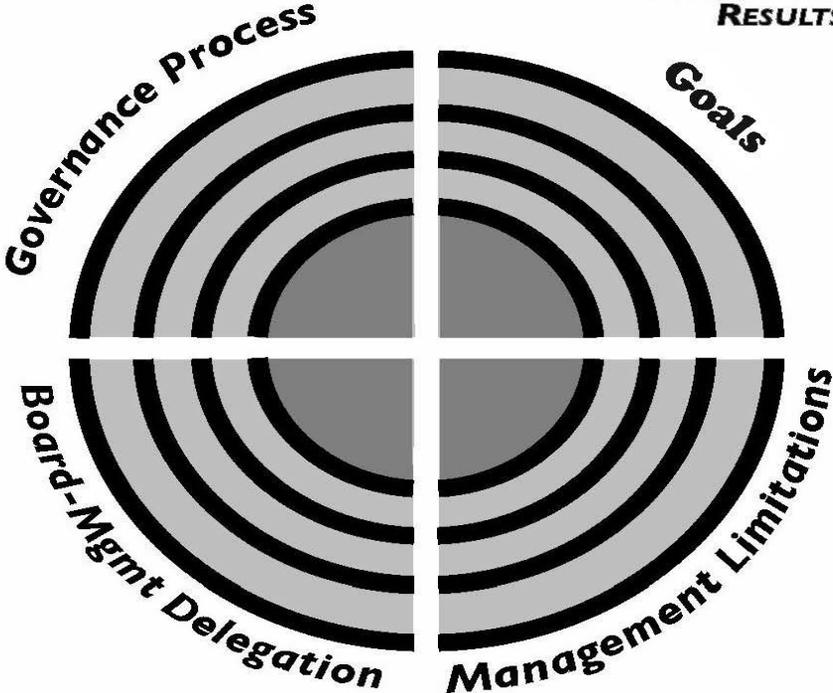


**27J SCHOOLS  
GOVERNING POLICY OF THE BOARD OF EDUCATION**

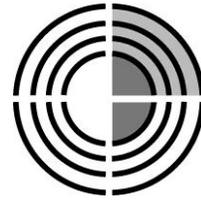
*BOARD MEANS*

**INTENDED  
ORGANIZATIONAL  
RESULTS**



*BOARD MEANS*

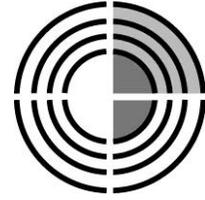
**STAFF MEANS**



## TABLE OF CONTENTS

<b>Category 1: Goals</b>	<b>Policy 1</b>	<b>Purpose of District 27J</b>	
		Global Goals	
		Academics	
	1.1	Annually - February	
	1.2	Annually - February	
	1.3	Annually – September	
	1.4	Annually - March	
<b>Category 2: Governance Process</b>	<b>Policy 2</b>	<b>Governance Commitment</b>	
	2.A	Governing Style & Values	
	2.B	Board Job Products	
	2.C	Agenda Planning	
	2.D	Board President’s Role	
	2.E	Board Secretary’s Role	
	2.F	Boards Members’ Code of Conduct	
	2.G	Directors’ Individual Responsibilities	
	2.H	Board Committee Principles	
	2.I	Board Committee Structure	
	2.J	Governance Investment	
<b>Category 3: Management Limitations</b>	<b>Policy 3</b>	<b>Global Executive Constraint</b>	August
	3.A	Treatment of Students/Public	May
	3.B	Treatment of Parents/Guardians	February
	3.C	Treatment of Faculty/Staff/Volunteers	January
	3.D	Financial Condition & Activities:	
		Internal	January/October
		External	December
		(Extension to February for 2012-2013)	
	3.E	Asset Protection	April
	3.F	Financial Planning & Budgeting	May
	3.G	Compensation & Benefits	March
	3.H	Emergency Executive Succession	November
	3.I	Board Awareness & Support	December
	3.J	Charter Schools	September
<b>Category 4: Board–Management Delegation</b>	<b>Policy 4</b>	<b>Governance–Management Connection</b>	
	4.A	Unity of Control	
	4.B	Accountability of the Superintendent	
	4.C	Delegation to the Superintendent	
	4.D	Board–General Counsel Relationship	
	4.E	Monitoring Superintendent Performance	

Note: “Global Ends” replaced with “Goals” and “Monitoring Reports” replaced with “Expectations of the Board” January 22, 2013



## Policy 1 – PURPOSE OF DISTRICT 27J

*Date Adopted:* January 27, 2009

*Revised:* June 14, 2011, November 27, 2012, October 27, 2015,  
April 26, 2016, October 24, 2017, March 9, 2021

Goals

**Monitoring Date:** 1.1 February  
1.2 February  
1.3 September  
1.4 March

### 1. Global Goal:

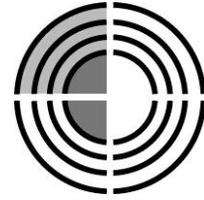
**District 27J serves our community by providing all students the opportunity to gain knowledge and skills for present and future success.**

Students achieve academic excellence.

1. The graduation rate will increase by 2% per year until 95% is attained at which it will not drop lower.
2. A) Every student will graduate from High School prepared to enroll in a 2 or 4 year college, enter the workforce with employment credentials, or enlist in the military.  
B) 27J Schools' matriculation rate will increase by 2% every year.
3. Beginning in the fall of 2021, the academic status of the School District 27J and individual schools within 27J will be measured by the 27J Schools Academic Dashboard. By the fall of 2025, 80% of district managed schools will have an accomplishing rating on the 27J Schools Academic Dashboard.
4. (A) Each 27J managed school will increase the percentage of students who are demonstrating proficient social emotional skills by 2% each year until every student demonstrates proficient social emotional skills.  
(B) Each 27J managed school will decrease the percentage of students demonstrating "at risk" behavior by 2% until there are no students behaving "at risk".  
(C) 80% of district managed schools will have an accomplishing rating on the 27J Schools Climate/Culture Dashboard.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION

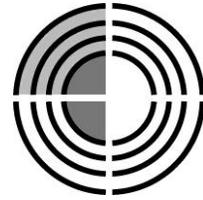


## **Policy 2 – GOVERNANCE COMMITMENT**

*Date Adopted/Last Revised: January 27, 2009*

*Governance Process*

The purpose of the Board, on behalf of residents and property owners of the District is to ensure that the District (1) achieves appropriate results for appropriate recipients at an appropriate cost (as specified in Board Goals policies), *and* (2) avoids unacceptable actions and situations.



## Policy 2.A – GOVERNING STYLE & VALUES

*Date Adopted:* January 27, 2009

*Revised:* April 24, 2012, July 29, 2014, September 26, 2017

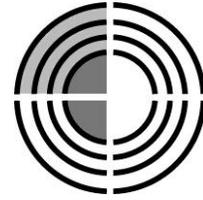
*Governance Process*

The Board will govern lawfully, observing Policy Governance principles, with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) governing proactively rather than reactively. Statement at the beginning of the board meetings.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the primary initiator of governing policy.
2. The Board may use the expertise of individual members to enhance the Board's understanding of issues, but will not substitute such expertise for the judgment of the Board.
3. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major focus will be on the achievement of intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
4. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, adherence to board standards of conduct, and ensuring the continual development of governance capability. *Discipline of a board director may occur when that director violates reasonable standards of conduct, whether or not the misconduct occurs in the performance of their duties as a board director. This discipline may include, but is not limited to, private or public censure, written reprimand, or a call for resignation.*
  - a) Continual Board development will include orientation of new or potential Board members in the Board's governance process and periodic Board discussion of process improvement.
5. Although the Board can change its governing policies, it will conscientiously observe those currently in effect.
6. All policies of the Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.
7. The Board will not allow any Board director, Board committee, employee of the school district or member of the public to prevent the Board from fulfilling its duties and commitments.
8. The Board will monitor and assess its process and performance quarterly. Self-monitoring will include comparison of Board activity and discipline to Governance Process and Board-Management Delegation policies.

9. The Board's activities, with the exception of personnel and other matters of a sensitive nature, shall be open and accessible to reasonable scrutiny by its "owners".
10. In compliance with Titles VI & VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act, the Genetic Information Nondiscrimination Act of 2008, and Colorado law, School District 27J does not unlawfully discriminate on the basis of race, color, sex, religion, national origin, ancestry, creed, age, marital status, sexual orientation, genetic information, disability or need for special education services in admissions, access to, treatment, or employment in educational programs or activities which it operates and provides equal access to the Boy Scouts and other designated youth groups. A lack of English language skills will not be a barrier to participation or admission.



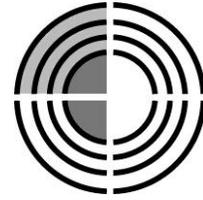
## **Policy 2.B – BOARD JOB PRODUCTS**

*Date Adopted/Last Revised: January 27, 2009*

*Governance Process*

On behalf of the “ownership” it represents, the Board of Education assumes direct responsibility for ensuring appropriate organizational performance:

1. The Board will be the conduit linking the ownership and the operational organization.
  - a) **Needs Assessment:** The Board will assess the needs of the ownership as they relate to the organization’s activities and scope of influence, and will develop Goals policies identifying and prioritizing the outcomes the organization will produce to address those needs.
  - b) **Advocacy:** The Board will inform the ownership of the organization’s expected future results, and its present accomplishments.
2. The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations:
  - a) **GOALS:** Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b) **MANAGEMENT LIMITATIONS:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c) **GOVERNANCE PROCESS:** Specification of how the Board conceives, carries out and monitors its own task.
  - d) **BOARD/MANAGEMENT DELEGATION:** How power is delegated and its proper use monitored: the Superintendent role, authority and accountability.
3. The Board will assure successful organizational performance on Goals and Management Limitations.



## **Policy 2.C – AGENDA PLANNING**

*Date Adopted: January 27, 2009*

*Revised: April 24, 2012, May 26, 2015, September 26, 2018*

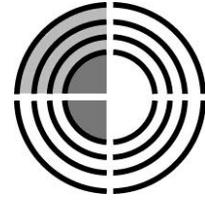
*Governance Process*

The Board will prepare and follow an annual work plan that (1) completes a re-exploration of Goals policies annually and (2) continually improves board performance through Board education, enriched input and deliberation.

Accordingly:

1. The Board's annual planning cycle will conclude each year on the last day of March so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Goals.
2. The cycle will start with the Board's development of its agenda for the next year.
  - a) The Board will identify its priorities for Goals and other issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining ownership input, governance education, and other education related to Goals issues, (e.g. presentations by futurists, advocacy groups, demographers, other providers, staff, etc.).
  - b) The President in conjunction with the Vice President will, at the commencement of the Board's annual planning cycle, prepare and present for the Board's consideration a tentative agenda plan for the following year's meetings.
3. The President will determine the agenda for any particular meeting, although Board members may request or recommend any appropriate matters for Board consideration.
  - a) A Board member may recommend or request a matter for Board discussion by submitting the item to the President at least 10 days prior to the scheduled Board meeting.
  - b) The meeting agenda and packet are to be received by Board members at least 5 days prior to the scheduled Board meeting.
  - c) By an affirmative vote of a majority of those present at a meeting, additional matters, for informational purposes only, may be added to the agenda of any Board meeting. No items intended for action may be placed on a board agenda without the provision of notice to the public.
  - d) Agenda Format
    1. CALL TO ORDER
    2. PLEDGE OF ALLEGIANCE
    3. ROLL CALL (Policy Reference: 2.G.1)
    4. APPROVAL OF AGENDA
    5. SUPERINTENDENT'S REPORT/STUDENT ADVISORY GROUP REPORTS
    6. MATTERS OF PUBLIC COMMENT
    7. CONSENT AGENDA (Policy References: 2.C.4)

8. EXPECTATION OF THE BOARD REPORTS (Policy Reference 4.E) NOTE
  9. GOVERNANCE PROCESS
    - a. Ownership Linkage (2.1.1)
    - b. Education (2.1.2)
    - c. Additional Committees
  10. MATTERS OF INFORMATION (Board):
  11. BOARD REPORTS
  12. SCHEDULE OF MEETINGS
  13. CLOSING COMMENTS
  14. ADJOURNMENT
4. The Board will attend to consent agenda items (those items delegated to the Superintendent yet required by law or contract to be Board-approved) as expeditiously as possible.
  5. The Board will determine by vote whether a majority of members judge each Expectations of the Board report to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.
  6. Superintendent remuneration will be decided during the month of October (to be effective July 1), based on a review of the Board's judgments of Expectations of the Board reports received during the last year. Board will conduct an annual evaluation, in October, in addition to judgments of expectation reports.



## Policy 2.D – BOARD OFFICERS & MEETING CONDUCT

*Date Adopted: January 27, 2009*

*Revised: May 22, 2012, May 26, 2015, September 26, 2017,  
April 14, 2020*

*Governance Process*

The Board President assures the integrity of the Board's process.

Accordingly:

1. The President is to see to it that the Board behaves consistently with its policies and those legitimately imposed upon it from outside the organization.
  - a) Meeting discussion content will include only those issues that clearly (according to Board policy) belong to the Board to decide, consider or to monitor.
  - b) Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
  - c) Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
2. The President is authorized to make decisions consistent with the Board's Governance Process and Board/Management Delegation policies, with the exception of (a) employment/termination of the Superintendent, or (b) instances where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of these policies.
  - a) The President is empowered to preside at Board meetings with all of the commonly accepted power of that position, such as ruling and recognizing.
  - b) The President has no authority to make decisions about policies created by the Board within Goals and Management Limitations policy areas. Therefore, the President has no authority to supervise or direct the Superintendent.
  - c) The President may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to her or him.
  - d) The President may delegate this authority but remains accountable for its use.
    1. The Vice President will assume the responsibility of the Board President stated in Board Policy 2.D upon the absence of the Board President. The Vice President will assist the President in new board member training and mentorship. The President will delegate authority to the Vice President but will remain accountable for its use.
  - e) The President will appoint Board members to serve on Board Committees and as Chair of such committees, except where specified otherwise in Board policies.
3. The President shall be responsible for affecting a leadership plan to orient members of the Board to the roles of the President and Vice President of the Board prior to their election to such positions.
4. The Board Secretary is an ex-officio officer of the Board whose purpose is to ensure the integrity of the Board's documents.
  - a) The Secretary's job is to see to it that all Board documents and filings are accurate and

timely.

- b) Board Policies will be kept in a clear, well organized, and current format.
- c) The Secretary has authority to access and maintain control over Board documents, and the use of staff time as necessary to fulfill the duties outlined above.
- d) The Secretary will see to the following:
  - 1. full and timely notice is given to the public of any meeting at which the adoption of any proposed policy or formal action shall occur or at which a quorum of the Board is expected to attend. Normally regular Board meetings are scheduled on the fourth Tuesday of each month.
  - 2. dates of regular meetings of the Board shall be provided in annual announcements and made available in printed form and electronic form to the news media and public.
  - 3. the agenda for all regular meetings shall be posted on designated bulletin boards in the administration, school, and other buildings where employees are assigned prior to the time of the meeting. The agenda shall be made available upon request.
  - 4. cause notice of special meetings, community linkage meetings and study meetings to be posted at the designated public place in the Educational Service Center no less than 24 hours prior to the meeting. This notice shall include specific agenda information where possible.
  - 5. written notification of all special/rescheduled meetings shall be sent to the news media sufficiently in advance for the public to be notified when feasible.
  - 6. an agenda with appropriate enclosures shall be prepared and sent electronically to each Board member by the superintendent together with the minutes of the previous meeting. These shall reach Board members at least 24 hours before the meeting time and, if mailed, no later than 72 hours prior to the hour set for the meeting.

5. The Board Treasurer is an ex-officio officer of the Board whose purpose is to ensure the financial integrity of the Board's accounts. The treasurer shall execute a bond in such sum as directed by the Board. The cost of such bond shall be paid by the district. He/she shall perform, or cause to be performed, the duties as prescribed by law.

- a) The Treasurer's job is to see to it that all Board transactions are conducted in a fiscally responsible manner, following all accepted standard business practices.
- b) The Treasurer has authority to expend and receive funds on behalf of the board and as directed.
- c) The position of Board Treasurer will be filled by the sitting Chief Financial Officer.

## 6. Meetings

All meetings of a quorum or of three or more members of the Board, whichever is fewer, at which any public business may be discussed or any formal action taken shall be open to the public at all times except for periods in which the Board is in executive session.

### Regular Meetings

Regular meetings of the Board shall be held at 7:00 p.m. on the fourth Tuesday of each month in the Ed Harshbarger Educational Services Center or at a site designated by the Board of Education.

## Special Meetings

Special meetings of the Board may be called by the Board President at any time and shall be called upon the written request of a majority of the members.

Any member may waive notice of a special meeting at any time before, during or after such meeting, and attendance thereat shall be deemed to be a waiver.

No business other than that stated in the notice of the meeting shall be transacted unless all members are present and agree to consider and transact other business.

## Regular Study Session

The Board, as a decision-making body, is confronted with a continuing flow of problems, issues and needs which require action. While the Board is determined to expedite its business, it also is mindful of the importance of planning, brainstorming and thoughtful discussion without action. Therefore, from time to time the Board may schedule work/study session, which shall be open to the public, in order to provide its members and the executive staff with just such opportunities. Topics for discussion and study shall be announced publicly.

## Community Linkage Meetings

Community Linkage meetings with specified groups shall be held at least quarterly in the Ed Harshbarger Educational Services Center or at a site designated by the Board of Education.

## 7. Executive Session

All regular and special meetings of the Board shall be open to the public except that at any regular or special meeting the Board may proceed into executive session upon a majority vote of two-thirds of the quorum present.

The Board shall not make final policy decisions nor shall any resolution, policy or regulation be adopted or approved nor shall any formal action of any kind be taken during any executive session.

The Board may hold an executive session for the sole purpose of considering any of the following matters.

- a) Purchase, acquisition, lease, transfer or sale of any real, personal or other property. However, no executive session shall be held to conceal the fact that a member of the Board has a personal interest in such property transaction.
- b) Conferences with an attorney for the purpose of receiving legal advice on specific legal questions. The mere presence or participation of an attorney at an executive session shall not be sufficient to satisfy this requirement.
- c) Matters required to be kept confidential by federal or state law or regulations.
- d) Specialized details of security arrangements or investigations.
- e) Determination of positions relative to matters that may be subject to negotiations, development of strategy for negotiations and instruction of negotiators.
- f) Personnel matters except if an employee who is the subject of an executive session requests an open meeting. If the personnel matter involves more than one employee, all of the employees must request an open meeting.

The Teacher Employment, Compensation and Dismissal Act shall prevail in teacher dismissal hearings. (It provides that a dismissal hearing shall be open unless either the administration or employees requests the hearing be closed.)

- g) Consideration of any documents protected under the mandatory nondisclosure provision of the Open Records Act.

- h) Discussion of individual students where public disclosure would adversely affect the person or persons involved.

Prior to convening in executive session, the Board president shall announce the general topic of the executive session which shall be reflected in the minutes. Only those persons invited by the Board may be present during any executive session.

- 8. Except as otherwise specified by state law or Board policies pertaining to its own operating procedures, the Board shall operate by the rules prescribed in Robert's Rules of Order, Newly Revised.
- 9. All voting shall be by roll call, with each member present voting "Aye" or "No" alphabetically. However, election of the president and vice president may be by secret ballot.

A member may abstain from voting only if excused by the Board for good cause.

A Board member who has a personal or private interest in any proposed or pending matter which presents a conflict of interest in accordance with Board policy shall disclose such interest and shall not vote unless his/her participation is necessary to obtain a quorum or otherwise enable the Board to act. Under such circumstances, the member shall comply with the voluntary disclosure requirements set out in state law.

To pass, any motion must be approved by a majority of the members present except as state law or policies of this Board may require a majority of full membership.

- 10. Official minutes of the meetings of the Board of Education constitute the written record of all proceedings of the Board. Therefore, the minutes shall include:
  - a) The nature of the meeting, whether regular or special; time and place; members present; approval of the minutes of the preceding meeting or meetings.
  - b) A record of all actions taken by the Board, the motion, the name of the member making the motion and seconding it; the record of the vote, with the vote of each member recorded. Reports and documents related to a formal motion may be omitted if they are referred to by title and date.
  - c) A record of all business that comes before the Board through reports of the superintendent and others and through communications from the staff and the public.
  - d). The names of all persons who speak before the Board and the topic of their remarks.
  - e) A record that an executive session was held, including the names of those present and the topic for discussion in the executive session.
  - f) The record of adjournment.

The official minutes will be signed by the secretary, and following their approval, the official copy shall also be signed by the president of the Board of Education.

The official minutes shall be in the custody of the secretary to the Board and shall be made available to the public at the administrative offices of the district upon request during normal office hours.

- 11. Public Participation in Meetings

All regular and special meetings of the Board shall be open to the public. Because the Board desires to hear the viewpoints of citizens throughout the district and also needs to conduct its business in an orderly and efficient manner, it shall schedule one or more periods during each meeting for brief comments and questions from the public. The Board shall set a time limit on the length of this period and/or time limit for individual speakers.

Members of the public wishing to make formal presentations before the Board should make arrangements in advance with the superintendent so that such presentations may be scheduled on the agenda.

Comments and questions at a regular meeting may deal with any topic related to the Board's administration and governance of the district. Comments at special meetings must be related to the call of the meeting.

The Board president shall be responsible for recognizing all speakers, who shall properly identify themselves, for maintaining proper order, and for adherence to any time limits set.

## 12. Electronic Participation in School Board Meetings

Board members may attend and participate electronically in regular or special meetings of the Board in accordance with this policy and state law. For purposes of this policy, "electronically" shall be defined as attendance via telephone, videoconferencing, or other electronic means that enable the public to hear the comments made by the Board member(s) participating electronically and allow the Board member(s) to hear the comments made by the public.

Board members may attend and participate electronically in a regular or special Board meeting only when extenuating circumstances prevent the Board member from physically attending the meeting. For purposes of this policy, "extenuating circumstances" means a Board member's job or military service requires the member to be outside of the district at the time of the meeting, inclement weather that prevents the Board member from traveling to the location of the meeting, acute illness that prevents the Board member from physically attending the meeting or the Board president or, in his or her absence or inability, the vice-president, determines and announces in the notice of the meeting that public health, safety or welfare considerations warrant Board member participation electronically.

A meeting at which Board members attend and participate electronically shall be open to the public, except for periods in which the Board is in executive session as authorized by law. A quorum of the Board may be established by a sufficient number of members being present at the meeting either physically or electronically.

Board member(s) participating electronically shall have real-time access to any materials that are presented and made available to Board members who physically attend the meeting. A Board member participating electronically may vote and will be included in the recording of the Board meeting.

Except in the case of extenuating circumstances declared for public health, safety or welfare considerations, a Board member who seeks to attend and participate electronically in a Board meeting shall notify the Board president and superintendent at least one week prior to the meeting and shall explain the extenuating circumstances that prevent the Board member from physically attending the meeting. If such notification is not possible, the Board member shall notify the Board president and superintendent as soon as is reasonably possible of the request to attend electronically. The Board president or, in his or her absence or inability, the vice-president, is delegated the authority to consider and approve the request, subject to review by the Board members who are in attendance physically or electronically at the meeting if the request for attendance electronically is denied.

If the request is approved, a Board member who attends and participates electronically shall make a statement at the meeting, identifying the location from which the Board member is participating, those present, and the extenuating circumstances that prevented the Board member from physically attending the meeting. If the Board convenes in executive session, the Board member attending and participating by electronic means shall ensure

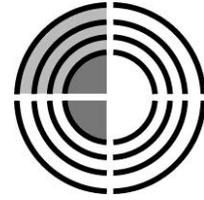
confidentiality during that portion of the meeting.

Except for meetings that the Board president determines should be held electronically due to extenuating circumstances as described above, a Board member may attend and participate electronically in a maximum of two Board meetings per calendar year. Unless otherwise approved by the Board, additional requests to attend and participate electronically will be denied. In accordance with state law, the Board shall declare a vacancy if a Board member fails to attend three consecutive regular Board meetings, unless the Board member's absence is otherwise excused by the Board.

A Board member's failure to comply with this policy may result in the Board's refusal to allow the member to participate electronically in Board meetings.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION

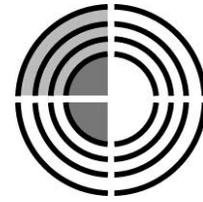


**Policy 2.E – BOARD SECRETARY’S ROLE**

*Date Adopted/Last Revised: January 27, 2009,  
Revised: May 26, 2015*

*Governance Process*

DELETED-----CONTENT MOVED TO 2.D



## Policy 2.F – BOARD MEMBERS’ CODE OF CONDUCT

*Date Adopted:* January 27, 2009

*Revised:* September 27, 2011, September 25, 2012, June 14, 2016

*Governance Process*

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

Accordingly:

1. Board members must demonstrate loyalty to the interests of the entire ownership, unconflicted by loyalties to subsets of the ownership, staff, other organizations, or any personal interests as a stakeholder or consumer of the organization’s services.
2. Board members are accountable for discharging their duties honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. The Board considers it a conflict of interest for a Board member to also be employed by the district. Therefore, the Board shall not directly hire any of its members as an employee of the district, nor shall the Board approve compensation for a member for services rendered to the district except for services rendered to the Board as provided by law. In addition, an employee elected to the Board shall be required to relinquish employment with the district prior to taking office.
4. Members of the Board choosing as individual to volunteer in operational capacities are subject to the direct supervision of the Superintendent or responsible staff person.
5. Board members must avoid conflict of interest with respect to their fiduciary responsibility 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 district could not otherwise reasonably afford the contract because the additional cost to the district 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 he/she has not voted or has voted as allowed in state law following disclosure to the secretary of state and to the Board.
6. Except as described above, a Board member shall not be a purchaser at any sale or a vendor for any purchase made by the district.
7. A member of the Board may request an advisory opinion from the secretary of state concerning issues relating to his/her conduct and potential conflict of interest.
8. Board members must not attempt to exercise individual authority over the organization.
  - a) Board members’ interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.

## Policy 2.F – BOARD MEMBERS’ CODE OF CONDUCT (CONTINUED)

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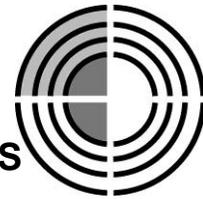
- b) Board members’ interaction with public, media or other entities must recognize this limitation and those Board members are not to speak for the Superintendent, or to speak for the Board except to repeat explicitly stated Board decisions.
  - c) Except for participation in Board deliberation about whether the Superintendent has achieved any reasonable interpretation of Board policies, Board members will not publicly express negative personal judgments of performance of employees or the Superintendent.
9. A Board member aware of credible information that suggests that a Board policy has been violated, by either the Board or the Superintendent, has an affirmative obligation to bring the concern to the Board’s agenda for monitoring.
10. Board members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member’s personal position on the issue.
11. In carrying out fiduciary duties, a Board member shall not:
- a) Disclose or use confidential information acquired in the course of his/her official duties to further substantially the board member’s personal financial interest.
  - 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 his/her position or which he/she knows or should know is primarily for the purpose of rewarding him/her for official action taken.
  - c) Engage in a substantial financial transaction for the board member’s private business purposes with a person whom he/she supervises in the course of his/her official duties.
  - d) Perform an official act which directly and substantially confers an economic benefit on a business or other undertaking in which he/she has a substantial financial interest or in which he/she is engaged as a counsel, consultant, representative or agent.

The phrase "economic benefit tantamount to a gift of substantial value" includes a loan at a rate of interest substantially lower than the prevailing commercial rate and compensation received for private services rendered at a rate substantially exceeding the fair market value.

12. It is permissible for a Board member to receive
- a) Campaign contributions and contributions in kind which are reported in accordance with state law.
  - b) An occasional nonpecuniary gift which is insignificant in value.
  - c) A nonpecuniary award publicly presented by a nonprofit organization in recognition of public service.
  - d) Payment or reimbursement for actual and necessary expenditures for travel and subsistence for attendance at a convention or other meeting at which he/she is scheduled to participate.
  - e) Payment for speeches, appearances or publications reported in accordance with the public official disclosure laws.
  - f) Reimbursement for or acceptance of an opportunity to participate in a social function or

meeting which is not extraordinary when viewed in light of his/her position.

- g) Items of perishable or nonpermanent value including but not limited to meals, lodging, travel expenses or tickets to sporting, recreational, educational or cultural events.  
Tickets to these events may have to be reported in accordance with the public official disclosure law.



## Policy 2.G – DIRECTORS’ INDIVIDUAL RESPONSIBILITIES

*Date Adopted:* January 27, 2009

*Revised:* April 24, 2012, September 25, 2012, May 26, 2015,  
November 8, 2016, March 9, 2021

*Governance Process*

The individual and collective participation of its members is integral to the leadership success of the Board.

Therefore, each Board member is expected to fulfill the following responsibilities:

1. Director Districts – Legal Descriptions. Director Districts are to be redrawn every 4 years. (December 2020, 2024, 2028, 2032)

### SCHOOL DISTRICT NO. 27J - 2020 DIRECTOR DISTRICTS Legal Descriptions – 4/12/21

**DIRECTOR DISTRICT 1** - Beginning at the intersection of the centerlines of Bridge St. and N. 19<sup>th</sup> Ave.; thence northerly along the centerline of N. 19<sup>th</sup> St. to the centerline of 168<sup>th</sup> St. (Baseline Rd.); thence easterly along the centerline of E. 168<sup>th</sup> St. which coincides with the northern boundary of the 27J School District; thence easterly, southerly and westerly along said boundary line to the intersection of Cavanaugh Rd. and E. 120<sup>th</sup> Ave.; thence westerly along the centerline of E. 120<sup>th</sup> Ave. to the centerline of Hayesmount Rd.; thence northerly along the centerline of Hayesmount Rd. to the centerline of E. 128<sup>th</sup> Ave.; thence westerly along the centerline of E. 128<sup>th</sup> Ave. to the centerline of Harvest Rd.; thence northerly along the centerline of Harvest Rd. to the centerline of E. 152<sup>nd</sup> Ave.; thence westerly along the centerline of E. 152<sup>nd</sup> Ave. to the centerline of Himalaya St.; thence northerly along the centerline of Himalaya St. to the centerline of E. 160<sup>th</sup> Ave.; thence westerly along the centerline of E. 160<sup>th</sup> Ave. to the centerline of E. Bridge St.; thence westerly along the centerline of E. Bridge St. to the POINT OF BEGINNING.

**DIRECTOR DISTRICT 2** - Beginning at the intersection of E. 160<sup>th</sup> Ave. (State Highway 7) and Yosemite St.; thence southerly along the centerline of Yosemite St. to its intersection with Ehler Pkwy.; thence due south to the centerline of E-470; thence easterly along the centerline of E-470 to the centerline of U. S. Hwy. 85.; thence southerly along the centerline of U. S. Hwy. 85 to the centerline of E. 112<sup>th</sup> Ave.; thence westerly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of Brighton Rd.; thence southerly along the centerline of Brighton Rd. to the southern boundary of the 27J School District; thence westerly, northerly and easterly along said west boundary of the 27J School District to the centerline of Yosemite St.; thence southerly along the centerline of Yosemite St. to the POINT OF BEGINNING.

**DIRECTOR DISTRICT 3** - Beginning at the intersection of E. Bridge St. and S. 27<sup>th</sup> Ave. in Brighton, CO; thence southerly along the centerline of S. 27<sup>th</sup> Ave. to the centerline of Buckley Rd.; thence southerly along the centerline of Buckley Rd. to the centerline of E. 112<sup>th</sup> Ave.; thence westerly along the centerline of 112<sup>th</sup> Ave. to the centerline of Potomac St.; thence northerly along the centerline of Potomac St. to the centerline of Interstate Highway 76; thence westerly along the centerline of Interstate Highway 76 to the centerline of E. 112<sup>th</sup> Ave.;

thence westerly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of Peoria St.;  
thence northerly along the centerline of Peoria St. to the centerline of E. 120<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 120<sup>th</sup> Ave. to the centerline U. S. Hwy. 85;  
thence northerly along the centerline of U. S. Hwy. 85 to the centerline of E. Bridge St.;  
thence easterly along the centerline of E. Bridge St. to the POINT OF BEGINNING.

**DIRECTOR DISTRICT 4** - Beginning at the intersection of the centerlines of E. Bridge St. and S. 27<sup>th</sup> Ave.;

thence southerly along the centerline of S. 27<sup>th</sup> Ave. to the centerline of E. 112<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of Chambers Rd.;  
thence southerly along the centerline of Chambers Rd. to the centerline of E. Heartland Dr.;  
thence easterly along the centerline of E. Heartland Dr. to the centerline of Chambers Way;  
thence southerly along the centerline of Chambers Way to the centerline of E. 109<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 109<sup>th</sup> Ave. to the centerline of E. 108<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 108<sup>th</sup> Ave. to the centerline of E. Heartland Dr.;  
thence easterly along the centerline of E. Heartland Dr. to the centerline Memphis St.;  
thence southerly along the centerline of Memphis St. to the centerline of E. 107<sup>th</sup> Pl.;  
thence easterly along the centerline of E. 107<sup>th</sup> Pl. to the centerline of Norfolk St.;  
thence southerly along the centerline of Norfolk St. to the centerline of E. 106<sup>th</sup> Wy.;  
thence westerly along the centerline of E. 106<sup>th</sup> Wy. to the centerline of Memphis St.;  
thence southerly along the centerline of Memphis St. to the centerline of E. 106<sup>th</sup> Pl.;  
thence easterly along the centerline of E. 106<sup>th</sup> Pl. to the centerline of Olathe St.;  
thence southerly along the centerline of Olathe St. to the centerline of E. 105<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 105<sup>th</sup> Ave. to the centerline of Landmark Dr.;  
thence easterly and southerly along the centerline of Landmark Dr. to the centerline of E. 104<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 104<sup>th</sup> Ave. to the centerline I-76;  
thence southerly along the centerline of I-76 to the centerline of E. 96<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 96<sup>th</sup> Ave. to the district boundary;  
thence northerly, easterly, southerly, easterly and northerly along the district boundary to the intersection of Cavanaugh Rd. and E. 120<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 120<sup>th</sup> Ave. to the centerline of Hayesmount Rd.;  
thence northerly along the centerline of Hayesmount Rd. to the centerline of E. 128<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 128<sup>th</sup> Ave. to the centerline of Harvest Rd.;  
thence northerly along the centerline of Harvest Rd. to the centerline of E. 152<sup>nd</sup> Ave.;  
thence westerly along the centerline of E. 152<sup>nd</sup> Ave. to the centerline of Himalaya St.;  
thence northerly along the centerline of Himalaya St. to the centerline of E. 160<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 160<sup>th</sup> Ave. to the centerline of E. Bridge St.;  
thence westerly along the centerline of E. Bridge St. to the POINT OF BEGINNING.

**DIRECTOR DISTRICT 5** – Beginning at the intersection of E. Heartland Dr. and Kittredge St.;

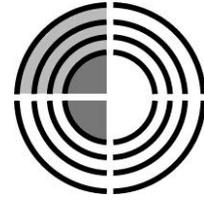
thence easterly along the centerline of E. Heartland Dr. to the centerline of Memphis St.;  
thence southerly along the centerline of Memphis St. to the centerline of E. 107<sup>th</sup> Pl.;  
thence easterly along the centerline of E. 107<sup>th</sup> Pl. to the centerline of Norfolk St.;  
thence southerly along the centerline of Norfolk St. to the centerline of E. 106<sup>th</sup> Wy.;  
thence westerly along the centerline of E. 106<sup>th</sup> Wy. to the centerline of Memphis St.;  
thence southerly along the centerline of Memphis St. to the centerline of E. 106<sup>th</sup> Pl.;  
thence easterly along the centerline of E. 106<sup>th</sup> Pl. to the centerline of Olathe St.;  
thence southerly along the centerline of Olathe St. to the centerline of E. 105<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 105<sup>th</sup> Ave. to the centerline of Landmark Dr.;  
thence easterly and southerly along the centerline of Landmark Dr. to the centerline of E. 104<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 104<sup>th</sup> Ave. to the centerline I-76;  
thence southerly along the centerline of I-76 to the centerline of E. 96<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 96<sup>th</sup> Ave. to the district boundary;  
thence southerly, easterly and northerly along the district boundary to the intersection of Chambers Rd.;  
thence northerly along the centerline of Chambers Rd. to the centerline of E. 104<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 104<sup>th</sup> Ave. to the centerline of Kittredge St.;  
thence northerly along the centerline of Kittredge St. to the centerline of E. 104<sup>th</sup> Pl.;  
thence easterly along the centerline of E. 104<sup>th</sup> Pl. to the centerline of Laredo St.;  
thence northerly along the centerline of Laredo St. to the centerline of E. 105<sup>th</sup> Ave.;  
thence northerly along the centerline of E. 105<sup>th</sup> Ave. to the centerline of Kittredge St.;

thence northerly along the centerline of Kittredge St. to the POINT OF BEGINNING.

District 5 also includes the enclave of 27J School District located north of 64<sup>th</sup> Ave. and South of 72<sup>nd</sup> Ave.

**DIRECTOR DISTRICT 6** - Beginning at the intersection of E. Bridge St. and U.S Hwy 85;  
thence easterly along the centerline of E. Bridge St. to the centerline of N. 19<sup>th</sup> Ave.;  
thence northerly along the centerline of N. 19<sup>th</sup> St. to the centerline of 168<sup>th</sup> St. (Baseline Rd.);  
thence easterly along the centerline of 168<sup>th</sup> St. to the centerline of the alignment of Weld County Rd. 33  
as extended southerly;  
thence northerly along said centerline of Weld County Rd. 33 as extended southerly to the intersection  
with the northern boundary of 27J School District;  
thence westerly along said 27J School District boundary to the centerline of Yosemite St.;  
thence southerly along the centerline of Yosemite St. to its intersection with Ehler Pkwy.;  
thence due south to the centerline of E-470;  
thence easterly along the centerline of E-470 to the centerline of U.S Hwy 85;  
thence northerly along the centerline of U.S Hwy 85 to the POINT OF BEGINNING.

**DIRECTOR DISTRICT 7** - Beginning at the intersection of Brighton Rd. and E. 112<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of U. S. Hwy. 85;  
thence northerly along the centerline of U. S. Hwy. 85 to the centerline of E. 120<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 120<sup>th</sup> Ave. to the centerline of Peoria Ave.;  
thence southerly along the centerline of Peoria Ave. to the centerline of E. 112<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of Interstate Highway 76;  
thence northeasterly along the centerline of Interstate Highway 76 to the centerline of Potomac St.;  
thence southerly along the centerline of Potomac St. to the centerline of E. 112<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 112<sup>th</sup> Ave. to the centerline of the Chambers Rd.;  
thence southerly along the centerline of Chambers Rd. to the centerline of E. Heartland Dr.;  
thence easterly along the centerline of E. Heartland Dr. to the centerline of Chambers Way;  
thence southerly along the centerline of Chambers Way to the centerline of E. 109<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 109<sup>th</sup> Ave. to the centerline of E. 108<sup>th</sup> Ave.;  
thence easterly along the centerline of E. 108<sup>th</sup> Ave. to the centerline of E. Heartland Dr.;  
thence easterly along the centerline of E. Heartland Dr. to the centerline of Kittredge St.;  
thence southerly along the centerline of Kittredge St. to the centerline of Laredo St.;  
thence southerly along the centerline of Laredo St. to the centerline of E. 104<sup>th</sup> Pl.;  
thence westerly along the centerline of E. 104<sup>th</sup> Pl. to the centerline of Kittredge St.;  
thence southerly along the centerline of Kittredge St. to the centerline of E. 104<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 104<sup>th</sup> Ave. to the centerline of Chambers Rd.;  
thence southerly along the centerline of Chambers Rd. to the centerline of E. 96<sup>th</sup> Ave.;  
thence westerly along the centerline of E. 96<sup>th</sup> Ave. to the southern boundary of the 27J School District;  
thence westerly along the boundary of the 27J School District to the centerline of Brighton Rd.;  
thence northerly along the centerline of Brighton Rd. to the POINT OF BEGINNING.



## **Policy 2.H – BOARD COMMITTEE PRINCIPLES**

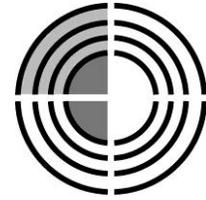
*Date Adopted/Last Revised: January 27, 2009*

*Governance Process*

Board committees, when used, have one essential role—to strengthen and support the work of the Board as a whole. Board committees are not to interfere with delegation from Board to the Superintendent, or from the Superintendent to other staff.

Accordingly:

1. Board committees will be established to help the Board do its job, not to help, advise or exercise authority over staff.
2. Board committees most commonly assist the Board by undertaking activities not delegated to the Superintendent, by preparing policy alternatives and implications for Board deliberation, or by performing specific monitoring functions.
3. Board committees will be used sparingly and ordinarily in an ad hoc capacity. When a committee's purpose has been fulfilled, it will cease to exist.
4. Board committees may not speak or act for the Board except when formally given, in writing, such authority for specific and/or time-limited purposes. The Board will carefully state its expectations and committee authority in order not to conflict with authority delegated to the Superintendent.
5. Because the Superintendent works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
6. This policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. This policy does not apply to committees formed under the authority of the Superintendent.



## Policy 2.I – BOARD COMMITTEE STRUCTURE

*Date Adopted:* January 27, 2009

*Revised:* April 24, 2012, May 26, 2015, July 28, 2015

September 22, 2015, September 26, 2017

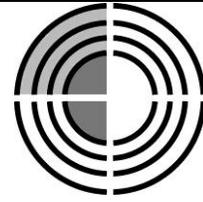
*Governance Process*

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a Board Committee will cease to exist when its task is complete. Unless otherwise specified, the Superintendent, or his/her staff designee, will serve as a non-voting member of each committee.

1. In addition to the following standing committees, the Board, in its discretion may establish advisory committees for a specific task and time (ad hoc).
2. **Ownership Linkage Committee**
  - a) Product: Development of mechanisms and plans for Board approval regarding linkage between the Board and the ownership of the District.
  - b) Authority: To incur costs within board budget and no more than 20 hours of management time per month.
  - c) Composition: Two Board of Education Directors
3. **Education Committee**
  - a) Product: Development of informed and alternative points of view for the Board to consider, primarily in its Goals deliberations, including speakers, panelists, futurists, demographers, reports, opinion papers, etc.
  - b) Authority: To incur costs within board budget and no more than 20 hours of management time per month.
  - c) Education committee will assign senior board members as mentors to all new board members. The role of the mentor will be to assist and advise the new board director with board duties and responsibilities. No formal board action is required.
  - d) Composition: Two Board of Education Directors
4. **Reaching In/Reaching Out Awards**
  - a) Purpose: Identify community members and district employees to be recognized for extraordinary contributions to students or the district.
  - b) Composition: Two Board of Education Directors
5. **Capital Facility Fee Foundation**
  - a) Purpose: Directors support the district contribution to the Capital Facility Fee Foundation(CFFF). The CFFF functions as a separate entity formed by developers

and the school district to address future seat needs of the District.

- b) Composition: Three Board of Education Directors
6. Rocky Mountain Risk Insurance Group (Formerly BOCES)/POOL
- a) Purpose: Director supports the BOCES and insurance pool formed by Adams county school districts. The pool was formed to stabilize rate instability and premium fluctuations in the private sector. Currently the Pool offers Workers Compensation, Liability and Property insurance to the district and other pool members.
  - b) Composition: One Board of Education Director
7. **Commerce City and School District 27J Use Tax Committee**
- a) Purpose: Directors deliberate and decide the expenditure of use tax dollars withheld during construction of district facilities in Commerce City.
  - b) Composition: Two Board of Education Directors
8. **2015 Bond Oversight Committee**
- a) Purpose: Directors participate in a review committee dedicated to the oversight of bond dollar expenditures ensuring adherence to bond language and stewardship of those funds.
  - b) Composition: Two Board of Education Directors



## **Policy 2.J – GOVERNANCE INVESTMENT**

*Date Adopted: January 27, 2009*

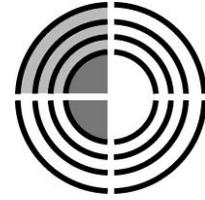
*Revised: March 11, 2014*

*Governance Process*

The Board will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - a. Training will be used to orient new Board members to the Board's governance process as well as to continually improve all Board members' skills.
  - b. Outside monitoring assistance, including fiscal audit, will be arranged so that the Board can exercise confident control over the District's operational performance.
  - c. Outreach/ownership linkage mechanisms will be used to ensure the Board's ability to understand the owners' viewpoints and values.
  
2. Costs will be prudently incurred to ensure the development and maintenance of effective and efficient governance. Budgeting will be completed each March for the following categories:
  - a. Board training, including publications and attendance at conferences and workshops
  - b. Independent audits and/or other third-party monitoring of organizational performance
  - c. Board hosted ownership linkage and outreach activities, surveys, focus groups, opinion analysis
  - d. Board meetings and retreat costs
  - e. Board committee functions



## Policy 2.J (Addendum) – GOVERNANCE INVESTMENT

*Date Adopted:* January 27, 2009

*Revised:* March 22, 2011, March 13, 2012,

February 26, 2013, March 11, 2014, None April 28, 2015,

None March 8, 2016, None March 14, 2017, None March 13, 2018,

None, March 12, 2019, None - March 10, 2020, None – March 9, 2021 *Governance Process*

### Policy 2. J- GOVERNANCE INVESTMENT

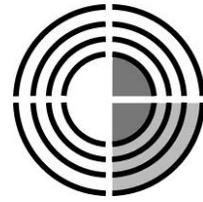
Cost will be prudently incurred but sufficient to ensure the development and maintenance of effective and efficient governance\*

- A. Training and opportunities for Board education will be offered to orient new members to the Board's governance model and for continuing education for all members.
  - a. Up to \$8,000 for Board training including publications
  - b. Up to \$12,000 for Board member attendance at conferences and workshops. Conference-related expenditures include lodging, meals, registration, and transportation.
    - i. Supporting documentation will be submitted for reimbursement.
    - ii. Spouse and guest costs (including lodging and meals) will not be reimbursed by the district unless the spouse or guest is required to be in attendance as a matter of protocol.
  - c. Up to \$1,000 for Board meeting and retreat costs
- B. Outside monitoring and audits of organizational performance- up to \$5,000
- C. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner view points and values.
  - a. Up to \$3,000 for surveys, focus groups, opinion analysis, and linkage outreach efforts
  - b. Up to \$2,000 for Board committee functions
- D. All non-routine and/or non-budgeted expenditures must be pre-approved by the President and Vice President of the Board.

\* The costs are totals for the entire board and not per individual.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION



### **Policy 3 – GLOBAL EXECUTIVE CONSTRAINT**

*Date Adopted/Last Revised: January 27, 2009*

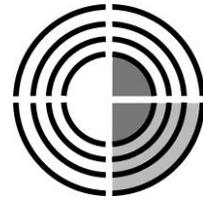
*Management Limitations*

Monitoring Date: August

The Superintendent will not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION



## **Policy 3.A – TREATMENT OF STUDENTS/PUBLIC**

*Date Adopted/Last Revised: January 27, 2009*

*Management Limitations*

Monitoring Date: May

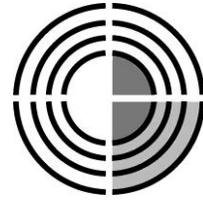
With respect to interactions with students, and the public, the Superintendent will not cause or allow conditions or procedures that are unclear, unfair, unsafe, untimely, undignified or unnecessarily intrusive.

The Superintendent will not:

1. Elicit information for which there is no clear business necessity.
2. Collect, review, transmit, store or destroy student information in a manner that fails to protect against improper access to that information
3. Operate without communicating to students and the public a clear understanding of what may be expected from District services offered.
4. Operate without informing students or the public, as appropriate, of this policy, and without providing a complaint response process to students and/or the public who believe they have not been accorded a reasonable interpretation of their protections under this policy.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION



## **Policy 3.B – TREATMENT OF PARENTS/ GUARDIANS**

*Date Adopted: March 23, 2010*

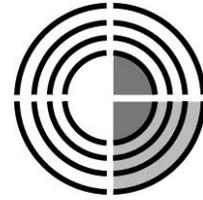
*Management Limitations*

Monitoring Date: February

With respect to Parents/Guardians, the Superintendent shall not cause or allow conditions that are unclear, unfair, unsafe, untimely, undignified, or unnecessarily intrusive.

Superintendent shall not cause or allow any action or situation which

1. Does not recognize that parents are the primary partner with the school district as it pertains to the accomplishment of district Goals.
2. Allows parents to be treated in a manner which is disrespectful or causes them to feel unwelcome in their students' schools.
3. Allows parents to be unaware of district offerings which promote parental advocacy and education.



## Policy 3.C – TREATMENT OF FACULTY/STAFF/ VOLUNTEERS

*Date Adopted: January 27, 2009*

*Revised: June 9, 2009, June 25, 2013*

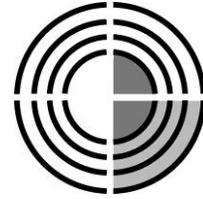
*Management Limitations*

Monitoring Date: April

With respect to the treatment of faculty, staff and volunteers, the Superintendent will not cause or allow conditions that are unclear, unfair, unsafe, untimely, undignified or unnecessarily intrusive.

Pertaining to faculty and staff, the Superintendent will not:

1. Allow the district to lack a discernable culture of good will, excellence and community. This to include the promotion of excellence and the mitigation of incompetence in all faculty, staff, and volunteer work.
2. Operate without ensuring faculty and staff are provided with written personnel policies, approved by legal counsel, which clarify personnel rules for faculty and staff, provide for effective handling of grievances, and protect against wrongful conditions.
  - a) Faculty and staff may not be uninformed of this policy, and the Superintendent's interpretations of their protections under this policy.
  - b) Allow any employee of the district to go without an annual district authorized evaluation.
3. Retaliate against any faculty or staff member for non-disruptive, internal expression of dissent, or for reporting to management or to the Board of Education (per the grievance process in the personnel manual) acts or omissions by faculty, staff or the Board of Education that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.
  - a) Faculty and staff members may not be prevented from grieving to the Board when (i) internal grievance procedures have been exhausted and (ii) the employee alleges that Board policy has been violated.
4. Allow faculty, staff and volunteers to be unprepared to deal with emergency situations.



## Policy 3.D – FINANCIAL CONDITION & ACTIVITIES

*Date Adopted: January 27, 2009,*

*Revised: September 26, 2017*

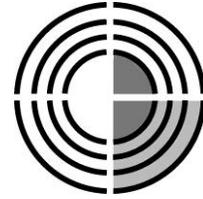
*Management Limitations*

Monitoring Date: Internal – January/October  
External - December

With respect to financial condition and activities, the Superintendent will not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Board's Goals priorities.

The Superintendent will not:

1. Expend more funds than have been received in the fiscal quarter to date unless the liquidity and long-term reserve requirements below are met.
  - a) The Superintendent will not borrow from reserves (defined as accumulated excess revenues) in an amount greater than can be replenished by certain, otherwise unencumbered revenues within 90 days.
  - b) The Superintendent will not borrow funds (with exception of credit cards used for normal business purposes, and paid in full each month).
  - c) The Superintendent will not allow cash to fall below a safety reserve of 6% of the General Fund.
2. Use Board-designated long-term reserves/endowment funds.
3. Conduct interfund shifting.
4. Fail to settle payroll obligations and payables in a timely manner.
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Execute a check or purchase commitment of greater than \$25,000 unless such purchase was explicitly itemized in budget monitoring data previously disclosed to the Board or subsequently disclosed at the next regular meeting of the Board. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber, lease or dispose of real property other than those described in 3E.
8. Accept revenues from sources not, in fact and appearance, consistent with the mission and values of the organization.
9. Fail to aggressively pursue material receivables after a reasonable grace period.
10. Operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.



## Policy 3.E – ASSET PROTECTION

*Date Adopted:* January 27, 2009

*Revised:* August 28, 2012, June 25, 2013,  
October 25, 2016, September 26, 2017

*Management Limitations*

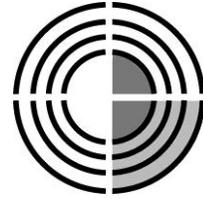
Monitoring Date: February

The Superintendent will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The Superintendent will not:

1. Allow the organization to be uninsured:
  - a) Against theft and casualty losses to at least 90% of replacement value; and
  - b) Against liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations.
  - c) Against employee theft and dishonesty.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Operate without employing risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.
4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest
5. Allow the purchase, disposal, or lease of real estate or personal property valued at more than \$20,000 without having obtained comparative prices through a fair vendor bidding process with supporting documentation.
6. Engage in design, construction, or any other aspect related to development of real property including financing or payment for such services, without obtaining comparative prices through a fair bidding process with supporting documentation.
7. Allow the Board to be unaware of the acquisition, encumbrance, lease or disposal of real estate valued at more than \$20,000 without providing the Board with information for discussion prior to a final staff decision being made.
8. Fail to protect intellectual property, information and files from loss, improper access or significant damage.
  - a) Fail to maintain records in a manner consistent with a Records Retention Schedule established in accordance with recommendations from legal counsel.
9. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.
10. Compromise the independence of the Board's audit or other external monitors or advisors. Engaging parties already chosen by the Board as consultants or advisers is not permitted.
11. Invest or deposit funds that do not comply with the District's Investment Policy and Applicable State Law.
12. Endanger the organization's public image, its credibility, or its ability to accomplish Goals.

13. Change the organization's name or substantially alter its identity.



## **Policy 3.F – FINANCIAL PLANNING & BUDGETING**

*Date Adopted: January 27, 2009*

*Revised: September 24, 2013*

*Management Limitations*

Monitoring Date: May

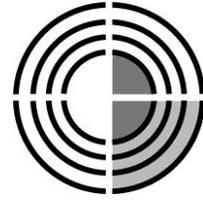
Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board's Goals priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Superintendent will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Board policy.
2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, and disclosure of planning assumptions.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.
4. Provides less for Board activities during the year than is set forth in the Cost of Governance policy (*see policy in Governance Process*).



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION



## **Policy 3.G – COMPENSATION & BENEFITS**

*Date Adopted/Last Revised: January 27, 2009*

*Management Limitations*

Monitoring Date: March

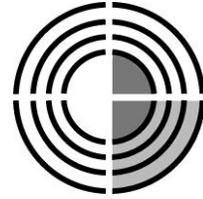
The Superintendent will not cause or allow jeopardy to the organization's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

The Superintendent will not:

1. Change his or her own compensation or benefits.
2. Promise or imply anything other than "at-will" employment except designated classified and certified employees.
3. Establish current compensation and benefits that deviate materially from the geographic and/or professional market value for the skills employed.
4. Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.
5. Establish or change retirement benefits so as to cause unpredictable or inequitable situations.



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## **Policy 3.H – EMERGENCY EXECUTIVE SUCCESSION**

*Date Adopted/Last Revised: January 27, 2009*

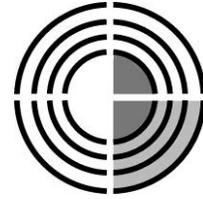
*Management Limitations*

Monitoring Date: November

In order to protect the Board from sudden loss of Superintendent services, the Superintendent will have no fewer than two other members of the management team sufficiently familiar with Board and Superintendent issues and processes for either to take over with reasonable proficiency as an interim successor.

The Superintendent will not:

1. Fail to inform the Board either in writing or voice mail communication when acting Superintendent duties are assigned due to the absence of the Superintendent.



## Policy 3.1 – BOARD AWARENESS & SUPPORT

*Date Adopted: January 27, 2009*

*Revised: August 28, 2012*

*Management Limitations*

Monitoring Date: December

The Superintendent will not cause or allow the Board to be uninformed or unsupported in its work.

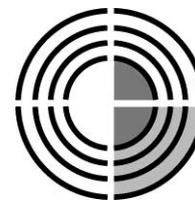
The Superintendent will not:

1. Withhold, impede or confound information necessary for the Board's informed accomplishment of its job.
  - a) Neglect to submit Expectations of the Board reports (including Superintendent interpretations of board policies being monitored, as well as reporting data,) required by the Board (see "Monitoring Superintendent Performance" policy in *Board-Management Delegation*) in a timely, accurate and understandable fashion.
  - b) Allow the Board to be unaware of any actual or anticipated noncompliance with any Goals or Management Limitations policy, regardless of the Board's monitoring schedule.
  - c) Let the Board be without decision information it periodically requests, or unaware of relevant trends, or other points of view, issues and options as needed for well-informed board decisions.
  - d) Allow the Board to be unaware of incidental information it requires, including but not limited to, anticipated adverse media coverage, threatened or pending lawsuits, or material external changes.
  - e) Allow the Board to be unaware of internal changes that affect the entire system or are of significant public interest.
  - f) Fail to inform the Board if, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Superintendent.
  - g) Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:
    - i) monitoring
    - ii) decision preparation (or "action item"); and
    - iii) incidental/ "FYI."
2. Allow the Board to be without logistical and clerical assistance.
  - a) Allow the Board to be without workable, user-friendly mechanisms for official Board, officer or committee communications and functions.
  - b) Fail to provide pleasant and efficient arrangements for Board and committee meetings.

**Policy 3.I – BOARD AWARENESS & SUPPORT (CONTINUED)**

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3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
  - a) Deal with the Board in a way that favors or privileges certain board members over others except when:
    - i) fulfilling individual requests for information, or
    - ii) responding to officers or committees with respect to duties charged to them by the Board.
  - b) Fail to submit for the Board's Consent Agenda items delegated to the Superintendent yet required by law, regulation or third-party to be Board-approved, along with applicable monitoring information.



## **Policy 3.J – CHARTER SCHOOL**

*Date Adopted:* January 27, 2009

*Revised:* November 10, 2009, April 16, 2013

June 25, 2013, April 28, 2015

*Management Limitations*

Monitoring Date: September

The superintendent shall not allow charter school contract applications to be recommended and shall not allow existing charter school contracts to continue if fiscal jeopardy or failure to make consistent progress towards their stated objectives is a likely outcome or is evident. In addition, the superintendent shall not allow existing charter schools to operate in a manner that would jeopardize the learning or wellbeing of their students; such as any condition or procedure that are unclear, unfair, unsafe, untimely, undignified or unnecessarily intrusive. Accordingly, during the charter school application process the superintendent may not:

1. Fail to provide the Board with an analysis of the strengths and weaknesses of each charter application.
2. Fail to have a standard application format, complete with dates for submittal and expectations of thoroughness that includes and requires documentation of all areas of concern to the Board. The critical questions format used by district staff will be publicly available on the website with the directions for applications.
3. Fail to ensure that members of the Board of Education receive a single completed application and any other relevant information at least two weeks prior to the public hearing for each charter applicant.
4. Fail to ensure that members of the Board of Education receive all revisions to the charter application, answers to questions raised by board members and district staff, and all other relevant information at least two weeks prior to Board action on each charter application.
5. Fail to have the application easily available to prospective applicants by providing phone and e-mail addresses to access an application.
6. Fail to require a detailed and realistic financial plan and analysis by the applicant, which shall include:
  - a. Provision for placing three percent of the operating or three percent of the capital budget in a Tabor reserve fund.
  - b. Cash flow projections for the first year displayed month by month and a plan to fund any cash flow shortfalls.
7. Fail to assess the viability of a charter school applicant by assuring that the following requirements are appropriately addressed before a favorable recommendation can be given:

- a. An analysis of the monetary impact on the district budget, with the consideration of the impact the new charter school will have on the education of students in other district schools.

### **Policy 3.J – CHARTER SCHOOL (CONTINUED)**

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- b. An impact statement of the proposed school, given its proposed location, on neighborhood schools and other charter schools.
  - c. Documentation that substantiates that current availability to the program is limited and that demonstrates sufficient commitments to attend the school by students who are eligible to attend.
  - d. Description of a program of study or curriculum, including whether the program or curriculum currently exists in the district as a whole or in the geographic area of the district where the charter school proposes to locate or is in high demand with little or no space available.
  - e. Documentation that the proposed school has located a prospective site or sites that is/are sufficient for the program, is/are financially feasible, and is/are likely to meet the criteria for site development in the county.
  - f. A thorough and detailed description of enrollment and lottery procedures, including how the school will use a weighted lottery system to ensure a diverse student population.
  - g. Description of how the proposed school addresses the needs of “at risk” students.
  - h. Description of how the needs of identified special needs students are sufficiently addressed according to law and policy.
8. Fail to collaborate with new charter applicants to mutually agree to reasonable timelines for consideration of their application.

In regard to existing charter schools, the superintendent may not:

1. Fail to monitor the charter school environment and ensure that their students/public are treated according to policy 3A.
2. Fail to monitor progress toward goals at least twice each year for charters in their first two years of existence and yearly in the school accountability plan of all other charter schools.
3. Fail to require, review, and analyze quarterly financial reports from each charter school, including an annual audit of all of the charter school accounts conducted by a licensed and accredited auditor approved by the district.
4. Fail to inform the Board and place on the consent agenda any loans from the School District to charter schools.
5. Fail to maintain a charter school’s demographics in substantially similar percentages to district managed schools serving the same grade configuration in reasonably close proximity to the charter school.
6. Fail to document, in writing, any discrepancies or deficiencies, whether fiscal, educational, or related to school climate, and the steps and timelines for correction and additional monitoring. Copies shall be provided to the charter school board chairperson and the members of the Board of Education.
7. Fail to assure compliance with the charter school contract.

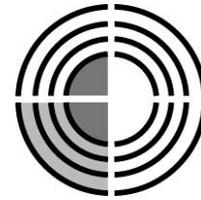
8. Fail to inform the Board annually of the student achievement attained by charter schools, as well as regular public schools, using the same statistical analyses.
9. Fail to collaborate with existing charter schools applying for a renewal of their contract to mutually agree to reasonable timelines for consideration of their renewal application.
10. Fail to require charter schools to submit revised budgets to the charter school administrator when their official October 1 count of students is more than 5 percent less than the projected student enrollment that has been submitted to the District.
11. Fail to inform the Board of the renewal application timeline and process.
12. Fail to provide to the Board documentation of the revised budgets of charter schools whose official October 1 count is more than 5 percent less than the projected student enrollment that has been submitted to the school district.
13. Fail to maintain a total combined charter school enrollment percentage of 25 or lower relative to the district enrollment as a whole.
  - a. The Superintendent may, with prior approval of the Board of Education, seek and/or consider a charter application(s) designed to meet specific needs of the District, the result of which would exceed the percentage set forth above.



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THE BOARD OF DIRECTORS

**Policy 4 – GOVERNANCE – MANAGEMENT  
CONNECTION**

*Date Adopted/Last Revised: January 27, 2009*

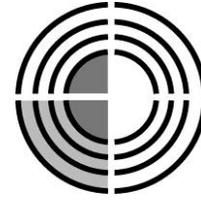


*Board-Management Delegation*

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.



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THE BOARD OF DIRECTORS



## **Policy 4.A – UNITY OF CONTROL**

*Date Adopted/Last Revised: January 27, 2009*

*Board-Management Delegation*

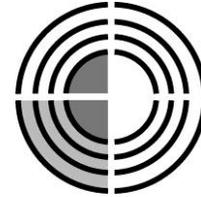
Only officially passed motions of the Board are binding on the Superintendent.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent except when the Board has explicitly delegated this authority.
2. If Board members or committees request information or assistance without Board authorization, the Superintendent can refuse such requests that, in his/her opinion, require an inappropriate amount of staff time or funds or are disruptive.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF DIRECTORS



## **Policy 4.B – ACCOUNTABILITY OF THE SUPERINTENDENT**

*Date Adopted/Last Revised: January 27, 2009*

*Revised: September 26, 2017*

*Board-Management Delegation*

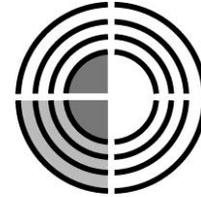
The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Superintendent.

Accordingly:

1. The Board will not give instructions to persons who report directly or indirectly to the Superintendent with the exception of board legal counsel.
2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organizational performance, so that organizational accomplishment of Board stated Goals and compliance with Management Limitations will be viewed as successful Superintendent performance.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF DIRECTORS



## Policy 4.C – DELEGATION TO THE SUPERINTENDENT

*Date Adopted/Last Revised: January 27, 2009*

*Board-Management Delegation*

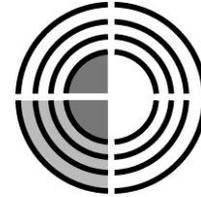
The Board will instruct the Superintendent through written policies that prescribe the organizational Goals to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop and maintain *Goals* policies instructing the Superintendent to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Goals issues as defined here are Means issues.
2. The Board will develop and maintain *Management Limitations* policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective in producing the desired results. These policies will be developed systematically from the broadest, most general level to more defined levels. The Board will not prescribe organizational means delegated to the Superintendent.
3. Any limitation policy at a given level does not limit the scope of any preceding level. As long as the Superintendent uses *any reasonable interpretation* of the Board's Goals and Management Limitations policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The Board may change its Goals and Management Limitations policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. However, as long as any particular delegation is in place, the Board will respect and support decisions made by the Superintendent that are compliant with Board policy, as reasonably interpreted.



27J SCHOOLS  
GOVERNING POLICY OF  
THE BOARD OF DIRECTORS



## **Policy 4.D – BOARD-GENERAL COUNSEL RELATIONSHIP**

*Date Adopted/Last Revised: January 27, 2009*

*Board-Management Delegation*

The purpose of the General Counsel is to ensure that the Board's actions take place with competent and prudent legal counsel and representation.

### 1. Accountability of the General Counsel

- a) The General Counsel is accountable to the Board acting as a body, never to any individual Board member or group of members, nor to the Superintendent.
- b) If Board members or committees request information or assistance without Board authorization, the General Counsel may refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requestor may choose to bring the request to the Board.
- c) General Counsel accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the General Counsel are considered to be accomplishments or violations by the General Counsel.
- d) The General Counsel may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on General Counsel Authority."
- e) The General Counsel may use any reasonable interpretation of Board policies as they pertain to his/her authority and accountability. The General Counsel is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.

### 2. Job Products of the General Counsel

- a) Timely opinion on documents and contemplated decisions or actions of the Board and the Superintendent.
- b) Timely opinion on the legal ramifications of pending or actual laws, regulations, court decisions, and litigation.
- c) Timely opinion on the legality or propriety under the law of the Board's processes.
- d) Timely opinion on the legality or propriety under the law of pending or actual acts or omissions of any Board member, Board committee or the Superintendent.
- e) When requested or appropriate, alternate language or action to achieve Board or Superintendent intentions in a lawful manner.

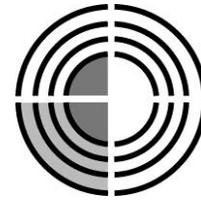
**Policy 4.D – BOARD-GENERAL COUNSEL RELATIONSHIP (CONTINUED)**

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- f) Litigation
    - (i) Advice regarding avoidance of litigation or settlement of potential litigation.
    - (ii) Timely provision to the Board and the Superintendent on the status of settlement negotiations and all threatened/actual litigation.
3. Limitations on General Counsel Authority.
- a) No exercise of authority over Superintendent or staff other than that in the Office of the General Counsel.
  - b) No violation of applicable codes of professional ethics and conduct.
  - c) No treatment of the public or staff in a disrespectful or unfair manner.
  - d) All employees under the General Counsel purview must comply with the same personnel policies, compensation plans and other policies which have been adopted by the Superintendent for all District employees.
  - e) No contracting-out of legal services except as justified by excess workload or insufficient expertise of legal staff, and within Board allocated budget for General Counsel's office.
  - f) No expenditures or fiscal encumbrances beyond those authorized under Board policy.
  - g) Information shall not unreasonably be withheld from the Superintendent, nor shall General Counsel fail to cooperate with the Superintendent in the performance of his/her official functions.
4. Evaluation of General Counsel performance.
- a) General Counsel accountability is only for job expectations explicitly stated by the Board in this document. Consequently, the provisions herein are the sole basis of any subsequent evaluation of General Counsel performance, though he or she may use any reasonable interpretation of the Board's words.
  - b) The Board may monitor General Counsel performance with respect to these expectations at any time.



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GOVERNING POLICY OF  
THE BOARD OF DIRECTORS



## Policy 4.E – MONITORING SUPERINTENDENT PERFORMANCE

Date Adopted/Last Revised: March 22, 2011

Board-Management Delegation

The Board will systematically and rigorously monitor Superintendent job performance to determine the extent to which Goals are being achieved and whether operational activities fall within boundaries established in Management Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of Superintendent performance.
2. The Board will acquire monitoring data by one or more of three methods:
  - a) by internal report, in which the Superintendent discloses, in writing, policy interpretations and compliance information to the Board. As appropriate in a given context, the Superintendent may present information to justify his/her interpretation.
  - b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, as reasonably interpreted by the Superintendent, or
  - c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria, as reasonably interpreted by the Superintendent.
3. In every case, the Board will judge whether (a) the Superintendent's interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the Superintendent's interpretation.
4. In every case, the standard for compliance shall be *any reasonable Superintendent interpretation* of the Board policy being monitored. The Board is the final judge of reasonableness, and will always judge with a "reasonable person" test (what a reasonably prudent person would do in that context). Interpretations favored by individual board members or by the Board as a whole do not constitute a "reasonable person" test.
5. Actions determined to be not compliant with a reasonable interpretation of Board policies will be subject to a remedial process agreed to by the Board.
6. All policies instructing the Superintendent 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 will ordinarily depend on the following routine schedule.

**Policy 4.E – MONITORING SUPERINTENDENT PERFORMANCE (CONTINUED)**

*Revised: October 23, 2012/November 27, 2012, March 9, 2021*

<b>POLICY</b>	<b>METHOD</b>	<b>FREQUENCY</b>	<b>SCHEDULE</b>
3.D - Financial Condition & Activities	Internal	Quarterly	January & October
	External	Annually	December
3.C – Treatment of Faculty/Staff/Volunteers	Internal	Annually	January
1.1 – Graduation Rate	Internal	Annually	February
3.B – Treatment of Parents/Guardians	Internal	Annually	February
1.4 – School SEL Dashboard (Good Humans)	Internal	Annually	March
3.G Compensation & Benefits	Internal	Annually	March
3.E – Asset Protection	Internal	Annually	April
3.A – Treatment of Students/Public	Internal	Annually	May
3.F – Financial Planning/Budgeting	Internal	Annually	May
3.0 – Global Executive Constraint	Internal	Annually	August
1.2 – Post Secondary Readiness (3E's)	Internal	Annually	September
1.3 – School Academic Dashboard	Internal	Annually	September
3.J – Charter Schools	Internal	Annually	September
3.H - Emergency Executive Succession	Internal	Annually	November
3.I - Board Awareness & Support	Internal	Annually	December
	Direct Inspection	Annually	December