



Animas High School Board of Directors Policy Manual

20091 HWY 160
Durango, CO 81301
(970) 247-2474



Table of Contents

1.	Introduction and Administration	1
	Reasons for Adoption.....	1
	Consistency	1
	Transition	1
	Changes.....	1
	Specificity	2
	Oversight Responsibility.....	2
	Maintenance of Policies.....	2
2.	Organizational Essentials	3
	Governance.....	3
	AHS Mission, Vision, Values	3
	Strategic Plans.....	3
3.	Board Structure and Processes	4
	Governing Style	4
	Board Job Description	4
	Board Member Criteria	5
	Orientation.....	5
	Board of Directors Training Recommendations.....	5
	President’s Role	7
	Board Meetings.....	7
	Standing Committees.....	8
	Advisory Groups, Councils, and Task Forces	9
	Board Members’ Code of Conduct	9
	Board Finances.....	9
4.	Board-HOS/Staff Relationship.....	12
	Delegation to the Head of School (HOS).....	12
	HOS Job Description.....	12
	Communication and Counsel to the Board.....	12
	Monitoring Executive Performance	13



Annual Performance Review.....	14
Staff Compensation.....	14
Staff Treatment.....	14
HOS Transitions.....	14
Board Reference Book	15
5. Executive Parameters	15
General Guidance	15
Finance Parameters	15
Program Parameters	16
Advancement Parameters	16
Audit and Compliance Parameters	17
6. Conflict Resolution Process.....	18



1. Introduction and Administration

This Board Policies Manual (BPM) contains all of the current standing policies adopted by the Board of Directors (BOD) of Animas High School.

Reasons for Adoption

The reasons for adopting this BPM include:

- Efficiency of having all ongoing board policies in one place.
- Ability to quickly orient new board members to current policies.
- Elimination of redundant or conflicting policies over time.
- Ease of reviewing current policy when considering new issues.
- Providing clear, proactive policies to guide the Head of School (HOS) and staff.

Consistency

Each policy in this document is expected to be consistent with the law. Each policy is expected to be consistent with the applicable articles of incorporation and by-laws of Animas High School. Except for time-limited or procedural-only board decisions (approving minutes, electing an officer, etc.), which are recorded in regular board minutes, all standing policies shall be included or referred to in this document. The Head of School (HOS) is responsible for developing organizational and administrative policies and procedures that are consistent with this BPM.

Transition

Whether adopted part by part or as a complete document, as soon as some version of the BPM is voted on as the “one voice” of the board, the newly adopted policies are deemed to supersede any past policy that might be found in old minutes unless a prior board resolution or contract obligates the organization with regard to a specific matter. If any actual or apparent conflict arises between the BPM and other policies or board resolutions, the matter shall be resolved by the President or by the entire board as may be appropriate.

Changes

These policies will be reviewed annually by the governance committee and revised as deemed necessary. When language is recommended for deletion, it is shown in format. Proposed new language is underlined. Each section with a proposed change can be preceded by the # sign to help readers quickly locate proposed changes.

Any change to this BPM must be approved by Official Board action. Proposed changes may be submitted by any board member, as well as by the HOS to the Governance Committee. The Committee will review proposed changes for compliance current State and Federal Statutes, AHS Bylaws and any applicable AHS



Policies and report back to the Board. When applicable, the HOS will help the board formulate new language in the BPM by distributing proposed changes in advance. In most cases, the proposed changes shall be referred to and reviewed by the appropriate committee before being presented to the board for action.

Whenever changes are adopted, a new document will be updated and posted to the Animas High School website on the board of directors' page within 10 business days after the changes were approved. The previous version is filed in hard copy at the school office and electronically for future reference.

Specificity

Each new policy will be drafted to fit in the appropriate place within the BPM. Conceptually, policies should be drafted from the "outside in," i.e., the broadest policy statement should be presented first, then the next broadest, etc., down to the level of detail that the board finds appropriate for board action and below which management is afforded discretion as to how it implements the policies in this BPM.

Oversight Responsibility

The following table lists the BPM parts, the committees primarily responsible for drafting and reviewing those parts, and the individuals given authority to interpret and make decisions within the scope of those policies:

Part	Oversight	Implementation
Introduction	Governance Committee	Committee Chair
Organization Essentials	Full Board	President
Board structure and Processes	Governance Committee	Committee Chair
Board-HOS/Staff Relationship	Full board	President/HOS/AHOS
Executive Parameters	Governance Committee	Committee Chair
General Guidance	Governance Committee	Committee Chair
Finance	Finance Committee	Committee Chair
Curriculum	School Excellence Committee	Committee Chair
Fund Raising	Fundraising Committee	Committee Chair
Audit and Compliance	Finance Committee, Governance Committee, and Board President (dependent upon which aspect of audit)	Committee Chair(s) and HOS
Miscellaneous	As appropriate	TBD

Maintenance of Policies

The Board Secretary shall ensure that standing policies are published and available in a timely manner. The Board Secretary or designee shall maintain the policies file and provide updated copies to the board whenever the policies change or upon request. The board will ask that legal counsel review this BPM biennially to ensure compliance with the law. Discrete documents referred to in the BPM will be kept as



hard copy and document file as part of a Board Reference Book. All approved Board Documents, including the BPM, should be posted on the AHS Website whenever possible.

2. Organizational Essentials

Governance

A Board of Directors comprised of various stakeholders provides oversight to Animas High School based primarily on recommendations from committees and the Head of School (HOS) and Assistant Head of School (AHOS). Day-to-day operations of the school are led by the HOS. The HOS provides instructional leadership to teachers and is an educational leader and administrative manager who can inspire teachers and students. The HOS is assisted by the Assistant Head of School (AHOS). Both the HOS and AHOS report to the BOD at monthly meetings.

AHS Mission, Vision, Values

The Animas High school mission and values are encapsulated through our mission statement and statement of values: “Animas High School prepares all students for college and post-secondary success by creating critical thinkers and engaged citizens through an innovative, student-centered, project-based curriculum. Animas values

- Rigorous academics, where all students are prepared for college success
- Culture of excellence, where students are held to high expectations
- Strong faculty-student relationships, where students are well known
- Engaging learning, where students see the relevance of their education.”

This mission statement was evaluated through an all-stakeholder process and will be evaluated on an as-needed basis to ensure that it accurately reflects AHS’s values.

Strategic Plans

The board is expected to think strategically to ensure long-term viability of AHS. The Board is expected to develop a Strategic Plan based on the Mission, Vision, and Goals of AHS; update it as necessary, link major activities in the plan to the relevant sections of this BPM, and provide copies of the plan to the board for information annually. The policies in this BPM should support the achievement of the Strategic Plan and conform to all applicable Federal, State and, Local Statutes.



3. Board Structure and Processes

Governing Style

The board will approach its tasks with a style that emphasizes outward vision, encouragement of diversity in viewpoints, strategic leadership (more than administrative detail), and clear distinction of board and staff roles. The board will attempt to be proactive and not reactive. In this spirit, the board will:

- Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, respect for clarified roles, speaking to management and the public with one voice, and self-policing of any tendency to stray from the governance structure and processes adopted in these board policies.
- Be accountable to its stakeholders and the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or committee of the board to usurp this role or hinder this commitment.
- Monitor and regularly discuss the board's own processes and performance, seeking to ensure the continuity of its governance functions by selection of capable directors, orientation and training, and evaluation.
- Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.

Board Job Description

The job of the board is to lead the organization toward the desired performance and ensure that the performance occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job the board shall:

- Regularly evaluate the organization's mission, values, strategies, and major goals, and outcomes, and develop a strategic plan as a roadmap to achieve them.
- Determine the parameters within which the HOS is expected to achieve the goals, objective and outcomes.
- Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.
- Maintain and constantly improve all ongoing policies of the board in this BPM.
- Select, fairly compensate, nurture, evaluate annually, and if necessary, terminate a HOS, who functions as the board's sole agent.
- Ensure financial solvency and integrity through policies and actions.



- Require periodic financial and other external audits to ensure compliance with the law and with good practices.
- Evaluate and constantly improve the board's performance.

The Board is also bound by a list of responsibilities found in the AHS Bylaws (*Section 3.18*). The duties of the Board include, but are not limited to:

- Setting policy for Animas High School
- Hiring the Head of School, and supervising and reviewing his/her performance
- Ensuring effective strategic organizational planning for the Corporation
- Setting and approving a budget for Animas High School each school year
- Managing the Corporation's resources responsibly
- Enhancing Animas High School's public image
- Assessing its own performance as a Board

Board Member Criteria

In nominating members for the board, the BOD begins with a needs matrix to assess what skills are needed on the board. Potential board members are invited via the AHS weekly school newsletter, the AHS website, and by stakeholders to apply. Potential members submit an application and interview for the position and are encouraged to interview with the AHS faculty prior to interviewing with the board. Members elected to the board are expected to serve a three-year term and years.

In addition to recruiting members based on needs, two board members will be elected via stakeholders beginning spring 2016.

Orientation

Prior to election, each nominee shall be given this BPM along with adequate briefings on the role of the board, officers, and staff and an overview of programs, plans, and finances. Soon after election, each new board member will be given more comprehensive orientation material and training.

Board of Directors Training Recommendations

Upon election to the board, all board members receive an orientation by another "mentor" board member. The following documents are provided and discussed with each new member:

- Documents associated with the school:
 - The Charter and/or Charter Renewal Application



- Charter Contract
- School Improvement Plan (most recent)
- Parent/Student Handbook
- Employee Handbook
- Documents associated with the board of directors
 - Strategic Plan (current year)
 - Roster of board members—contact information, brief biographies
 - Job description for Board members
 - Board policies (includes list of standing board subcommittees)
 - Board Member Agreement
 - Yearly board calendar
- Legal Documents and Policies
 - Bylaws of the Corporation
 - Articles of Incorporation
- Finances
 - Last year end audited financial statement
 - Current year budget

In addition, board members are provided access to online training resources, such as <http://www.boardtrainingmodules.org>

Recommended Minimum Training requirements are

- Board Member Conduct
- Board Structure & Responsibilities
- Promoting the Mission & Vision
- Board Financial Oversight
- Sunshine Law
- Legal & Policy Issues



President's Role

The job of the President is, primarily, to maintain the integrity of the board's processes. The President "manages the board." The President is the only board member authorized to speak for the board, other than in rare and specifically board-authorized instances. The President will ensure that the board behaves in a manner consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to board policy, clearly belong to the board to decide, not to staff.

The authority of the President consists only in making decisions on behalf of the board that fall within and are consistent with any reasonable interpretation of board policies in Parts 3 and 4 of this BPM. The President has no authority to make decisions beyond policies created by the board. Therefore, the President has no authority to supervise or direct the HOS's work, but is expected to maintain close communication with, offer advice to, and provide encouragement to the HOS and staff on behalf of the board.

Board Meetings

Board events often include time for guest presenters, interaction with staff and beneficiaries, board training, and social activities, as well as business sessions. Policies that are intended to improve the process for planning and running meetings follow:

- The schedule for board meetings shall be set six months in advance. Any changes to this schedule are posted on the AHS website at least one week prior to the meeting.
- The HOS shall work with the President and the committee chairs in developing agendas and providing background materials for the board and committees as required. The HOS shall notify the board of any recommendations for changes in the BPM, previous minutes, and other such materials in advance of regularly scheduled board meetings. The HOS will provide status and other monitoring reports as specified by the board.
- Minutes and the updated BPM shall be sent to board members within 14 days of board meetings.
- Regular board meetings shall be held, at a minimum, once per month; and will be preceded by a reminder notice approximately one week in advance of the meeting date. Additional meetings of the board can be called according to the bylaws.
- The Governance Committee shall prepare a meeting evaluation form for completion by each board member annually. The completed forms shall be reviewed, analyzed, and summarized by the Governance Committee, which shall report the results of the meeting evaluation to the board members within two weeks of completion.



Standing Committees

Committees help the board be effective and efficient. They speak “to the board” and not “for the board.” Unless authorized by the whole board, a committee may not exercise authority that is reserved to the whole board by the bylaws or by the laws of Colorado governing public charter school education. Committees are not created to advise or exercise authority over staff. Once committees are created by the board, the board President shall recommend committee chairs and members for one-year terms, subject to board approval. The board President and the HOS are *ex officio* members of all committees. The HOS may assign one senior staff member to assist with the work of each committee.

- **Governance Committee.** This committee shall recommend policies to the board pertaining to governance issues and processes, including the orientation and training of new board members, the evaluation and improvement of the contribution of individual board members and officers, and the recommendation of bylaw changes. The committee will also develop a roster of potential board members based on the board profile, and will nominate all board members and officers.
- **Finance Committee.** This committee shall develop and recommend to the board those financial principles, plans, and courses of action that provide for mission accomplishment and organizational financial well-being. Consistent with this responsibility, it shall review the annual budget and submit it to the board for its approval. In addition, the committee shall make recommendations with regard to the level and terms of indebtedness, cash management, risk assessment, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies for inclusion in the BPM that the committee determines are advisable for effective financial management.
- **Audit and Compliance Committee.** This committee shall oversee the organization’s internal accounting controls; recommend external auditors for board approval; review the external auditors’ annual audit plan; and review the annual report, the management letter, and the results of the external audit. The committee, or its delegate, shall have an annual private conversation with the auditor. In addition, the committee shall be responsible for oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-committee shall also oversee written conflict of interest policies and procedures for directors and officers.
- **Fund Raising Committee.** This committee shall study and recommend policies relating to communications and public relations as well as policies relating to raising financial and other resources for the organization.
- **School Excellence Committee/School Accountability Committee.** This committee, required by law (CRS 22-11-401 and CRS 22-11-402), shall study and recommend policies relating to all educational programs of the school. Its role is



- To recommend to the HOS school priorities for spending school moneys.
- To advise the HOS concerning the preparation of a school performance or improvement plan, if either is required pursuant to section 22-11-210, and to submit recommendations to the HOS and superintendent if applicable.
- To recommend to the principal of its school priorities for spending school moneys.
- To advise the HOS concerning the preparation of a school performance or improvement plan, if either is required pursuant to section 22-11-210, and to submit recommendations to the HOS and superintendent if applicable.
- To advise the local school board or the institute concerning the preparation of a school priority improvement or turnaround plan, if either is required pursuant to section 22-11-210, and to submit recommendations to the local school board or the institute concerning the contents of the priority improvement or turnaround plan.
- To meet at least quarterly to discuss whether school leadership, personnel, and infrastructure are advancing or impeding implementation of the public school's performance, improvement, priority improvement, or turnaround plan, whichever is applicable, or other progress pertinent to the public school's accreditation contract with the local school board or the institute.

Advisory Groups, Councils, and Task Forces

To increase its knowledge base and depth of available expertise, the board supports the use of groups, councils, and task forces of qualified advisers. The term “task force” refers to any group appointed by the HOS or the President to assist him or her in carrying out various time-limited goals and responsibilities. Although either the President or the HOS may form a task force, he or she shall notify the board of its formation, purpose, and membership within 10 days of its formation. The HOS may assign a senior staff member to serve on advisory groups.

Board Members’ Code of Conduct

The board expects of itself and its members ethical and businesslike conduct. Board members must offer loyalty to the interests of the entire organization, superseding any conflicting loyalty such as that to family members, advocacy or interest groups, and other boards or staffs of which they are members. Board members must avoid any conflict of interest with respect to their fiduciary responsibility. There must be no self-dealing or conduct of private or business or personal services between any board member and the organization except as procedurally controlled to assure openness competitive opportunity, and equal access to information.

The board will make no judgments of the HOS or staff performance except as the performance of the HOS is assessed against explicit board policies and agreed-upon performance objectives.

Board Finances

Every board member is expected to be a donor of record in each calendar year.



Expenses incurred to fulfill board activities normally can be an individual tax deduction; however, any board member may submit for reimbursement any expenses incurred to attend board or committee meetings.

Board members are expected to be fully informed of AHS's financial situation through regular reports from the treasurer, who is a member. The treasurer works closely with the schools' financial department and the finance committee. In addition, board members are expected use the following guidelines adopted from the Colorado League of Charter Schools for reviewing key financial documents of AHS.

▪ **Balance Sheet**

- Review total amount of money in **bank accounts**. Does it seem adequate to cover expenses until the next per pupil revenue payment is received? Understand average monthly disbursements, especially large items (e.g. payroll, benefits, rent/facility financing payment, utilities, etc.) and make sure there is enough money in the bank for sufficient cash flow.
- Review **accounts receivable**. This shouldn't be a high amount, especially for a school. Make sure you generally understand what open receivables the school has. Is the administration reasonably assured of collecting on all receivables by year-end?
- Review **assets** and make sure the school's assets appear here (e.g. lease deposits, capitalized furniture/equipment). The assets shouldn't change much throughout the year. Make sure you understand any changes to the school's assets.
- Review **liability** accounts, particularly any payables. Look for any large amounts or significant changes.

▪ **Profit and Loss Statement**

- Ensure that the profit and loss statement is being presented as a **budget vs. actual report**.
- Review all major **income categories** and compare with budgeted amounts. Are there any significant shortfalls? If so, how is the administration preparing to handle that?
- Review all major **expenses categories** and compare with budgeted amounts. In areas where the school is over budget, be sure you understand why the school is spending more than anticipated. How is the administration planning to offset any higher-than-expected expenses?
- Make sure the administration has a way of tracking and accounting for **significant budget deviations** to ensure that the school will end the year with a balanced budget. This document should be shared with the board.
- Determine whether the school's **total expenses** will exceed budgeted expenses. If this is the case, determine when a revised budget will be presented and approved by the board.



- Request reports on **restricted funds** (e.g. grants, mill levy, title funding, etc.) as needed to ensure that spending restrictions are being met and that required spending will be completed by year-end.
- Ensure that the school will meet the minimum spending amounts for the **capital reserve** and **instructional supplies**. Review any documentation to support compliance with these requirements.
- **Budget**
 - When reviewing a proposed budget, **compare projected income and expenses with historical financial data**. In other words, do the projections reflect the reality of the current year's income and expenses? It may be helpful to have the administration create a spreadsheet in which three years of data are compared side-by-side (the previous fiscal year, which should already be audited; the current fiscal year, which would be year-end projections; and the proposed budget). This will help the board understand whether projections are realistic. Any significant increases or decreases should be understood by board members.
 - The board should have a mechanism in place for ensuring that **board priorities, strategic planning goals** for the coming year, etc. are supported financially in the budget. For example, if the school has determined that raising academic achievement in math is the primary focus of the coming year's accountability plan, this must be reflected in the budget. Or, if out-of-the-classroom experiences are an important part of the school's mission, the board should make sure that these priorities are financially supported in the budget.
 - Ensure that the proposed budget includes an adequate **contingency fund** in the case of under-enrollment, other revenue shortfall, or unexpected expenses.
 - For long-term planning, ensure that any board-dictated **year-end reserve** goals will be met with the proposed budget.
 - If the budget includes any **variable income** (e.g. grants not yet received, donations, capital construction, etc.), make sure the board understands what cuts will be made in the event that the school does not receive these revenues. One way to address this is to create an alternative budget that eliminates variable income and expenses that would be covered by that income.
 - Ensure that the **capital reserve fund** is separate from the general fund on the proposed budget.
 - Ensure that the budget is formatted in such a way to easily prepare reports required by the authorizer and to enable the school to roll financial data up into the CDE **chart of accounts** format at the end of the year.



4. Board-HOS/Staff Relationship

Delegation to the Head of School (HOS)

While the board's job is generally confined to establishing high-level policies, implementation and subsidiary policy development are delegated to the HOS.

- All board authority delegated to staff is delegated through the HOS, so that all authority and accountability of staff is considered to be the authority and accountability of the HOS.
- Organization Essentials policies in Part 2 direct the HOS to achieve certain results. Executive Parameters policies in Part 5 define the acceptable boundaries of prudence and ethics within which the HOS is expected to operate. The HOS is authorized to establish all further policies, make all decisions, take all action, and develop all activities as long as they are consistent with any reasonable interpretation of the board's policies in this BPM.
- The board may change its policies during any meeting, thereby shifting the boundary between board and HOS domains. Consequently, the board may change the latitude of choice given to the HOS, but so long as any particular delegation is in place, the board and its members will respect and support the HOS's choices. This does not prevent the board from obtaining information in the delegated areas.
- No individual board member, officer, or committee has authority over the HOS. Additionally, only officers or committee chairs may request information from the HOS, but if such a request requires a material amount of staff time or funds or is disruptive, it may be refused.

HOS Job Description

As the board's single official link to the operating organization, HOS performance will be considered to be synonymous with organizational performance as a whole. Consequently, the HOS's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals and (b) organizational operations within the boundaries of prudence and ethics established in board policies on Executive Parameters.

Communication and Counsel to the Board

With respect to providing information and counsel to the board, the HOS shall keep the board informed about matters essential to carrying out its policy duties. Accordingly, the HOS shall:

- Inform the board of relevant trends, anticipated adverse media coverage, and material external and internal changes, and particularly changes in the assumptions upon which any board policy has previously been established, always presenting information in as clear and concise a format as possible.



- Relate to the board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the board.
- Report immediately any actual or anticipated material noncompliance with a policy of the board, along with suggested changes.

Monitoring Executive Performance

The purpose of monitoring is to determine the degree to which the mission is being accomplished and board policies are being fulfilled. Information that does not do this shall not be considered monitoring. Monitoring will be as automatic as possible, using a minimum of board time, so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

- **Direct board inspection.** Discovery of compliance information by a board member, a committee, or the board as a whole. This includes board inspection of documents, activities, or circumstances that allows a “prudent person” test of policy compliance.
- **External report.** Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the board. Such reports must assess executive performance only against legal requirements or policies of the board, with suggestions from the external party as to how the organization can improve itself.
- **HOS reports.** The HOS shall help the board determine what tracking data are available to measure progress in achieving the mission and goals and conforming to board policies. Currently the board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:
 - Monthly: Informal HOS reports on achievements, problems, and board notices.
 - Quarterly: (a) A one or two page “dashboard” report showing agreed upon key indicators that track designated financial and program results over a two year period in graphic form: (b) other summary reports as the board may define in this BPM.
 - Semiannually: (a) Expense and revenue against budget report with comparison to previous year; (b) balance sheet; (c) cash flow projections; (d) other statistics as deemed appropriate.
 - Annually: Within 45 days of the end of the fiscal year, (a) end of year expense and revenue against budget; (b) balance sheet; (c) staff organization chart; (d) other reports that the board may define in this BPM.



Annual Performance Review

A performance evaluation task force, comprising the board President, the vice President, and the chair of the Governance Committee, shall formally evaluate the HOS annually, based on achievement of organizational goals and any other specific goals that the board and the HOS have agreed upon in advance, as well as the HOS's own written self-evaluation and invited comments from all board members after they have seen the self-evaluation. The President shall serve as chair of the task force.

After meeting with the HOS, the task force will report on its review to the board, including recommendations on the HOS' compensation, which the Executive Committee or the board will then act upon. During this process, the HOS and board will agree on any specific, personal performance goals for the year ahead. These goals shall be documented in a letter to the HOS from the board President and will be a primary basis for determining the HOS's performance at the end of the next year.

Staff Compensation

The HOS is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. The HOS shall (a) develop and maintain an employee manual that is reviewed annually by competent legal counsel and (b) provide copies of this manual to the board on an annual basis for information purposes.

Staff Treatment

With respect to treatment of paid and volunteer staff, the HOS may not cause or allow conditions that are inhumane unfair, or undignified. Accordingly, he or she may not:

- Discriminate among employees on other than clearly job-related, individual performance or qualifications.
- Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.
- Withhold from staff a due-process, unbiased grievance procedure.
- Discriminate against any staff member for expressing an ethical dissent.
- Prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that board policy has been violated to his or her detriment.
- Fail to acquaint staff members with their rights under this policy.

HOS Transitions

At any time, the President may appoint a transition task force to explore options and propose strategies and board policies related to succession and transition of the HOS and to facilitate any special needs of the outgoing and incoming HOSs and their families. The incumbent HOS shall give the board, if possible,



a six month notice of intent to leave that office. Any need for an acting or interim HOS will be determined by the board President subject to board approval.

The board President is authorized; as soon as a vacancy or scheduled departure of the HOS is known, to appoint a search committee and committee President. The search committee may include up to two people not on the board. The committee shall within 30 days recommend for board approval a position announcement, a recommendation on any search consultant, the appointment of a search secretary, and a budget for the search. The search committee shall present up to three qualified candidates to the full board for selection.

A special task force appointed by the President shall, at the time of selection, negotiate the new HOS's compensation and service agreement and give both the incumbent and the successor HOS any special performance priorities from the board.

Board Reference Book

In addition to reports that the HOS may choose to make to the board, the HOS shall develop and maintain a Board Reference Book with all pertinent documents to which board members might want to refer during board and committee meetings. These may include articles, bylaws, organization chart, recent minutes, committee roster, list of key volunteers/consultants, board documents referred to in this BPM, etc.

5. Executive Parameters

General Guidance

The purpose of the remainder of the BPM is to detail those executive parameters that will guide the HOS and the staff as they accomplish the mission. These parameters are intended to free the HOS and the staff to make timely decisions without undue board directives. The board expects that the HOS will do nothing that is illegal, unethical, or imprudent. Beyond these general parameters, the board details its executive parameters in the major sections that follow in Part 5.

Finance Parameters

The HOS must ensure that the financial integrity of the organization is maintained at all times; that proper care is exercised in the receiving, processing, and disbursing of funds; and that financial and nonfinancial assets are appropriately protected.

- **Budgeting.** The budget during any fiscal period shall not (a) deviate materially from the board's goals and priorities listed in Part 2, (b) risk fiscal jeopardy, or (c) fail to show a generally acceptable level of foresight. Accordingly, the HOS may not cause or allow budgeting that:



- Contains too little detail to (a) enable accurate projection of revenues and expenses, (b) separate capital items from operational items, (c) monitor cash flow and subsequent audit trails, and (d) disclose planning assumptions.
- Anticipates the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
- Fails to comply with any external financial requirements for which the organization is responsible by law or agreement.
- Is not derived from the strategic plan.
- **Financial Controls.** The HOS must exercise care in accounting for and protecting the financial assets of the organization. To this end, the HOS is expected to incorporate generally accepted accounting principles and internal controls in the financial systems that are employed in the organization.
- **Asset Protection.** The HOS may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the HOS may not:
 - Fail to insure against theft and casualty losses and against liability losses to board members, staff or the organization itself beyond the minimally acceptable prudent level.
 - Allow non-bonded personnel access to material amounts of funds.
 - Subject office equipment to improper wear and tear or insufficient maintenance.
 - Unnecessarily expose the organization, its board, or its staff to claims of liability.
 - Make any major purchase without sealed bids or some other demonstrably prudent method of acquisition of quality goods, without a written record of competitive prices, or any purchase wherein normally prudent protection against conflict of interest has not been provided.
 - Acquire, encumber, or dispose of real property without board approval.

Program Parameters

In general, the HOS is expected to establish, maintain, and eliminate programs and services to achieve the organization's mission and goals in the most effective and efficient manner.

Advancement Parameters

The various efforts to represent the organization to the public (media, public relations, fund-raising, student recruitment, etc.) shall be integrated sufficiently so that the organization's brand/positioning in the external world is positive and effective.



- **Fund-Raising Strategy.** The HOS in conjunction with the appropriate committees shall develop and maintain a fund-raising plan for the school.
 - **Donor Rights.** The HOS may not allow the names of donors to be revealed outside the organization without explicit permission from the donor. The HOS may not represent to a donor that an action will be taken that violates board policies or fail to honor a request from a donor as to how her/his contribution is to be allocated if such an allocation is allowed. The HOS must confirm receipt of a donor's contribution and provide an annual summary of donations.
 - **Training.** The HOS shall ensure that appropriate members of the staff and volunteer community are properly trained for participation in fundraising activities and shall budget for such expenses.
- **Public Affairs.** The HOS shall develop policies and procedures for communicating with the organization's primary stakeholders and the public at large in a positive and constructive way.
 - **Communications Plan.** The HOS shall develop and maintain a communications plan, shared with the board as appropriate, that describes how the organization will communicate with its various stakeholders. The plan shall identify the stakeholder segments, how the organization will both speak and listen to each segment, and who is allowed to speak for the organization. The plan shall also include the role of board members as both listeners and speakers for the organization.
 - **Communications Restrictions.** To preserve the organization's image in the community, the HOS and any designee are the only spokespersons authorized to speak for the organization, and the President is the only spokesperson for the board. None of the spokespersons may represent the organization in any way that is inconsistent with the policies in Part 2 of this BPM; make statements that may be perceived as supporting a political party or platform; be the author of an article, book, or publication that includes classified or sensitive information about the organization; or engage in lobbying activities at any governmental level without prior permission from the board.

Audit and Compliance Parameters

The HOS shall take the necessary steps to ensure the integrity of our systems and procedures; to see that they comply with all pertinent legal, regulatory, and professional requirements; and to report to the board any material variations or violations.

- **External Audit.** An independent auditor will be hired and supervised by the Audit and Compliance Committee, after a careful selection and annual evaluation. The HOS shall work with the auditor to gain a clean opinion on the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.



- **Internal Compliance.** The HOS shall meet all requirements for complying with federal, state, or local laws and regulations. The HOS shall maintain a list of compliance actions and reports that are required of a nonprofit public charter school and periodically submit the list for inspection by the Audit and Compliance Committee. On a biennial basis, the HOS shall contract for a legal review the organization's compliance with the pertinent laws and regulations and make the results of the review available to the Audit and Compliance Committee, which, in turn, will report to the board on the overall status of the organization with respect to compliance matters, including any current problems or anticipated problems with regulatory authorities.

6. Conflict Resolution Process

Animas High School recognizes that even in an organizations with excellent communication processes that grievances may arise. In the event that these issues arise, parents and staff are encouraged to use the following process to address a grievance. Throughout this process, Animas expects all adults to be models of good character, even if the circumstances are difficult.

Level 1. If your child is or you are experiencing a problem in the school environment, contact the staff member with whom the issue pertains. Work together to develop a solution for, or awareness of, the issue.

Level 2. If this communication with the staff member does not resolve the problem, arrange for a meeting with the Assistant Head of School (AHOS). The AHOS will work toward finding a solution for all parties involved and will document this meeting with the following information: date of meeting, persons present, concern, points of agreement/disagreement, resolution/impasse.)

Level 3. If there are still points that cannot be resolved with the meeting with the AHOS, you may request a meeting with the Head of School (HOS) through completion of a Conflict Resolution Form. All documentation will be forwarded to the HOS upon this request. The HOS will use the Conflict Resolution Form and AHOS documentation to work toward resolution.

Level 4.In the event that resolution is not achieved at Level 3, you may request a meeting with the Conflict Resolution Committee comprised of three board members in an effort to find resolution. The Conflict Resolution Committee will review all documentation regarding the grievance and interview the relevant parties and work toward a solution.

Level 5. If resolution is still not achieved, you may make a written request at least 7 days in advance of the next regularly scheduled board meeting that the Conflict Resolution Committee present a summary of your complaint and its recommendations at the meeting for a board vote. All parties involved in previous levels will be invited participants to this meeting. Decisions rendered at this level will be in writing, setting forth the decision. Once approved by quorum by the Board of Directors, the decision will be transmitted promptly to all parties involved. Decisions made at this level are final.



Note that the Board of Directors has empowered the administration to make student disciplinary decisions. Rarely will the Board of Directors (BOD) meet to discuss a student discipline issue. It is the full desire of the AHS staff and BOD to resolve conflicts at the lowest level possible. We value our students and parents and will work hard to create positive, professional relationships. In a community that values and models high character, it is assumed that the need for the higher levels of this policy will be few.