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BOARD POLICY

ENDS

1.0 GENERAL ENDS

Adopted: September 19, 2000

Revised: August 17, 2016

Adams 12 Five Star Schools is a caring, inclusive, and engaging district which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.



BOARD POLICY

ENDS

1.1 SCHOOLING (All students PK-12, and Transition Services)

Monitoring: Internal. Frequency: Annually Starting November 2017.

Adopted: December 2, 2003.

Revised: September 7, 2016.

District Standards and Curriculum

Students enrolled in Adams 12 Five Star Schools shall have the knowledge, learning and life skills necessary to prepare them for further learning in the next grade level or life transition.

- a. Students shall build and demonstrate strong content knowledge in their required and selected courses.
- b. Students will have the ability to communicate their knowledge through:
 - writing and speaking
 - the use of technical and non-technical means
 - and in response to varying demands of audience, task, purpose and discipline
- c. Students will have the opportunity and expectation to demonstrate comprehension and critical analysis skills.
- d. Students in all subgroups will show appropriate academic growth each year.

Life Skills

Students shall have opportunities to develop and demonstrate independence, self-directed learning, creativity, problem-solving, adaptability, critical thinking, perseverance, global and cultural understanding and effective communication skills in order to successfully achieve their college, career and life aspirations.



BOARD POLICY

ENDS

1.2 GRADUATES

Monitoring: Internal. Frequency: Annually – February.

Adopted: December 12, 2003.

Revised: October 19, 2016.

Adams 12 Five Star Schools high schools:

The District shall increase the overall 4 and 5 year graduation rate each year or earn an Exceeds Rating on the District Performance Framework.

The District will increase the 4 year graduation rates for subgroups compared to previous year's district data and the state average.

Based on the state adopted college entrance exam the District shall increase the percentage of students meeting all college readiness benchmarks each year or until the District meets and continues to exceed 60%* of all students demonstrating college readiness.

Using appropriate data, the policy interpretations shall include District, school and sub-groups.

* 60% of students meeting college readiness benchmarks represents more than a 50% increase from baseline data in the spring of 2016.



BOARD POLICY

ENDS

1.2.1 DROPOUTS

Monitoring: Internal. Frequency: Annually – February.

Adopted: November 29, 2010.

Revised: October 19, 2016.

The District will decrease the annual dropout rate each year or earn an Exceeds Rating on the District Performance Framework.

Using appropriate data, the policy interpretations shall include district, school and sub-group drop-out rates.



BOARD POLICY

OPERATING LIMITATIONS

2.0 GENERAL OPERATING POLICY

Monitoring Method: Internal. Annually – August.

Adopted: September 19, 2000

The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of governmental regulations or of commonly accepted business and professional ethics and practices.



BOARD POLICY

2.1 TREATMENT OF STUDENTS, THEIR FAMILIES AND COMMUNITY MEMBERS

OPERATING LIMITATIONS

Monitoring Method: Internal. Frequency: Annually – August.

Adopted: September 19, 2000

Revised: June 21, 2017

With respect to interactions with students, those applying to be students, their families and community members, the Superintendent shall not cause or allow conditions, practices, procedures, activities or decisions which are unsafe or unnecessarily intrusive or restrictive.

Further, without limiting the scope of the foregoing by this enumeration, the Superintendent shall not:

1. Fail to provide timely responses to inquiries and information to students and their families of what may be expected and what may not be expected from all services, programs and products.
2. Use any method of discipline for student behavior that is unclear, untimely or inconsistently applied.
3. Use any method of assessment for student achievement (excluding state and federally mandated tests) at the course, school or district level that is unclear, untimely or inconsistently applied.
4. Fail to inform students and their families about student academic performance that is unsatisfactory in a timeframe that allows for corrective action.
5. Operate without written rules which: (a) reasonably specify district and building expectations, standards & procedures, (b) provide for effective resolution of complaints, concerns and grievances, and (c) protect against wrongful conditions and disparate treatment.
6. Fail to operate facilities safely with open and equitable use by students, their families and community members.
7. Fail to ensure an environment where students, family members or community members feel free to express their concerns or dissent in non-disruptive ways without fear of reprisal or the imposition of unreasonable consequences.
8. Prevent students, families or community members from being heard by the Board when internal hearing procedures have been exhausted and the person alleges that Board policy has been violated to his or her detriment.
9. Fail to establish effective, timely and necessary communication methods which provide for appropriate feedback between the district and affected persons or groups.

With respect to the treatment of paid and volunteer staff, the Superintendent may not cause or allow conditions which are unsafe, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.
2. Fail to communicate clear expectations to staff prior to required compliance; including performance expectations, authority limitations, standards of performance and evaluation timelines.
3. Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the staff member alleges Board policy has been violated to his, her or the district's detriment.
4. Allow reprisal against staff:
 - a. for non-disruptive internal expression of dissent; or
 - b. for reporting to management or the board (per district policy and established complaint and grievance processes) acts or omissions by staff or the board; and,
 - c. that the staff member believes in good faith and based on credible information, constitutes a violation of state or federal law or governing policy of the board.
5. Fail to appropriately train and equip staff to respond to foreseeable emergency situations.
6. Fail to acquaint staff with the Superintendent's interpretation of their protections under this policy.
7. Fail to assess the climate and culture of the district by obtaining staff input, publishing findings, and developing a plan to utilize the findings to improve operations and practices.



BOARD POLICY

OPERATING LIMITATIONS

2.3 FINANCIAL PLANNING AND BUDGETING

Monitoring: Internal. Frequency: Annually – June.

Adopted: September 19, 2000

Revised: October 17, 2000

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

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to include credible projections of revenues, carryover funds and expenses, separation of capital and operational items, and disclosure of planning assumptions for the organization as a whole, for each school and operating unit, and for each fund.
2. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance policy.
3. Budget in a manner that risks incurring those conditions prohibited in our policy on Financial Condition and Activities Policy.



BOARD POLICY

OPERATING LIMITATIONS

2.4 FINANCIAL CONDITION AND ACTIVITIES

Monitoring: Internal. Frequency: Tri-annually – November, February, May.

Monitoring: External. Frequency: Annually – November.

Adopted: September 19, 2000

Revised: May 23, 2018

With respect to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. At any time: (a) Use any reserves other than as intended and permitted by law; or (b) allow discretionary reserves at the conclusion of a fiscal year to be less than 3% of general fund revenues except as provided in section 2.4.2.
2. The discretionary reserve may be utilized for achievement of Board Ends and compliance with Operating Limitations Policies with prior Board approval and a specific plan for replenishing the reserve.
3. At any time, allow unrestricted cash and equivalents to drop below an amount necessary to meet operating expenditures over a 30-day period, except that during normal seasonal fluctuations in property tax receipts cash balances may drop below the 30-day threshold but shall not be less than restricted cash.
4. Expend more operating funds than have been received in the fiscal year to date unless both the liquidity requirement and reserve requirement above are met.
5. Allow the organization to incur penalties in material amounts for tax payments, other government ordered payments, or other payments, or allow any filings that are overdue or inaccurately filed.
6. Fail to aggressively pursue receivables after a reasonable grace period.
7. Allow (a) bond funds and funding from certificates of participation to be spent inefficiently or in any way other than intended, or (b) override funds to be commingled with other funds or spent other than to directly achieve Ends.
8. Achieve compliance with these provisions by endangering future capacity to accomplish ends.
9. Commit revenues due to student enrollment growth to continuing line item or program expenditures without considering needs associated with the opening of new schools.
10. Determine borrowing levels.

11. Fail to provide for an annual audit of the financial statements of the district each fiscal year by a qualified third party and make provision for payment of the expenses of conducting the audit.
12. Commit District support to, or commit District resources, monetary or in kind, to join or support litigation initiated between third parties.
13. Fail to undertake a full-scale competitive process for the selection of independent auditors pursuant to the most current Government Finance Officers Association recommendations regarding the selection of auditing services.
14. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
15. Invest or hold operating, capital, bond and reserve funds without following the “prudent investor” standard and complying with the legal investment of public funds requirements under C.R.S. 24-75-601.1 and other applicable law.
16. Endanger the district's public image or credibility, particularly in ways that would hinder the accomplishment of its ends.
17. Fail to ensure that mill levy override revenues are used and distributed according to the plan established by the Board.

**OPERATING LIMITATIONS
2.5 ASSET PROTECTION**

Monitoring Method: Internal. Frequency: Annually – January.

Monitoring Method: External #1, 3, 5, 6, 8, and 9. Frequency: Annually November.

Adopted: September 19, 2000

Revised: June 26, 2019

The Superintendent shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to insure against theft and casualty losses of property owned or used by the district, and to insure and indemnify, in a board approved manner, against liability losses to board members, staff and the organization itself.
2. Allow the projected cost of total deferred maintenance to exceed ten percent (10%) of the total value of the district facilities replacement cost. Funds allocated for the purpose of maintaining the plant shall accrue year to year to a maximum of three percent (3%) of the projected replacement value of the plant; these funds shall be deemed a plant contingency fund and shall not be transferred, spent, or reallocated for any other purpose without prior approval of the board of education.
3. Fail to maintain the plant with due care in a manner that ensures facilities are open for ninety-nine percent (99%) of available instructional hours.
4. Fail to maintain equipment and information technology infrastructure with due care to provide necessary services for student/staff contact days and essential district operations or to fund said maintenance and information technology infrastructure with adequate resources on an annual basis.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of any material amount without having obtained comparative prices and quality; or without a stringent method of assuring the balance of long-term quality and cost.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Fail to timely apprise the Board of any contemplated property (real or otherwise) asset acquisition or disposition in excess of \$500,000 based on net book value and sales price outside of bond implementation or otherwise approved by the board in a bond, override plan, or general budget.
8. Fail to gain Board approval of property (real or otherwise) asset acquisition or disposition in excess of \$500,000 based on net book value and sales price.
9. Acquire--including acceptance of any gift of, purchase or lease of, or improvement to--real estate, or act as surety for any of the foregoing: (a) in excess of the market value of the

property; (b) in violation of a comprehensive, current build-out plan; (c) without appropriately considering the needs and preferences of local school communities, cities, counties, fire districts and related entities; (d) without prior professional due diligence of the highest quality similar to that of organizations engaged in commercial real estate activities; (e) that, after that level of due diligence, subjects the District to any unanticipated or unintended on-site, off-site, operating, or other costs; (f) if the transaction is financially infeasible; or (g) that is not safe, accessible or functional thereafter.

10. Dispose of--including any gift of, encumbrance of, or granting of title exceptions to--any real estate owned, leased, or used by the District, or for which the District acts as surety: (i) for compensation less than the sum of the market value of the property interest disposed plus any reduction in the market value of property or operations retained; (ii) if items 10(b)-10(e) above are not observed; (iii) or if any remaining District property and operations become financially infeasible, unsafe, inaccessible or dysfunctional thereafter.



BOARD POLICY

OPERATING LIMITATIONS

2.6 EMPLOYMENT, COMPENSATION AND BENEFITS

Monitoring Method: Internal. Frequency: Annually – August.

Monitoring Method: 2.6.1 External. Frequency: Annually – November.

Adopted: September 19, 2000

Revised: October 21, 2020

With respect to terms of employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Superintendent shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. (a) Promise or imply permanent or guaranteed employment; or (b) use illegal recruitment, hiring, evaluation, promotion, termination or other employment practices.
3. Establish current compensation and benefits which materially exceed the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
5. Establish or change pension or other benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities.
 - b. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity and performance are not prohibited.
 - c. Allow any employee to lose benefits already accrued from any foregoing plan.
 - d. Treat the Superintendent differently from other key employees.
6. Hire any former board of education member as an employee, a contract worker, or a consultant, who has not been separated from the district for at least six months.

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

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Superintendent Performance); (a) in a timely, concise, accurate, complete, and easily understandable fashion; and (b) directly addressing provisions of Board policies being monitored.
2. Fail to (a) establish and maintain processes for identifying any actual or anticipated noncompliance with any policy of the Board, regardless of any monitoring report schedule; or (b) report promptly any actual or anticipated noncompliance with any policy of the Board.
3. Let the Board be unaware for any unreasonable period of time of relevant trends; anticipated adverse media coverage, new legislation or regulations, municipal relationships, threatened or pending lawsuits; and any other material external and internal changes, particularly changes in the environmental assumptions of threats, opportunities, strengths or weaknesses upon which any Board policy or decision has previously been established.
4. Fail to present information sufficient to adopt an amended budget by January 31st.
5. Fail to report detailed expenditures of bond funds biannually and expenditures of mill levy override funds annually.
6. Fail to apprise the Board of significant deviations from Board approved projects funded by voter approved mill levy overrides/bonds or Board approved certificates of participation.
7. Fail to advise the Board if, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Superintendent Relationship, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the Superintendent.
8. Fail to (a) timely inform and update the Board of contemplated changes in major District operations. (b) marshal for the Board as many staff and external points of view, issues and options as the Board determines it needs in sufficient time to study and make fully informed Board choices, including decision-making retained by the Board; or (c) fully and promptly implement any decision made by the Board.
9. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
10. Fail to provide a mechanism for official Board, officer or committee communications.

11. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
12. Fail to provide timely consent agenda items, along with any appropriate monitoring assurance, for decisions delegated to the Superintendent that legally require Board approval.
13. Fail to communicate to the public in understandable language information on the discretionary and non-discretionary budget reserves.



BOARD POLICY

OPERATING LIMITATIONS 2.8 MANAGEMENT PLANNING

Monitoring Method: Internal. Frequency: Annually – June.

Adopted: September 19, 2000

Revised: February 17, 2010

The Superintendent shall not fail to protect the District from loss of its Superintendent or other key staff.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Have fewer than two other administrators who are sufficiently familiar with Board and Superintendent issues and processes, including all Board policies, to enable either to take over with reasonable proficiency as temporary acting Superintendent, reporting to the Board, and fully accountable to the Board for all Superintendent authority. This provision is not applicable upon the resignation, termination, or extended absence, as identified in superintendent contract, of the superintendent.
2. For each administrator reporting to the Superintendent, fail to have an appropriate written position agreement, signed by each administrator and the Superintendent, describing for each administrator, the job outputs or values-added and the boundaries of authority within which each administrator may operate.



BOARD POLICY

OPERATING LIMITATIONS 2.9 CHARTER SCHOOLS

Monitoring Method: Internal. Frequency: Annually - September.

Adopted: May 17, 2005.

Revised: June 17, 2020.

With respect to charter schools the Superintendent shall not cause or allow either the District or a charter school to avoid its responsibilities under applicable Board policies and relevant agreements.

Without limiting the generality of the foregoing, the Superintendent shall not fail to:

1. (a) Establish written interpretations of all Board policies through either Superintendent policies or specific contractual provisions, and (b) timely submit to the board an appropriate written decision assurance for the waiver of any Board policies the Superintendent deems irrelevant to a specific charter school.
2. Establish and execute an annual or more frequent performance monitoring schedule and monitoring procedure for each charter school with respect to contractual provisions and Board policies not expressly waived by the Board. such monitoring should incorporate research-based authorizer practices and should address, at minimum, district-authorized charter schools' performance to include:
 - a. Academic growth and achievement
 - b. Financial accountability and transparency
 - c. Organizational performance, including effective governance practices and opportunities for meaningful parent involvement
 - d. Safe and positive school climate and culture for both students and staff
 - e. Equal access and educational opportunities for all students, including those with special learning needs.
3. Allow any charter school board, after the Superintendent's internal hearing procedures have been exhausted, to appeal to the Board any Superintendent's interpretation or decision that the charter school board deems unreasonable.



BOARD POLICY

OPERATING LIMITATIONS

2.10 EFFECTIVE FAMILY, SCHOOL AND COMMUNITY

PARTNERING

Monitoring Method: Internal. Frequency: Annually – June (beginning 2018).

Adopted: March 18, 2009.

Revised: June 7, 2017.

The Superintendent shall not fail to build capacity to create and sustain family, school, and community partnering at the classroom, school, and district levels. Partnering shall be infused within the relevant district practices, infrastructures, policies and procedures by providing:

1. Welcoming environments where families, community members, and school staff feel valued and have opportunities to communicate with each other and understand what students are learning.
2. Inclusive and nurturing environments which value cultural diversity, awareness, and sensitivity.
3. Environments where parents can:
 - advocate for their students;
 - assist with their student's learning;
 - interact with school and district leaders to provide vision and direction for schools and the district;
 - participate in district family engagement opportunities.
4. District and school accountability committees that are comprised of the necessary membership to foster an environment where families and community members are empowered to influence school offerings and policy.



BOARD POLICY

BOARD RELATIONSHIPS

3.0 GENERAL BOARD RELATIONSHIPS POLICY

Adopted: September 19, 2000

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

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 in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or is disruptive.



BOARD POLICY

BOARD RELATIONSHIPS

3.2 ACCOUNTABILITY OF THE SUPERINTENDENT

Adopted: September 19, 2000

Revised: June 6, 2018

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 never give instructions to persons who report directly or indirectly to the Superintendent.
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 Ends will be viewed as successful Superintendent performance. Any other measure of superintendent performance will be adopted jointly by the board and the superintendent and be agreed upon in advance of implementation.

The Board will instruct the Superintendent through written policies which prescribe the organizational Ends 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 policies instructing the Superintendent to achieve certain results, for certain recipients at a specified cost or priority. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies which limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Operating Limitations policies.
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's Ends and Operating Limitations policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Operating 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 the Superintendent's choices.

Systematic and rigorous monitoring of Superintendent job performance will be against expected Superintendent job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Operating Limitations. Additional measures of superintendent's job performance may be agreed upon by the board of education and the superintendent and monitored by mutually agreed upon measures and procedures.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not accomplish this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Superintendent discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable Superintendent interpretation* of the Board policy being monitored, which shall only be a policy in the Ends or Operating Limitations categories, and which shall include the impact of all higher policy levels for that category. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
4. Reports, internal or external, shall be either monitoring reports, monitoring assurances, or other monitoring data. Full reports shall be provided according to the monitoring report schedule, shall pertain to the entire period since the end of the previous monitoring report submitted, and shall be in a consistent format. Assurances shall be used when a third-party requires Board approval of an action that has otherwise been delegated to the Superintendent, and shall be in a consistent format. Other monitoring data may be provided to the Board by the Superintendent, and shall be noted as such, in the event of a specific compliance or non-compliance, anticipated or actual, with Board policy.

5. Any reasonable Superintendent interpretation of Board policy must: (a) address directly the policy being interpreted; (b) include appropriate justification; (c) avoid dictionary definitions, plans, intentions, or activities; (d) consider relevant provisions of all higher level policies in the same category; (e) result in at least one operational definition or goal; and (f) for each operational definition or goal, state and justify at least the minimum acceptable performance standard for the period being monitored.
6. Any monitoring report or other monitoring data must: (a) provide data that directly addresses each operational definition for each Superintendent interpretation of each Board policy statement being monitored, as appropriate; (b) be clearly comparable to historical data and to the performance standards described as an interpretation; and (c) be presented in the most clear format possible, using control charts and other graphs where appropriate.
7. All policies which instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on the attached monitoring report schedule.

MONITORING REPORT SCHEDULE

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Month</u>
1.1 Schooling	Internal	Annually	November
1.2 Graduates	Internal	Annually	February
1.2.1 Dropouts	Internal	Annually	February
2.0 General Operating Policy	Internal	Annually	August
2.1 Treatment of Students, their Families and Community Members	Internal	Annually	August
2.2 Treatment of Staff	Internal	Annually	April
2.3 Financial Planning and Budgeting	Internal	Annually	June
2.4 Financial Condition and Activities	External	Annually	September (for previous FY)
	Internal	Quarterly (FY to Date)	November (July 1– Sept 30)
			February (July 1–Dec 31)
			May (July 1– March 31)
			August (April 1-June 30)
2.5 Asset Protection	Internal	Annually	January
	External (all but 2.5.2 and 2.5.3)	Annually	September (for previous FY)
2.6 Compensation and Benefits	Internal	Annually	August
	External (section 2.6.1)	Annually	September (for previous FY)
2.7 Communication and Support to the Board	Direct Inspection	Biannually	December, June
2.8 Management Planning	Internal	Annually	May
2.9 Charter Schools	Internal	Annually	November (Starting 2021)
2.10 Effective Family, School and Community Partnering	Internal	Annually	June

Revised: September 16, 2020



BOARD POLICY

BOARD RELATIONSHIPS

3.5 ACCOUNTABILITY OF CHARTER SCHOOLS

Adopted: May 17, 2005.

With respect to charter schools, each school shall observe all contractual provisions of relevant agreements and all Board policies.

Accordingly,

1. A charter school shall observe the Superintendent's reasonable interpretation of all Board policies.
2. Only Board policies which have been expressly waived by the Board are exempt from this policy.
3. Each charter school shall, at least annually or more frequently as directed by the Superintendent or as may be requested by the Board, submit monitoring reports concerning its compliance with Board policies and contractual provisions.



BOARD POLICY

GOVERNANCE PROCESS

4.0 GENERAL GOVERNANCE POLICY

Adopted: September 19, 2000

The purpose of the Board, on behalf of residents of the District, is to see to it that Adams 12 Five Star Schools (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

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 initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting its interpretation of values and perspectives of the ownership. The Board's major policy focus will be on the intended long term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as timely and consistent attendance at regular meetings, special meetings and work study sessions and attendance throughout the duration of the meeting /session, preparation for meetings, policymaking principles, respect of roles, attention to task and proper decorum during meetings, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. 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. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor and discuss the Board's process and performance at each meeting. Monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board Relationships categories.

**GOVERNANCE PROCESS
4.2 BOARD JOB DESCRIPTION**

Adopted: September 19, 2000

Revised: September 7, 2011

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to:

1. Create the link between the ownership and the operational organization.
2. Create written governing policies which address the broadest levels of all organizational decisions and situations.
 - A. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth or priority (what good for which recipients at what cost).
 - B. Operating Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - C. Board Relationships: How power is delegated and its proper use monitored; the Superintendent role, authority and accountability.
 - D. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
3. Assure successful Superintendent performance through effective hiring, monitoring, and Board adherence to its own policies, and establish his or her compensation.
4. Influence federal, state and local legislation.
5. Decide matters not specifically delegated to the Superintendent, including with limitation: (a) tax rates; (b) borrowing; (c) asset acquisition in excess of \$250,000 or disposition in excess of \$100,000.
6. Confer honorary diplomas.
7. Commit District support to, or commit District resources, monetary or in kind, to join or support litigation initiated between third parties.
8. Establish graduation requirements.
9. Establish magnet and options schools in the District.
10. Transfer, spend, or reallocate the business services' plant contingency fund for purposes other than maintaining the plant.

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The cycle will begin in July with the Board's development of its agenda for the next year and conclude on the last day of June.
 - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - B. Governance education, and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
2. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
3. Superintendent monitoring will be included on the agenda if monitoring reports and other agreed upon measures show policy violations, or if policy criteria are to be debated.
4. Superintendent remuneration will be decided after a review of monitoring reports and other agreed upon measures received in the last year during the month of June.

The President assures the integrity of the Board's governance process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. The assigned result of the president's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - B. Information which is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the president consists in making decisions that fall within topics covered by Board policies on Governance Process and Board Relationships, with the exception of (a) employment or termination of a Superintendent and (b) where the Board specifically delegates portions of this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The president is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - B. The president has no authority to make decisions about policies created by the Board within Ends and Operating 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 chair decisions and interpretations within the area delegated to her or him.
 - D. The president may delegate this authority, but remains accountable for its use.



BOARD POLICY

GOVERNANCE PROCESS

4.5 BOARD MEMBERS' CODE OF CONDUCT

Adopted: September 19, 2000

Revised: September 19, 2007

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

1. Members must act with loyalty to the ownership, unconflicted by loyalties to staff and other organizations, including holding more than one elected office at any one time, and unconflicted by any personal interest as a member of a person's family.
2. Members must avoid unlawful conflict of interest with respect to their fiduciary responsibility.
 - A. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.
 - B. A successful candidate shall tender his/her resignation from district employment upon election, effective upon taking the oath of office as a Board member.
3. Board members may not attempt to exercise individual authority over the organization.
 - A. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - B. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - C. Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the Superintendent, members will not express individual judgments of performance of employees or the Superintendent.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Board deliberation.

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

Accordingly:

1. Board liaisons and committees are to help the Board do its job, not to help or advise the Superintendent or staff. Liaisons and committees ordinarily will assist the Board by preparing diverse policy alternatives, and implications for Board deliberation, including pros and cons of each, without recommendations or preferences, unless specifically requested by the Board, in a clear and concise manner.
2. Board liaisons and committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
3. Board liaisons and committees cannot exercise authority over staff. Because the Superintendent works for the full Board, and staff work for the Superintendent, directly or indirectly, none of them will be required to obtain the approval of a Board liaison or committee before taking executive or other action.
4. Board liaisons and committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board liaison or committee which has helped the Board to create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Board liaisons and committees will be used sparingly and ordinarily in an ad hoc capacity.
6. An individual is a Board liaison or a group is a Board committee only if its existence and charge come from the Board through Board action, regardless of whether the individual or group is called a liaison or a committee or whether any Board member is the liaison or participates on the committee. The only regular Board liaisons or Board committees are those which are set forth below in this policy. Any other Board liaison or committee is an *ad hoc* Board liaison or committee which shall cease to exist once its task is complete. This policy does not apply to liaisons or committees formed under the authority of the Superintendent or those which report directly or indirectly to the Superintendent, even if that liaison or committee includes an individual who also happens to be a Board member.

7. Regular Board Liaisons and Committee shall observe all of the more general policies included above. They include:

- A. District Accountability Committee (DAC)

Product: The DAC shall make recommendations to the Board of Education at least annually relative to the programs of accountability designed to measure the adequacy and efficiency of education programs. The DAC shall recommend to the Board of Education priorities for spending school district monies. Additionally, advice and input may be requested by the Board through formal requests which the DAC may accept or reject. The DAC may choose to discharge its duties through subcommittees or otherwise. The DAC may perform other duties that are acceptable to the Superintendent at his or her discretion.

Authority: The DAC shall operate under written by-laws and policies that are mutually acceptable to the DAC and to District legal counsel. The DAC and Superintendent will annually determine the DAC budget and staff time allocation.

- B. Finance and Audit Committee (FAC)

Product: the FAC shall serve as an independent and objective party to monitor the district's financial reporting process and internal financial control systems and to review and appraise the efforts of the independent auditors and financial services department. The Board and Superintendent retain the responsibility for the district's financial condition and for decision-making in all matters of policy and operation. The existence and function of the FAC shall not limit the Board of Education from exercising its full authority.

Authority: the FAC shall operate under written by-laws that are mutually acceptable to the FAC and to district legal counsel. The FAC and superintendent will annually determine the FAC budget and staff time allocation.

- C. Long Range Planning Advisory Committee (LRPAC)

Product: The LRPAC is a community-led oversight committee featuring parents and community members of Adams 12 Five Star Schools. The committee advises the superintendent and board of education on short-range facility issues as well as the development of long-range facility plans that support student success through the implementation of the most cost-effective solutions to the district's capital needs. The LRPAC also serves as a bond oversight and accountability committee for the district's bond programs.

The committee is intended to provide a high level of accountability, engagement, and communication between district administrators, the board of education, leadership and the citizens of Adams 12 Five Star Schools to ensure stakeholders are engaged and their values and priorities are reflected in the process. The LRPAC shall provide periodic (not less than annually) advice and recommendations to the administration and the board in these areas. The board and superintendent retain the responsibility for decision-making in all matters of policy and operation. The existence and function of the LRPAC shall not limit the board of education from exercising its full authority.

Authority: The LRPAC shall operate under written by-laws that are mutually acceptable to the LRPAC and to district legal counsel. The LRPAC and superintendent will annually determine the LRPAC budget and staff time allocation.

D. Designated Election Official

Product: The job products of this liaison are: (1) to conduct the regular biennial election of the Board of Education and District by performing the duties required by law or agreed to through intergovernmental agreement with counties served by the District, (2) to act as the primary liaison between the District and the Clerk and Recorder for each county, (3) to provide all necessary information to candidates and individuals interested in running for the board, and (4) other duties assigned by the Board.

Authority: The Designated Election Official may expend staff time at the Superintendent's discretion, and may expend amounts as annually budgeted by the Board.



BOARD POLICY

GOVERNANCE PROCESS 4.7 COST OF GOVERNANCE

Adopted: September 19, 2000

Revised: August 17, 2011

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - A. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understanding.
 - B. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance.
 - C. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - A. Up to \$15,000 in fiscal year 2011–2012 for training, including attendance at conferences and workshops.
 - B. Up to \$7,200 in fiscal year 2011–2012 for third-party monitoring of organizational performance.
 - C. Up to \$119,209 in fiscal year 2011–2012 for surveys, focus groups, opinion analyses, and meeting costs in order to learn about and discuss owner viewpoints and values.

Systematic monitoring of the Board's adherence to Governance Process Policies will be against the policies themselves.

Accordingly:

1. Monitoring is simply to determine the degree to which the Board is adhering to Governance Process policies.
2. Monitoring data will be acquired by three methods: (a) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria, (b) by DSIT, in which a designated member or members of the committee assess compliance with the appropriate policy criteria, and (c) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board Governance Process policies.
3. In every case, the standard for compliance shall be *any reasonable President interpretation* of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
4. All policies will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on the attached monitoring report schedule.

MONITORING GOVERNANCE PROCESS SCHEDULE

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Month</u>
4.0 General Governance Policy	DSIT	Annually	May
4.1 Governance Style	DSIT	Annually	May
4.2 Board Job Description	Direct Inspection	Annually	January
4.3 Agenda Planning	Direct Inspection	Annually	August
4.4 President's Role	Direct Inspection	Annually	October
4.5 Board Members' Code of Conduct	DSIT	Annually	May
4.6 Board Liaison and Committee Principles	Direct Inspection	Annually	November
4.7 Cost of Governance	Direct Inspection	Annually	March

Adopted: September 4, 2001
Revised: May 2, 2007

BOARD POLICY



GOVERNANCE PROCESS 4.9 LEGISLATIVE PLATFORM

Adopted: December 21, 2004

Revised: December 15, 2021

Adams 12 Five Star Schools will actively seek to influence legislation to preserve local governance, to create more flexibility from state mandates, to promote policies that adequately fund schools, to support accountability for student success and to support parental involvement.

LEGISLATIVE PRINCIPLES

Local Control – Preserve the responsibility, fiduciary role and authority of locally elected school boards for the operations and decisions of their local schools and districts. The state’s role should be to encourage and recommend but not to mandate changes within local schools. Decisions are best made by locally-elected school board members whose sole responsibility is the education of the community’s children.

Fewer Regulations and Streamlined Reporting – Due to the cuts in funding for education and to allow maximum effectiveness with the funds available, the removal and/or flexibility of regulations on funding and program mandates would allow local school boards to better act in the best interest of their students, parents and community. Streamlined and cost effective monitoring and reporting for accountability of regulations must be a primary consideration in legislation.

Increase Funding – As local school boards work to improve and transform the educational systems in schools, it is vital to increase funding for operations, capital construction, infrastructure, and maintenance so students can benefit from quality environments, tools, and highly effective personnel needed to facilitate learning.

Accountability for Student Success – Adams 12 Five Star Schools affirms the need for every district and school to demonstrate continuous improvement and be accountable in meaningful and useful ways to its students, their parents, and the broader community.

Parental Responsibility and Involvement – Parents are vital to the successful education of children. Their responsibility and involvement for their child’s education must be encouraged and supported at all levels of the educational system.

LEGISLATIVE POSITIONS

Adequacy and Equity of School Funding

- Adams 12 Five Star Schools supports legislation that restores ongoing K-12 funding that was lost during years with state budget shortfalls. Adams 12 Five Star Schools advocates for allocating K-12 funding such that the budget stabilization factor is reduced whenever possible but at a minimum does not increase.

- Adams 12 Five Star Schools opposes any state or federal legislation that imposes unfunded mandates or mandates that require districts to incur compliance costs that negatively impact district operations.
- Adams 12 Five Star Schools requests that any legislation contemplating changes to tax increment financing (TIF) law consider the impact on school bond and mill levy override rates.
- Adams 12 Five Star Schools urges the adoption of a new school finance act with additional funding that addresses the lack of adequacy and equity in our current system.
- Adams 12 Five Star Schools supports legislation that would help districts address long term impacts from the COVID pandemic including student learning loss, increased student mental health and behavioral issues, increases in student and family basic needs, continued staffing shortages, and further growth of deferred maintenance.
- Adams 12 Five Star Schools supports legislative efforts to adjust the definition of at-risk and the associated funding formula that makes it easier to include the appropriate students in the count and is fully funded.
- Adams 12 Five Star Schools supports any state or federal legislation that increases special education funding.
- Adams 12 Five Star Schools supports legislation that increases the state's contribution to the pension system for lost fiscal gains in order to keep PERA on-track to achieve its funding goal.
- Adams 12 Five Star Schools supports legislation to modify the PERA automatic adjustment provision which is negatively impacting employees.

Student Academic Success

- Adams 12 Five Star Schools supports legislation that reduces the amount of time dedicated to state testing while maintaining reliable, high quality data that measures the academic growth of students over time. Testing must provide valuable and timely feedback for use in student instructional planning.
- Adams 12 Five Star Schools believes it is imperative for the legislature to increase funding to support early literacy outcomes for all students including:
 - Increased funding for early literacy program per-pupil intervention to address the increase in the number of students needing intervention due to interrupted learning during the COVID-19 pandemic
 - Funding to purchase and provide training for CDE-approved core and supplemental reading programs and assessments
 - Ongoing funding for teacher training in evidence based reading instruction

Charter School Related Equity Priorities

- Adams 12 Five Star Schools supports legislation that improves the relationship, in academic accountability and fiscal responsibility, between charter schools and their authorizing public school districts. Adams 12 Five Star Schools does not support the State providing supplemental revenue to charter schools that are authorized through the Colorado Charter School Institute (CSI) because the CSI Board of Directors is not elected and accountable to local taxpayers and funds allocated from the state for this purpose result in funding cuts for all other schools and districts.
- Adams 12 Five Star Schools supports a standard of review for new charter school application appeals to the state board of education that is the same for the charter school institute and local district boards of education. The standard of review for appeals for both chartering authorities should be whether the chartering authority's decision was arbitrary and capricious, which is the common standard of review for nearly all administrative reviews.
- Adams 12 Five Star Schools supports legislation that gives the local school board sufficient authority to set appropriate policies and direct charter schools to take corrective or remedial action when the school district may have legal liability for actions of the charter school.

Local Control

- Adams 12 Five Star Schools opposes granting BOCES the ability to operate schools within the boundaries of a school district without the agreement of the elected board of education.

Residents of Adams 12 Five Star School District demonstrating outstanding public service and community service, and demonstrating proficient level of knowledge and skills necessary for a successful life without completing formal courses of instruction or study may be awarded an honorary diploma.

Further:

1. All state statutes and Colorado Department of Education and Adams 12 Board Policy criteria must be met.
2. Individuals will demonstrate behaviors related to all District 12 Board of Education traits.
3. Individuals will have made positive contributions to family, city, state or nation.
4. The high school diploma is not awarded to provide financial or personal gain for the person.
5. Recommendations to the Board of Education will be made by a panel of at least five (5) members consisting of one District administrator, one Classified Association member, one DTEA member, one DSIT member and one community member
 - a. Criteria for recommendation will be determined by the Adams 12 Board of Education.
 - b. Final decision on the individual will be made by the Board of Education.