

Guffey Community Charter School Policy Index

Ends Policies

These policies describe the results the Board directs the Administrator to produce for the students of the school.

Policy	Title	Date	Monitoring
E-1	School Mission	November 8, 2001	January / June
E-2	Academic Accomplishment	November 14, 2007	March / October
E-3	Personal Skills	March 14, 2012	February / September
E-4	Social Skills	November 8, 2001	April / November
E-5	Intellectual Integrity	June 12, 2003	Policy Deleted
E-6	School Community Connection	January 13, 2010	May / December
E-7	Community Outreach	March 9, 2005	January / June

Executive Limitations Policies

A description of the limitations placed on the Administrator by the Board. These policies describe actions of the Administrator that are unacceptable, in the Board's view, in managing the operations of the School.

Policy	Title	Date	Monitoring
EL-1	Global Executive Constraint	May 9, 2001	January
EL-2	Emergency Administrator Succession	May 9, 2001	April
EL-3	Treatment of Students, Parents and Community	May 9, 2001	October
EL-4	Staff Treatment	May 9, 2001	October
EL-5	Staff Compensation	May 9, 2001	May
EL-6	Staff Evaluation	March 14, 2012	May
EL-7	Budgeting	February 9, 2011	March
EL-8	Financial Administration	February 9, 2011	February / October
EL-9	Asset Protection	May 10, 2006	April
EL-10	Communication and Counsel to the Board	March 13, 2003	February
EL-11	Accomplishment Reporting to the Public	May 9, 2001	November
EL-12	Standards Based Education	October 9, 2003	Policy Deleted
EL-13	Educational Program	August 11, 2001	September
EL-14	Instructional Materials Selection and Adoption	August 8, 2002	Policy Deleted
EL-15	School Year Calendar	April 12, 2006	March
EL-16	Student Conduct and Discipline	August 8, 2002	September
EL-17	Student Attendance	August 8, 2002	Policy Deleted
EL-18	Consideration of Legal Implications	May 9, 2001	June
EL-19	Physical Safety of Staff and Students	February 14, 2007	June

Guffey Community Charter School Policy Index

Governance Process Policies

These policies describe the role and responsibilities of the Board and Board members.

Policy	Title	Date	Monitoring
GP-1	Governance Process	July 19, 2001	March / September
GP-2	Governing Style	April 9, 2008	Monthly
GP-3	Board Job Description	July 19, 2001	March / September
GP-4	Monitoring Board Governance and Board Staff Relationship Policies	March 9, 2005	Monthly
GP-5	Officers' Roles	January 14, 2009	April / October
GP-6	Board Committee Principles	July 19, 2001	April / October
GP-7	Committee Structure	November 14, 2002	April / October
GP-8	Agenda Planning	July 19, 2001	February
GP-8E	Agenda Planning Calendar	November 9, 2011	February
GP-9	Board Member's Code of Conduct	July 19, 2001	May / November
GP-10	Board Member Covenants	July 19, 2001	May / November
GP-11	Board Member Ethics	September 8, 2010	May / November
GP-12	Board Member Financial Disclosure	September 8, 2010	Policy Deleted
GP-13	Process for Addressing Board Member Violations	July 19, 2001	June / December
GP-14	Policy for Board Membership	February 10, 2010	June / December
GP-15	Board Financial Commitment	February 8, 2011	Feb / May / Aug / Nov
GP-16	Meetings	October 12, 2011	March / September

Board/Staff Relationship Policies

These policies describe the relationship between the Board and the Administrator including Administrator oversight responsibilities of the Board.

Policy	Title	Date	Monitoring
BSR-1	Global Governance-Management Connection	July 19, 2001	January
BSR-2	Unity of Control	July 19, 2001	January
BSR-3	Accountability of the Administrator	July 19, 2001	January
BSR-4	Delegation to the Administrator	July 19, 2001	January
BSR-5	Monitoring Administrator Performance	March 9, 2005	February / August

Policy Number: E-1
Policy Type: Ends
Policy Title: School Mission

Students will have a life-long excitement for learning and be prepared academically, personally, socially and intellectually to achieve their personal goals and contribute actively to the betterment of their community.

Each student will have the academic competencies necessary to achieve personal goals.

- 1) Each student will meet or exceed individually established academic standards for performance in all content areas defined by the Colorado State Educational Standards and in additional content areas dictated by the interests of the Guffey Community. These areas include but are not limited to:
 - Language Arts;
 - Social Studies;
 - Mathematics;
 - The Arts;
 - Science;
 - Technology.

- 2) Each student's skills will meet or exceed individually established standards for analysis, critical thinking and presentation. These skills include, but are not limited to:
 - Planning and managing time effectively;
 - Finding and using appropriate resources;
 - Recording observations;
 - Evaluating their own work and that of others;
 - Assessing the quality of their research sources;
 - Investigation and thoughtful inquiry;
 - Organization;
 - Understanding and appreciating the natural world;
 - Effective oral and written communication;
 - Recognizing the value of all disciplines.

- 3) Each student will demonstrate academic honesty by:
 - Respecting their own and other people's work;
 - Giving credit for the sources used;
 - Reporting honestly about their own work.

Students will create and direct their own lives.

3.1 Students will:

- 3.1.1 Create places for themselves in the community;
- 3.1.2 Effectively set personal goals;
- 3.1.3 Have a strong sense of self;
- 3.1.4 Work independently;
- 3.1.5 Effectively evaluate and reflect upon their own growth and learning;
- 3.1.6 Create a personal environment of emotional and physical safety;
- 3.1.7 Develop and practice self-discipline;
- 3.1.8 Organize their personal space and time.

Students will be productive citizens participating actively in their community.

4.1 Students will:

- 4.1.1 Possess good interpersonal communication skills;
- 4.1.2 Be aware of the world around them and their place in it;
- 4.1.3 Honor diverse attitudes, values, beliefs and abilities;
- 4.1.4 Work cooperatively in groups;
- 4.1.5 Create an environment of emotional and physical safety for themselves and others;
- 4.1.6 Celebrate each others' growth and learning.

Policy Number: E-5
Policy Type: Ends
Policy Title: Intellectual Integrity

Policy Deleted

Monitoring Method: Internal Report

Adopted/Revised: June 12, 2003

The school and the community will work together to accomplish the following:

- 6.1 Student work is intellectually powerful, embedded in the local setting, holds personal meaning and is authentic - related to "real life";
- 6.2 Community expectations for schools and students include a large focus on the local environment, work outside of school, long-term projects, active learning and public performance of academic work;
- 6.3 School and community interactions are rich, complex, varied and natural;
- 6.4 Schools and communities actively collaborate in seeking to make the local environment a good place in which to live and work;
- 6.5 Students value their local places and see them as having the potential to sustain a life of quality;
- 6.6 School decision-making is responsibly and democratically determined by the people the school serves for the benefit of the entire community;
- 6.7 All students, regardless of circumstances (economic, cultural, linguistic, geographic, etc.) have access to and participate in high quality educational experiences.

Policy Number: EL-1
Policy Type: Executive Limitations
Policy Title: Global Executive Constraint

The Administrator shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, unethical, unsafe, disrespectful, imprudent or in violation of charter Board policy or the charter contract as further defined in these policies.

Policy Number: EL-2
Policy Type: Executive Limitations
Policy Title: Emergency Administrator Succession

In order to protect the Board in the event of sudden loss of Administrator services, the Administrator shall assure that no fewer than one other staff member is familiar with Board and Administrator issues and processes and is capable of assuming Administrator responsibilities on an interim basis, should the unexpected need arise.

Policy Number: EL-3

Policy Type: Executive Limitations

Policy Title: Treatment of Students, Parents and Community

With respect to staff interactions with students, parents and the community, the Administrator shall not cause or knowingly allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified or in violation of Board policy.

Accordingly, the Administrator may not:

1. Use methods of collecting, reviewing, transmitting or storing information that fail to protect confidential information.
2. Require any student to submit to any psychiatric or psychological methods or procedures for the purpose of diagnosis, assessment or treatment of any emotional, behavioral or mental disorder or disability as part of any classroom or instructional activity without parental knowledge and consent.
3. Fail to provide for effective handling of grievances and complaints specifically involving all parties directly affected by the complaint.
4. Fail to protect against wrongful or illegal conditions.
5. Fail to establish policies and procedures to ensure compliance with all federal and state laws.
6. Fail to take reasonable steps to inform students, parents and the community of those policies and procedures.

With respect to treatment of paid and volunteer staff, the Administrator shall not knowingly cause or knowingly allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified or in violation of Board policy.

Accordingly, the Administrator may not:

1. Fail to make all inquiries required by law prior to hiring any personnel.
2. Will not fail to inform the board about procedures regarding reductions in force.
3. Operate without written personnel policies which:
 - a. Clarify personnel rules and procedures for staff;
 - b. Provide for effective handling of grievances;
 - c. Protect against wrongful conditions;
 - d. Include adequate job descriptions for all positions;
 - e. Include adequate salary and compensation plans;
 - f. Include a personnel performance evaluation system.
4. Prevent staff from grieving to the Board when internal grievance procedures have been exhausted and the employee alleges that Board policy has been violated.
5. Discriminate against any staff member for alleging a violation of law or civil rights.
6. Fail to protect confidential information.
7. Fail to provide staff with an opportunity to become familiar with their rights under this policy.

With respect to employment compensation and benefits for employees, the Administrator shall not cause or knowingly allow jeopardy to the fiscal integrity or public image of the school.

Accordingly, the Administrator may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year.
4. Fail to develop and implement salary schedules and pay plans for employees that:
 - a. Compensate the school's personnel commensurate with education and prior experience;
 - b. Condition salary increments upon evidence of continued professional growth;
5. Fail to develop and implement plans to attract and maintain top quality staff.

With respect to evaluation of paid and unpaid staff, the Administrator shall not cause or allow an evaluation system that does not link their performance with the school's mission statement and belief system, that does not comply with state law and that does not measure their performance in terms of achieving the Board's *Ends* policies.

Accordingly, the Administrator may not fail to develop and administer an evaluation system for personnel that is designed to:

1. Improve instruction;
2. Enhance the implementation of curricular programs.
3. Measure professional growth, development and performance.
4. Document unsatisfactory performance.
5. Link staff performance with multiple measures of student performance.
6. Assure that scheduled instructional time is used to students' maximum advantage.
7. Assess staff understanding of the Ends policies, and effectiveness of performance in achieving those Ends policies.

Financial planning for 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 Administrator may not do any financial planning which:

1. Is not in a summary format understandable to a lay person.
2. Fails to show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year.
3. Contains too little information to enable credible projection of revenue and expenses.
4. Fails to disclose budget planning assumptions.
5. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period unless otherwise approved by the Board in a multi-year plan.
6. Plans for the expenditure of funds from the Sustainability Fund except as authorized by the Board according to the requirements set forth in GP-15.
7. Reduces the current cash reserves at any time to less than the minimum amount required by the spending limitations set forth in the state statutes.
8. Fails to provide adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audit, Board and committee meetings, Board memberships and legal fees.
9. Fails to take into consideration fiscal soundness in future years or fails to provide the organizational means sufficient to achieve ends in future years.

Policy Number: EL-7
Policy Type: Executive Limitations
Policy Title: Budgeting

10. Fails to reflect anticipated changes in employee compensation including inflationary adjustments, step increases, performance increases and benefits.

With respect to the actual, ongoing condition of the school's financial health, the Administrator shall not cause or allow a material deviation from the budget policy adopted by the Board or any fiscal condition that is inconsistent with achieving the Board's ends, that disregards the Board's ultimate authority to determine financial matters or places the long term financial health of the school in jeopardy.

Accordingly, the Administrator may not:

1. Expend more funds than have been received in the fiscal year to date through use of reserves or unless revenues are made available through other legal means.
2. Fail to comply with state law regarding financial accounting.
3. Expend any contingency reserves.
4. Transfer unencumbered moneys from one fund to another.
5. Access funds from the Sustainability Fund except according to the requirements set forth in GP-15.
6. Fail to settle payroll and debts in a timely manner.
7. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.
8. Fail to arrange for the annual audit of all school funds and accounts following the close of the fiscal year.
9. Fail to aggressively pursue receivables after a reasonable grace period.
10. Fail to keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.

Policy Number: EL-8
Policy Type: Executive Limitations
Policy Title: Financial Administration

11. Enter into any contract with any of the Board members or with a firm or corporation in which Board a member has a financial interest unless one or more of the following apply:
 - a. The contract is awarded to the lowest responsible bidder based on competitive bidding procedures;
 - b. The merchandise is sold to the highest bidder at a public auction;
 - c. The transaction involves investing or depositing money in a financial institution which is in the business of loaning money or receiving money;
 - d. If, because of geographic restrictions, the school could not otherwise reasonably afford the contract because the additional cost to the school would be greater than 10 percent of the contract with the interested member or if the contract is for services that must be performed within a limited time period and no other contractor can perform the services;
 - e. If the contract is one in which the Board member has disclosed a personal interest and is one on which the member has not voted or has voted as allowed in state law following disclosure to the secretary of state and to the Board;
 - f. Except as described herein, a Board member shall not be a purchaser at any sale of school-owned property or a vendor for any purchase made by the school.

12. Fail to provide a financial condition statement quarterly to the charter Board and annually to the district board.

The Administrator shall not allow assets to be unprotected, inadequately maintained, inappropriately used nor unnecessarily risked.

Accordingly, the Administrator may not:

1. Fail to obtain insurance coverage against theft and casualty losses to 100% of replacement value and against liability losses to Board members, staff or the school itself in an amount that is reasonable for schools of like size.
2. Allow unbonded personnel access to funds in excess of \$50.
3. Fail to take reasonable steps to ensure that the facilities and equipment are not subject to improper wear and tear or insufficient maintenance.
4. Expose the school, its Board or staff to legal liability.
5. Make any purchase:
 - a. Wherein normally prudent protection has not been given against conflict of interest;
 - b. Without having obtained comparative prices based on items of similar quality;
 - c. Without considering a balance between long-term quality and cost.
6. Fail to use a competitive bidding procedure for all contracted services (except professional services) and for purchases of supplies, materials and equipment in the amount of \$5,000 or more, unless this is unreasonable due to geographic limitations.
7. Fail to protect intellectual property, information and files from loss or significant damage.
8. Fail to preserve and dispose of all records related to affairs or business of the school in accordance with state and federal law.

Policy Number: EL-9
Policy Type: Executive Limitations
Policy Title: Asset Protection

9. Receive, process or disburse funds under controls which are insufficient under generally accepted accounting procedures.
10. Invest funds in securities where contrary to state law.
11. Acquire, encumber or dispose of real property.
12. Endanger the school's public image or credibility, thereby jeopardizing the school's ability to accomplish its mission.
13. Allow the school to enter into a contract in which an employee of the school has an interest unless one or more of the following apply:
 - a. The contract is awarded to the lowest responsible bidder based on competitive bidding procedures;
 - b. The merchandise is sold to the highest bidder at a public auction;
 - c. The transaction involves investing or depositing money in a financial institution which is in the business of loaning money or receiving money;
 - d. If, because of geographic restrictions, the school could not otherwise reasonably afford the contract because the additional cost to the school would be greater than 10 percent of the contract with the interested employee or if the contract is for services that must be performed within a limited time period and no other contractor can perform the services.

Policy Number: EL-10

Policy Type: Executive Limitations

Policy Title: Communication and Counsel to the Board

With respect to providing information and counsel to the Board, the Administrator shall not fail to give the Board as much information as necessary to allow Board members to be adequately informed.

Accordingly, the Administrator may not:

1. Fail to submit monitoring data required by the Board (see policy *B/SR-5-Monitoring Administrator Performance*) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Fail to submit to the Board monitoring data required by the State Board of Education regarding accreditation and accountability.
3. Fail to advise the Board in a timely manner of relevant trends, facts and information.
4. Fail to advise the Board of significant transfers of moneys within funds or other changes substantially affecting the school's financial condition.
5. Fail to advise the Board of changes in information upon which Board policy has been established.
6. Fail to provide for the Board as many staff and external points of view and opinions as needed for fully informed Board choices.
7. Fail to advise the Board of anticipated significant media coverage.
8. Fail to advise the Board if, in the Administrator's opinion, the Board is not in compliance with its own policies on *Governance Process* and *Board-Staff Relations*.
9. Present information in unnecessarily complex or lengthy form.
10. Fail to provide mechanism for official Board, officer or committee communications as specified by the Board.

Monitoring Method: Internal Report

Adopted/Revised March 13, 2003

Policy Number: EL-10

Policy Type: Executive Limitations

Policy Title: Communication and Counsel to the Board

11. Fail to work with the Board as a whole on Board policy issues except when:
 - a. Fulfilling individual requests for information as long as such requests do not require a material amount of staff time or resources or are not disruptive;
 - b. Working with officers or committees duly charged by the Board;
 - c. Communicating with the President.
12. Fail to report in a timely manner any actual or anticipated noncompliance with any Board *Ends* or *Executive Limitations* policy.
13. Fail to supply for the consent agenda all items delegated to the Administrator that are required by law or contract to be Board-approved, along with the minimum amount of supporting data necessary to keep the Board informed.

The Administrator shall not fail to prepare an annual progress report to the community.

Accordingly, the Administrator may not fail to include the following in the annual progress report:

1. Student achievement based on the attainment of established standards.
2. School strategies to improve student achievement.
3. Comparisons of school adopted content area standards with district and state standards.
4. Revenues, expenditures and costs of various segments of school operations.
5. The extent to which the school has achieved its ends.
6. Information regarding achievement of the state accreditation indicators.

Policy Number: EL-12
Policy Type: Executive Limitations
Policy Title: Standards Based Education

Policy Deleted

The Administrator shall not fail to adapt and develop the educational program of the school as necessary to meet content standards and fulfill the Board's *Ends* policies.

Accordingly, the Administrator may not:

1. Fail to ensure that the educational program will provide both formal studies to meet the general academic needs of each student and, to the extent possible, opportunities for individual students to develop specific talents and interest in more specialized fields.
2. Fail to ensure that the educational program includes all legally required courses and programs.
3. Fail to develop a curriculum to provide a program of instruction based on and designed to enable students to meet or exceed the Board-adopted standards for student performance, meet the needs of all students and utilize a variety of educational programs and instructional strategies.
4. Fail to involve appropriate staff and community members and utilize available resources to develop the curriculum.
5. Fail to encourage and carefully monitor innovative programs, evaluating the effectiveness of all pilot courses annually and keeping the Board adequately informed.
6. Fail to ensure that faculty and administration regularly evaluate the education program and recommend modifications of practice and changes in curriculum content as well as the addition or deletion of courses to the instructional program.
7. Fail to ensure that all new programs and courses of study as well as the elimination and extensive alteration of the content of current programs and courses are presented to the Board for information.
8. Fail to consider class size and organization as important components of the education program.

Policy Number: EL-13
Policy Type: Executive Limitations
Policy Title: Educational Program

9. Fail to ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.
10. Fail to meaningfully involve staff members in the development and evaluation of staff development programs designed to meet the Board's Ends.
11. Fail to provide a learning environment that maximizes multi-age instruction through project-based learning that is rooted in a sense of place and community connection.

Policy Number: EL-14

Policy Type: Executive Limitations

Policy Title: Instructional Materials Selection and Adoption

Policy Deleted

Monitoring Method: Internal Report

Adopted/Revised: August 8, 2002

The Administrator shall not fail to prepare and present to the board for adoption a school calendar for the next school year that provides for the number of instruction and contact hours/days established by the Board, includes the dates for all staff in-service programs, and that best meets the instructional needs of students.

Accordingly, the Administrator may not:

1. Fail to allow for public input from parents and teachers prior to scheduling the dates for staff in-service programs.
2. Fail to provide a copy of the calendar to all parents/guardians of students enrolled in the school.
3. Fail to ensure that any change in the calendar, except for emergency closings or other unforeseen circumstances, be preceded by adequate and timely notice to students, parents and teachers of no less than 30 days.
4. Implement a school calendar that plans for no fewer than 990 (minimum) hours of student instruction/contact time for elementary students and 1,080 (minimum) hours of instructional/contact time for secondary students, including provisions under state law for staff development and parent-teacher conferences.
5. Fail to consider a reasonable balance between the instructional needs and the extracurricular obligations of students.

The Administrator shall not fail to ensure an environment which is reasonably safe, conducive to the learning process and free from unnecessary disruption.

Accordingly, the Administrator may not:

1. Fail to adopt a written student conduct and discipline code which, at a minimum is in accordance with state and federal law.
2. Fail to include teachers, administrators, students and the community in developing the code.

Policy Number: EL-17
Policy Type: Executive Limitations
Policy Title: Student Attendance

Policy Deleted

Monitoring Method: Internal Report

Adopted/Revised: August 8, 2002

Policy Number: EL-18
Policy Type: Executive Limitations
Policy Title: Consideration of Legal Implications

The Administrator shall not fail to consider legal implications when adopting, modifying or eliminating an administration policy or regulation that could create a substantial risk of legal liability to the school or when taking or failing to take action that could create a substantial risk of legal liability to the school.

The physical safety of staff, students, and anybody else on school property is of paramount importance. Ensuring such safety generally supercedes all other policy interpretations. To that end, the Administrator shall not fail to:

1. Adopt a plan for student and staff safety in an emergency.
2. Adopt a plan that provides for a secure building and other school facilities, and for safe and secure equipment.
3. Adopt a plan that provides for a secure online environment, especially for students.
4. Adopt a plan that provides for secure management of any sensitive data maintained online, and for the security of computer media maintained in school facilities or available for removal from school property.
5. Facilitate communications with community and emergency services providers, and ensure that communications shall be reasonably maintained in an emergency situation.

Policy Number: GP-1
Policy Type: Governance Process
Policy Title: Governance Commitment

The Board, on behalf of students, staff, parents and the community, holds itself accountable to the citizens of the community by ensuring that all action it takes is consistent with the vision of the community, the mission of the school and the Board's *Ends* policies.

In the fulfillment of this charge, the Board is committed to rigorous, continual improvement of its capacity to govern effectively through policy by defining its concerns in terms of values and its vision in terms of expectations.

Vision of the Community

Guffey is a place of learning and service that nurtures the light of the individual spirit by treasuring our countryside, the classroom and the community, both local and global, in an atmosphere of safety, kindness and joy.

The Board will govern with emphasis on organizational vision rather than on interpersonal issues of the Board; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; observe clear distinction between Board and Administrator roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board will work in partnership with the Administrator, staff, students, parents and the community. The Board, not the Administrator or staff, will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body, but will not substitute individual judgments for the Board's collective values.
2. The Board will hold itself accountable to govern with excellence. This self-discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability.
3. The Board will direct and inspire the school through the careful establishment of written policies reflecting the Board's and Community's values and perspectives. The Board's major policy focus will be on the intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits.
4. Continuous Board development will keep all Board members current with the Board's governance process, and periodic Board discussions and evaluation of process will be conducted to assure continued improvement.
5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

Policy Number: GP-2

Policy Type: Governance Process

Policy Title: Governing Style

6. The Board will monitor specific Governance Process Policies according to the calendar approved each February. Evaluation will include verbal discussion of Board policies and any governance issues any Board member wishes to monitor.

The job of the Board is to represent and lead the school by determining and demanding appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the Administrator and staff, the Board will concentrate its efforts on the following:

1. Utilizing available avenues to ensure input from students, staff, parents and the community as a means to link to the entire community.
2. Developing written governing policies which, at the broadest levels, address:
 - a. **Ends:** Organizational products, impacts, benefits, results, services, recipients and their relative worth (what end result is desired for whom and at what cost);
 - b. **Executive Limitations:** Constraints on executive authority which establish the practical, ethical and legal boundaries within which all executive activity and decision-making will take place;
 - c. **Governance Process:** How the Board will conceive, carry out and monitor its own work;
 - d. **Board/Staff Relationship:** How authority is delegated and its proper use monitored; the Administrator role, authority and accountability.
3. Ensuring organizational performance consistent with *Ends* and *Executive Limitations* policies.
4. Ensuring Board performance through monitoring *Governance Process* and *Board-Staff Relationship* policies.
5. Ensuring that the *Ends* are the focus of organizational performance.

Policy Number: GP-4

Policy Type: Governance Process

Policy Title: Monitoring Board *Governance Process* and *Board Staff Relationship* Policies

The purpose of monitoring the Board's *Governance Process* and *Board-Staff Relationship* policies is to determine the degree to which the policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.

These policies are monitored through Board self-assessment according to the Agenda Planning Calendar in GP-8-E.

Monitoring Method: Board Self-Assessment

Adopted/Revised: March 9, 2005

1. The President of the Board ensures the integrity of the Board's processes and normally serves as the Board's official spokesperson. Accordingly, the President has the following authority and duties:
 - a. Make all interpretive decisions that fall within the topics covered by Board policies on *Governance Process* and *Board/Staff Relationship*, except where the Board specifically delegates portions of this authority to others, using any reasonable interpretation of the provisions in those policies.
 - i. Refrain from making any interpretive decisions about policies created by the Board in the *Ends* and *Executive Limitations* policy areas.
 - ii. Refrain from exercising any authority as an individual to supervise or direct the Administrator.
 - b. Represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the areas delegated to the President, delegating this authority to other Board members when appropriate, but remaining accountable for its use.
 - c. Sign all contracts.
 - d. Sign all official Board reports.
 - e. Delegate to other board members authority to chair meetings when appropriate but remain accountable for their conduct.
 - i. Monitor Board meeting deliberations to ensure that only Board issues, as defined in Board policy, are discussed.
 - ii. Ensure that Board meeting deliberations are fair, open, and thorough, but also efficient, timely, orderly and to the point.
 - iii. Ensure that Board meetings are chaired with all the commonly-accepted power of the president's position as described in *Robert's Rules of Order* and in accordance with law.

Policy Number: GP-5
Policy Type: Governance Process
Policy Title: Officer's Roles

2. The Secretary of the Board ensures the integrity of the Board's records and history. Accordingly, the Secretary has the following authority and duties:
 - a. Maintain notes at all regular and special meetings and executive sessions, or delegate the taking of such notes to another person, who need not be a Board member.
 - b. Process the notes into formal Minutes in a timely fashion, normally for approval at the next regular meeting.
 - c. Upon approval of the Minutes by Board vote, affirm their accuracy and deliver a signed copy to the Board records and to the District office. Said delivery may be in person, by mail, or by electronic means.
 - d. Maintain the master copy of Board Policies.
 - e. Update or add Policies as required by the Board.
 - f. Act as cosigner to the President for any documents requiring either a second signature in general, or the signature of the Secretary in specific.
 - g. Assume the duties of the President in the event the President is unable to do so.

Board committees, when used, will be used to support the work of the Board and to reinforce the wholeness of the Board's job, and never to interfere with delegation of authority from the Board to the Administrator.

Accordingly:

1. Board committees are to assist the Board to do its job, not to direct or advise the staff. 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 not have direct 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 stated by the Board to assure that committee authority will not conflict with authority delegated to the Administrator.
3. Board committees cannot exercise authority over the Administrator or staff. Because the Administrator works for the full Board, any direction to the Administrator related to a committee recommendation must come from the full Board.
4. Board committees are expected to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create a policy will not be used to monitor organizational performance on that same subject.
5. This policy applies only to committees which are formed by Board action, whether or not the committees include Board members. It does not apply to committees formed under the authority of the Administrator.
6. All Board committee meetings are subject to the open meetings law.

A committee is a Board committee only if its existence and charge come from the Board and its work is intended to support the Board's work, whether or not Board members sit on the committee. The only Board committees are those which are structured as set forth in this policy. Unless otherwise stated or required by law, a committee ceases to exist as soon as its task is complete.

Board committees

1. **(Name)**

a. **Purpose:**

- 1) **(State Purpose)**
- 2) **(State Purpose)**

b. **Membership (appointed by the Board):**

- 1) **(List)**
- 2) **(List)**

c. **Authority: Advisory to the Board**

d. **Timeline:**

2. **(ETC.)**

To accomplish its stated objectives, the Board will follow an annual agenda which includes continuing review, monitoring and refinement of *Ends* policies and continually improves board performance through board education and enriched input and deliberation.

Accordingly:

1. The planning cycle will conclude each year by the February board meeting in order that administrative decision-making and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term ends.
2. The planning cycle will start with the Board's development of its agenda for the next year, and will include:
 - a. Methods of obtaining input, including consultations with selected groups and persons, will be determined and arranged to be held during the balance of the year;
 - b. Governance education, including orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement, will be determined and arranged to be held during the balance of the year;
 - c. Education related to *Ends* policies (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged to be held during the balance of the year.
3. Throughout the year the Board will attend to consent agenda items as expeditiously as possible.
4. Monitoring of *Governance Process, Board-Staff Relationships* and *Executive Limitations* policies will be included on the agenda for separate discussion only if monitoring reports show policy violations or if policy criteria are to be debated.

Policy Number: GP-8-E
Policy Type: Governance Process
Policy Title: Agenda Planning Calendar for 2012

Month	EL-Monitoring	Ends Monitoring	GP/BSR Monitoring	Ends Linkage Other Business
January	EL-1	E-1 E-7	GP-2; GP-4; BSR-1; BSR-2; BSR-3;BSR-4;	
February	EL-8 EL-10	E-3	GP-2; GP-4; GP-8; BSR-5; GP-15	8 th Grade Breakfast; Pie-Palooza; Retreat; Administrator evaluation; First Notice of Board election
March	EL-7 EL-15	E-2	GP-1; GP-2; GP-3; GP-4; GP-16	Second Notice of Board election; Budget adoption
April	EL-2 EL-9	E-4	GP-2; GP-4; GP-5; GP-6; GP-7	Election, seats 2, 4, 4/18/2012; New Board member orientation;
May	EL-5 EL-6	E-6	GP-2; GP-4; GP-9; GP-10; GP-11; GP-15	Spring Program; 8 th Grade presentations; Administrator contract
June	EL-18 EL-19	E-1 E-7	GP-4; GP-2; GP-13; GP-14	Graduation & BBQ, 5/31/2012
July	No Meeting			
August			GP-2; GP-4; BSR-5; GP-15	Registration
September	EL-13 EL-16	E-3	GP-1; GP-2; GP-3; GP-4; GP-16	Parent Open House; Pet Parade; Administrator Ends Monitoring Report to Community
October	EL-3 EL-4 EL-8	E-2	GP-2; GP-4; GP-5; GP-6; GP-7	Teacher Appreciation
November	EL-11	E-4	GP-2; GP-4; GP-9; GP-10; GP-11; GP-15	
December		E-6	GP-2; GP-4; GP-13; GP-14	Winter Program

Monitoring Method: Not monitored

Adopted/Revised: March 3, 2012

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. The Board acting in its legislative capacity shall have the authority and responsibility to interpret and apply these standards of conduct.

Accordingly:

1. Board members should represent the interests of the citizens of the entire community. This accountability to the whole community supersedes any conflicting loyalty to other advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member who is also a parent of a student in the school or who is an employee of the school.
2. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interaction with the Administrator or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
 - b. Members' interaction with the public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members will not publicly make or express individual negative judgments about Administrator or staff performance. Any such judgments of Administrator performance will be made only by the Board, meeting in executive session as appropriate.
3. Board members shall maintain the confidentiality appropriate to issues of a sensitive nature, especially those discussed in executive session.

In order to build efficient and effective relationships, Board members shall establish a system of communication that builds on mutual expectation and trust.

Accordingly, we will:

1. Exercise honesty in all communication.
2. Demonstrate respect for each other's opinions.
3. Focus on issues, not personalities.
4. Assume and practice trust.
5. Maintain focus on shared goals.
6. Communicate in a timely manner to avoid surprises.
7. Openly support majority decisions of the board.
8. Withhold judgment on issues until fully informed.
9. Seek first to understand rather than be understood.
10. Express concerns privately, praise publicly.
11. Use executive sessions appropriately and judiciously.
12. Maintain confidentiality.
13. Follow the chain of command.
14. Openly share personal concerns, issues and agendas.
15. Assume a non-defensive posture, taking the initiative to communicate and ask questions for clarification.
16. Share information and knowledge.
17. Give direction as the whole, not as individuals.
18. Make every reasonable effort to protect the integrity and promote the positive image of the school and one another.

We will not:

1. Embarrass each other or the school.
2. Intentionally mislead or misinform each other or maintain hidden agendas.

Public office is a trust created by the confidence the public places in the integrity of local government officials for the common good and for the benefit of the people.

The Board will, at a minimum, hold itself to the rules of conduct for public officers defined by the Colorado Revised Statutes, Title 24, Article 18, Parts 104, 105, 108, 109, and 110. Beyond these legal requirements, the Board will seek to avoid even the appearance of conflicts of interest or financial misconduct. This will be achieved through a combination of specifically disallowed behavior as well as transparent disclosure.

A conflict of interest arises when a board member is unable to devote complete loyalty and singleness of purpose to the general public interest. For purposes of this policy, a conflict of interest is defined as a personal or pecuniary interest that is immediate, definite and demonstrable.

1. Therefore, Board members shall not:
 - a. Disclose or use confidential information acquired in the course of official duties to further substantially personal financial interests;
 - b. Accept a gift of substantial value or substantial economic benefit tantamount to a gift of substantial value which would tend to improperly influence a reasonable person in that position or which the Board member knows or should know is primarily for the purpose of a reward for official action taken;
 - c. Engage in a substantial financial transaction for private business purposes with the Administrator;
 - d. Perform an official act which directly and substantially confers an economic benefit on a business or other undertaking in which the Board member has a substantial financial interest or is engaged as a counsel, consultant, representative or agent.
2. Board members may:
 - a. Have a personal or private interest in a matter proposed or pending before the Board, provided they shall disclose such interest to the Board, shall not vote on it and shall not attempt to influence the decisions of other Board members in voting on the matter. However, if a Board member has complied with statutory disclosure requirements, the member may vote if participation is necessary to

Monitoring Method: Board Self-Assessment Adopted/Revised: September 8, 2010

Policy Number: GP-11
Policy Type: Governance Process
Policy Title: Board Member Ethics

- obtain a quorum or otherwise enable the Board to act. If a member votes under these circumstances, the member shall state for the record the fact and summary nature of the potential conflict of interest;
- b. Receive, in connection with serving on the Board, money, real or personal property, loans or guarantees of loans, or other items of value provided the member meets State requirements for disclosure, and furnishes a complete description of the item or items received, including their value, to the Board in writing. Such disclosure shall be made part of the public record;
 - c. Receive campaign contributions and contributions in kind which are reported in accordance with state law;
 - d. Receive an occasional nonpecuniary gift which is insignificant in value;
 - e. Receive payment or reimbursement for actual and necessary expenditures for travel and subsistence for attendance at a convention or other meeting at which the Board member is scheduled to participate on behalf of the Board;
 - f. Receive from the School any salary, benefits, or other compensation due to employment, provided such employment is not connected with their service on the Board;
 - g. Use school facilities and equipment to communicate or correspond with individuals, businesses, or organizations in conducting Board business;
 - h. Accept or receive a benefit as an indirect consequence of transacting school business.

Policy Number: GP-12
Policy Type: Governance Process
Policy Title: Board Member Financial Disclosure

Policy Deleted

Monitoring Method: Board Self-Assessment Adopted/Revised: September 8, 2010

Policy Number: GP-13

Policy Type: Governance Process

Policy Title: Process for Addressing Board Member Violations

The Board and its members are committed to faithful compliance with the intent and provisions of the Board's policies. In the event of a member's violation of policy, the Board will seek remedy by the following process:

- a. First, conversation in a private setting between the offending member and the board president or other individual member;
- b. Second, discussion in a work session between the offending member and the full Board;
- c. Third, public censure of the offending member of the Board;
- d. Fourth, removal from office upon a majority vote of the full Board.

There is a value to diversity on the board and the participation of members from a broad range of the community will be encouraged.

The Board shall consist of 5 members of the community.

The Administrator may not also be a member of the Board.

Prospective Board members shall sign and agree to the following statement:

“I affirm that I understand and support the Ends Policies of the Guffey Community Charter School.

I understand that the Guffey Community Charter School is governed through the Carver Policy Governance Model. I support the Carver Policy Governance Process and commit to training in its implementation.

I affirm that I have read and understand the policies of the Board as they relate to Board duties and responsibilities.”

The term of Board membership shall be two years, with no limitation of the number of terms that may be served. Seats are arbitrarily numbered from one to five, with even numbered seats up for election in even years, and odd numbered seats up for election in odd years.

All prospective Guffey Community Charter School Board members will declare their intentions, in writing, to run for office at least thirty days prior to the election by means of a Letter of Intent addressed to Board President, c/o GCCS.

The Board shall appoint an election official to conduct the election, which will be held the third Wednesday in April each year. If there are no contested seats, the results shall be declared in favor of the uncontested candidates, and the election shall be canceled.

If there are more candidates than contested seats, the seats shall be awarded to the candidates based on the votes each receives, with the first seat awarded to the candidate receiving the most votes, the next seat to the candidate with the next largest vote count, until all seats are filled. In the case of a tie, the winner will be determined by means of a coin toss.

At the regular meeting following the election, the Board shall elect its officers from the members. The offices of President and Secretary shall be filled.

Policy Number: GP-14
Policy Type: Governance Process
Policy Title: Policy for Board Membership

If a seat becomes vacant during the term of office, the Board may, but is not required to, appoint a community member to fill that seat for the duration of the term.

The Board will actively seek additional funding from outside private sources to build a Sustainability Fund to help ensure continuity in the educational program of the Guffey Community Charter School.

1. The Sustainability Fund will consist of monies raised solely for the purpose of providing the Guffey Community Charter School with alternative resources when State and Federal funding levels cannot meet necessary operating expenses.
2. The Sustainability Fund will be kept in an account separate from all other funding resources.
3. Total Program Funds, as defined in Colorado School Law, Per Pupil Operating Revenue as defined in the charter contract, as well as other State and Federal funds designed to follow the student will not be used for the Sustainability Fund.
4. All funds raised for the Sustainability Fund will come from private and non-private sources donating specifically to this fund. Once funds are accessed from the Sustainability Fund those funds can only be replaced with monies obtained through these sources.
5. The Administrator cannot use any monies available in the Sustainability Fund without Board approval:
 - a. Board approval will be by a majority vote of the full Board at a regular meeting;
 - b. In order for the Board to consider releasing funds, the Administrator must submit to the Board, in writing, a request to access funds available in the Sustainability Fund. The request must contain detailed evidence of need and the specific amount requested;
 - c. The Board may schedule one or more Administrator monitoring reports on the released fund money's impact on the school's educational program.
6. Board members will make the necessary effort to inform the public of the Sustainability Fund and its purpose.
7. All funds secured by the Board will be given to the Administrator for deposit in the Sustainability Fund.

The Board will conduct its meetings in accordance with the Colorado Open Meetings Act, CRS 24-6-402. Where not otherwise prohibited by law, it will be guided also by Robert's Revised Rules of Order and by the principles of Carver Policy Governance.

1. **Meeting:** a meeting is a gathering of three or more Board members to discuss public business. This gathering may be in person or conducted by telephone, email, or other means. Simple emails for the purpose of informational exchange between Board members are not considered meetings. Except as noted in Paragraph 7, meetings are open to the public at all times. Meetings conducted by email or other electronic means will be deemed "open to the public" if the meeting transcripts are available for public access. Meetings held outside the regular schedule are called "Special Meetings", but are otherwise identical to regularly scheduled meetings.
2. **Notice:** any meeting will be announced by public notice at least 24 hours prior to said meeting. Notice will be in the form of the proposed meeting agenda posted on the main entrance doors to the Guffey Community Charter School, and which may optionally be posted elsewhere as well. The agenda as posted will reflect as accurately as possible the items planned for the meeting, but is subject to change before the meeting or once the meeting is convened. The School District will be notified of any meeting by facsimile transmission of the proposed agenda at least 24 hours prior to said meeting.

Members of the public may request that the Board notify them reasonably in advance of any meeting, or of any meeting where specific topics will be addressed. The Secretary will maintain a list of individuals requesting such notice, and will be responsible for providing timely notice by telephone or email.

3. **Quorum:** a quorum of three or more Board members is required to conduct a meeting. The quorum must be maintained for the entire meeting.
4. **Chair:** the meeting chair rotates through the Board members in no particular order. The chair for a meeting will normally be decided at the prior meeting. If no chair is appointed, the President of the Board will chair the meeting. It is the responsibility of the Chair to prepare the meeting agenda and post the meeting notice as described above.
5. **Consent Agenda:** the Board utilizes a Consent Agenda as defined by Carver Policy Governance. The Consent Agenda shall consist of items that the Board is required by law to vote on, but for which the Board has delegated management authority to the Administrator. The Board will hold the Administrator responsible for preparing the Consent Agenda before each meeting where one is required.

Policy Number: GP-16
Policy Type: Governance Process
Policy Title: Meetings

Discussion of items on the Consent Agenda by Board Members for the purpose of clarification is permitted, but where substantial discussion or modification is required, the item will be removed from the Consent Agenda and transferred to the regular agenda. A vote to accept the Consent Agenda by more than half of the Members present is taken as an affirmative vote for each item on the Consent Agenda. Items are never voted on individually.

6. **Voting:** unless otherwise specified in the By-Laws or policies, all matters presented for a Board decision shall pass on an affirmative vote of more than half of the Members present. All votes shall be taken by voice, with the vote result stated by the Chair and recorded by the Secretary. Where the vote is not unanimous, a recorded vote shall be required.
7. **Executive Sessions:** at any regular meeting, the Members may recess to executive session to discuss confidential matters as allowed for by CRS 24-6-402 (4). The minutes shall clearly state the purpose of the executive session, in as much detail as possible without violating any confidentiality issues. A recess to executive session requires a vote of two-thirds of the Members present.
8. **Minutes:** the Secretary (or his assignee) shall record minutes of regular meetings and executive sessions. Minutes shall be in the style recommended by Carver Policy Governance, whereby all important points are recorded, but a detailed transcript is not required. Published minutes shall be prepared by the Secretary prior to the subsequent meeting. Once accepted by a vote of the Members, the published minutes of regular meetings shall be open to the public. Published minutes of executive sessions are sealed to public viewing and shall be maintained for a minimum of 90 days, after which they may be destroyed.
9. **Public Input:** the Board seeks input from all segments of the community it serves. At most meetings the Board will provide an opportunity for members of the public to speak on the record. However, the Board is under no obligation to provide such opportunity, and may, at its discretion, limit the number of speakers, and the amount of time allocated to any individual speaker.

Policy Number: BSR-1

Policy Type: Board/Staff Relationship

Policy Title: Global Governance-Management Connection

The Board's sole connection to the operational organization of the school is the Administrator.

Monitoring Method: Board Self-Assessment

Adopted/Revised: July 19, 2001

Only decisions of the Board acting as an entity are binding on the Administrator.

Accordingly:

1. Decisions or instructions of individual Board members, officers or committees are not binding on the Administrator 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 Administrator can refuse such requests that require, in the Administrator's opinion, a material amount of staff time or resources or that are disruptive or unreasonable.

The Administrator is the Board's only link to the operational organization of the school; all authority and accountability of staff, as far as the Board is concerned, is considered to be the responsibility of the Administrator.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Administrator
2. The Board will refrain from formally evaluating any staff other than the Administrator; however, this shall not prevent the Board, in exercising its legal responsibilities, from making, exercising or considering judgments regarding staff members
3. The Board will view successful Administrator performance as organizational accomplishment of the Board's Ends policies and compliance with the Board's Executive Limitations policies

The Board will instruct the Administrator through written policies which prescribe the organizational ends to be achieved and describe organizational situations and actions to be avoided, allowing the Administrator to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Administrator to achieve certain results for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends* policies.
2. The Board will develop policies which limit the latitude the Administrator may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies.
3. As long as the Administrator uses any reasonable interpretation of the Board's *Ends* and *Executive Limitations* policies, the Administrator is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Administrator domains. By doing so, the Board changes the latitude of choice given to the Administrator. However, as long as any specified delegation of authority is in place, the Board will respect and support any reasonable interpretation of its policies.

Administrator job performance will be monitored systematically and rigorously against the only Administrator job expectations: organizational accomplishment of Board's *Ends* policies and organizational operation within the boundaries established in the Board's *Executive Limitations* policies.

Accordingly:

1. Monitoring determines the degree to which board policies are being met. Information that does not contribute to this purpose is not considered monitoring data.
2. The Board will acquire monitoring data on *Ends* and *Executive Limitations* policies by one or more of three methods:
 - a. By internal report, in which the Administrator 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;
 - c. By direct Board inspection, in which the Board assesses compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be whether the Administrator has reasonably interpreted the Board policy being monitored. The Board will make the final determination as to whether the Administrator's interpretation is reasonable.
4. All policies which instruct the Administrator will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but ordinarily will depend on the schedule given in the Agenda Planning Calendar in GP-8-E.

Policy Number: BSR-5

Policy Type: Board/Staff Relationship

Policy Title: Monitoring Administrator Performance

5. In conjunction with the conclusion of the Board's annual planning cycle, each February the Board will conduct a formal summative evaluation of the Administrator. The summative evaluation will be based upon data derived during the year from monitoring Board policies on *Ends* and *Executive Limitations*. The Board will meet in Executive Session during the January Board meeting to discuss the evaluation. The Board will direct one or more Board members to draft an initial evaluation document. The evaluation document will be finalized through the collaboration of all Board members and presented to the Administrator prior to the February Board retreat. The Administrator will have the opportunity to review the document with the Board in executive session. The report will be signed by the Administrator and the president of the Board. The Administrator may, at his or her discretion, attach written comments to the evaluation document within two weeks following the Board retreat. These comments will be reviewed by the whole Board in Executive Session at the following Board meeting.

The evaluation document will consist of:

- a. A summary of the data derived throughout the year from monitoring the Board's policies on *Ends* and *Executive Limitations*;
- b. Conclusions relative to whether each end has been achieved or whether reasonable progress has been made toward its achievement;
- c. Conclusions relative to whether the Administrator has properly operated within the boundaries established in the *Executive Limitations* policies;
- d. A summary of the Administrator's strengths and weaknesses relative to achievement of the *Ends* policies and operation within the boundaries established in the *Executive Limitations* policies.

Nothing in this policy will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute, Board policy or contract. All employment decisions regarding the Administrator remain within the sole and continuing discretion of the Board.

Monitoring Method: Board Self-Assessment

Adopted/Revised: March 9, 2005