were no questions or concerns.

3. 1st Read of FY27 Budget

Expectation: The Executive Director will present a draft budget for FY27.

Notes:

The current working draft of the budget is based on flat per pupil revenue and a K-12 enrollment projection of 1825. It includes a $1500 pay increase for all certified staff and a 3% pay increase for all support staff. All benefits continue at present levels. No major questions or concerns from the committee connected to this draft budget. Committee members discussed how this draft would impact budget projections for the next 1-3 years given the difficult state budget environment.

4. Legislative Updates

Expectation: The Executive Director will update the Committee on the status of the current Colorado legislative session.

Notes:

The state of Colorado is currently facing major budget challenges with a projected deficit of $1,200,000,000 - $1,500,000,000. This will make it very difficult for the legislature to increase K-12 public school funding. As such, we are currently building the FY27 budget based on a $0 increase to per pupil revenue. There are no other pieces of legislation that pose a particular concern this session.

5. Construction Budget Update

Expectation: The Executive Director will provide regular updates on current status of the budget for the ongoing construction project.

Notes:

Construction continues to run smoothly. We have ~$615,000 remaining in contractor contingency and ~$1,200,000 remaining in owner contingency.

6. **Self-Assessment**

Expectation: The committee will self-assess on the effectiveness of today's meeting.

Notes:
4

Next Meeting: May 7, 2026

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FINANCE, OPERATIONS, & GOVERNANCE

Operational Vision	Operational Values
The Academy emphasizes a service-oriented, team approach to providing customer care, information, systems, and policies that prioritize our students, staff, and families by addressing operational and facilities needs as well as meeting fiduciary and regulatory responsibilities. The value we place on this demands that we excel in our professionalism and strive to personalize our approach wherever possible.	• Quality Service • Responsiveness • Honesty • Integrity • Responsibility • Transparency

FINANCE, OPERATIONS, & GOVERNANCE			
Goal		KPI	Action
Finance	Financially support high-quality staff and facilities capable of progressing The Academy's strategic goals	Compensation for all staff will meet or exceed local school comparisons	Maintain an effective Finance Committee
			Regularly review facilities and operational costs to ensure efficiency

		Meet all financial compliance and transparency requirements	Engage in best practices for student recruitment and retention
			Track a bi-annual Scorecard to monitor financial performance and strategy
Operations	Deliver an outstanding level of customer service within operational processes that supports the conditions necessary to advance The Academy's strategic goals	Maintain a customer satisfaction rating of >3.5 out of 4 in all areas of operational support (Facilities, HR, Tech, Finance)	Provide both formal and informal opportunities for customers to share feedback throughout the school year in both qualitative and quantitative format
Governance	Engage in effective stewardship of the school through sound oversight of finance, operations, and strategic planning	The Board of Directors will track a bi-annual scorecard to monitor progress of strategic initiatives	Hold high-quality, monthly Board meetings
		The Board of Directors will develop and maintain a rolling 3-year succession plan to ensure all board and committee seats are filled	Conduct regular oversight of committee work
		The Board of Directors will demonstrate excellence and continuous growth through an annual self-assessment	Engage in relevant Board-development activities

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Committee Formation Policy

PURPOSE

The Academy Board of Directors uses a structure of committees to improve the Board's ability to effectively govern. The Board is the keeper of the vision for the school and develops policy to focus attention and resources to achieve the vision and mission of the school. The Board strives to reflect the community's values in its policies and commits itself to an ongoing effort to engage all Academy stakeholders whenever possible.

To achieve this goal, the Board acknowledges the importance of committees to support the governance of the school. Committees provide the Board with additional expertise and a broader perspective on issues that face the school. The Board needs committees that can go more in depth on issues when needed and provide meaningful recommendations based on data to aid the work of the Board. Committees contribute to the educational program of the school by conducting studies, identifying problems, or developing recommendations to assist the board in making decisions.

The Academy Board will primarily use two types of committees - Ad hoc committees and Standing committees.

AD HOC COMMITTEES

Ad hoc committees will be formed by the board at such times and for such purposes as the Board may deem necessary. They will be given a clear charge with clearly defined expectations including reporting requirements. The ad hoc committee will be dissolved upon accomplishing that charge. Membership in ad hoc committees will be broadly representative of the school's populations, and will be chosen from among the various Academy stakeholders who have shown an interest in education or who have special knowledge or expertise relating to the committee's purpose. Once activated, an ad hoc committee will report periodically to the Board as directed.

STANDING COMMITTEES

The Academy will have two standing committees – a SACademic Committee and a Finance Committee. Each committee will have two co-chairs. One co-chair will be the Executive Director (ED) or a member of the administration designated by the ED. The second co-chair may be any other member of the committee but will usually be a Board member participating on that committee.

COMMITTEE RESPONSIBILITIES

Each committee will have the following responsibilities:

- Provide data analysis of results in relationship to assigned strategic goals;
- Report to the Board using an identified committee reports template;
- Ensure policies and procedures are working as designed;
- Regularly review and recommend changes (as needed) to assigned policies; and
- Other tasks as assigned by the Board and/or detailed in the committee's Roles and Responsibilities.

Each committee will be required to develop and maintain the following documentation:

- Committee Roles and Responsibilities that describe the purpose, general tasking, reporting requirements and general make-up of the committee (job description);
- Committee calendar of events that describes the recurring tasking of the committee designed to meet the requirements identified by the Board; and
- Committee Meeting schedule that publishes dates and times of committee meetings.

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