

DCS Montessori Charter School students enrich the world through positive and substantial contributions in their chosen endeavors. This is achieved at a cost affordable by DCS Montessori Charter School.

DCS Montessori Charter School students:

- Love learning
- Are engaged and passionate
- Are self-motivated
- Are responsible citizens
- Respect self, others and their environment
- Are critical thinkers
- Are leaders

Adopted: September 22, 2007

Monitoring Method: *Internal Report*
Monitoring Frequency: *Monthly, during an interim HOS tenure only*

Policy type: Governance Process

Global Governance Commitment

GP-1

The purpose of the Board of Directors, on behalf of our parents and supporting community, is to see to it that the DCS Montessori School:

1. Achieves appropriate results for our students at an appropriate cost.
2. Avoids unacceptable actions and situations.

Adopted: June 9, 2003

Monitoring Method: ***Board Self-Assessment***
Monitoring Frequency: ***Annually***

Board Job Description

The job of the Board is to represent parents and supporting community in determining and demanding appropriate organizational performance.

Accordingly,

- 1) The Board will produce the link between the organization and the ownership.
- 2) The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a) Ends: Organizational products, effects, benefits, outcomes, recipients and their relative worth (what good for which recipients at what cost).
 - b) Executive Limitations: Constraints on executive authority that establish the prudence and ethical 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-Head of School (HOS) Linkage: How power is delegated and its proper use monitored; the HOS role, authority and accountability.
- 3) The Board will produce an evaluation of HOS performance (against Ends and Executive Limitations as listed above).

Last Review Date: July 30, 2014

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually*

Policy type: Governance Process

Governing Style

GP-3

The Board will govern with emphasis on

- outward vision rather than on internal preoccupation
- encouragement of diversity in viewpoints
- strategic leadership more than administrative detail
- clear distinction between Board and Head of School (HOS) roles
- collective rather than individual decisions
- future rather than past or present
- proactively rather than reactively.

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 use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 2) The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those Ends.
- 3) The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policymaking principles, respect of roles, ensuring continuance of governance capability and confidentiality. Continual Board development will include orientation of new Directors in the Board's governance process and periodic Board discussions of process improvement.
- 4) The board will monitor and discuss the Board's process and performance twice annually. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-HOS Linkage categories.

Adopted:

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Board self-assessment
Annually

To accomplish its job products with a governing style consistent with Board policies, the Board will follow an annual agenda that 1) completes re-exploration of *Ends* policies annually and 2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

- 1) The cycle will conclude each year on the last day of April so that administrative planning budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long term *Ends*.
- 2) The cycle will start in May with the Board's development of its agenda for the next year.
 - a) The Board will arrange consultations with parents and supporting community in the fourth quarter of the fiscal year (e.g. parent survey).
 - b) Governance education, and education related to *Ends* determination will be arranged in the first quarter, to be held during the balance of the year.
- 3) Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 4) Head of School (HOS) monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are being debated.
- 5) HOS remuneration will be decided after a review of monitoring reports received in the last year and the HOS evaluation surveys (teachers, parents, etc.) during the month of February.

Adopted:

June 9, 2003

Monitoring Method:

Board self-assessment

Monitoring Frequency:

Annually

A. Chairperson's Role

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

Accordingly:

- 1) The job result of the Chairperson 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 only those issues which, according to Board policy, clearly belong to the Board to decide, not the Head of School (HOS)
 - b) Deliberation will be fair, open and thorough but also timely, orderly, and kept to the point.
- 2) The authority of the Chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-HOS Linkage, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a) The Chairperson is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b) The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no individual authority to supervise or direct the HOS.
 - c) The Chairperson 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 Chairperson may delegate the authority but remains accountable for its use.
- 3) The Chairperson shall sign all contracts authorized by the Board.
- 4) Perform other duties as assigned by the Board.

B. Vice Chairperson's Role

The role of the Vice Chairperson is to carry out the responsibilities of the Chairperson in the case of his/her absence.

Accordingly:

- 1) The Vice Chairperson shall fulfill the role of the Chairperson at any meeting of the Board for which the Chairperson is absent.
- 2) The Vice Chairperson shall, if necessary in the Chair's absence, ensure that the job result expected of the Chairperson is satisfied.
- 3) The Vice Chairperson shall, if necessary in the Chair's absence, ensure that the Board complies with the Governance Process policies as outlined in the Chairperson's job description.
- 4) Perform other duties as assigned by the Board.

C. Secretary's Role

The Secretary assures the accurate recording, distribution and storage of the Board of Directors' meetings, communications and policy handbook.

Accordingly, the Secretary shall:

- 1) Record minutes of all Board of Directors' meetings and file a signed copy in the school office.
- 2) Keep a record containing the names and addresses of all members of the Board of Directors in the school's office.
- 3) Receive unopened ballots for the Board elections and ensure their safe storage prior to counting.
- 4) Perform other duties as assigned by the Board.

D. Treasurer's Role

The Treasurer is the principal financial officer of the Board of Directors.

Accordingly, the Treasurer shall:

- 1) Participate in the analysis and discussion of all DCS Montessori Budgets prior to presentation to the Board for approval.
- 2) Upon Request of the Board, shall provide special reports to it as may be required at any time.
- 3) Perform other duties as assigned by the Board.

Adopted: February 25, 2008

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually*

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

Accordingly:

- 1) Directors agree to comply with the bylaws, all Board policies, the tenets of policy governance and the DCSM Volunteer Confidentiality Agreement.
 - a) Attendance – As contemplation, deliberation, and decision-making require collaboration and participation, Directors are expected to attend Board meetings.
 - b) Preparation and Participation – Directors will prepare for Board and committee meetings and participate productively in these discussions.
 - c) Directors will strive to keep informed on changes in education law and education trends.
- 2) Directors will respect and support the legitimacy and authority of all Board decisions, irrespective of the Director's personal position on the matter.
- 3) Directors must have loyalty to the entire ownership, unconflicted by loyalties to staff, other organizations, including interest or advocacy groups, membership on other boards or staffs, interest as a parent of a student in the school, and any personal interest. Thus, Directors should strive to be a listener when issues arise, be able to explain the role of the Board to set vision and policies to govern successfully, to express the Board's desire for successful resolution, but reaffirm the operational role of the Head of School (HOS), and know how to direct complaints according to policy.
- 4) Directors should be aware of their role as a representative of the school at all times. They are expected to exercise sound judgment and discretion in all personal, electronic and social media communications.
 - a) Directors will be respectful of dissenting opinions.
- 5) Directors must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) There must be no self-dealing or any conduct of private business or personal services between any Director and the organization.
 - b) When the Board is to decide upon an issue about which a Director has an unavoidable conflict of interest, that Director should state the conflict and absent herself or himself without further comment for not only the vote but also for deliberation.

- c) Directors must not use their positions to obtain employment for themselves, family members, or close associates. Should a Director or a Director's family member desire employment, he or she must first resign.
 - d) Directors will, as soon as practical, disclose their involvements with other organizations, vendors, or any other associations that might produce a conflict of interest.
- 6) Directors may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
- a) Director's interaction with the HOS or staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b) Directors' interactions with public, press or other entities must recognize the same limitation and inability of any Director to speak for the board except to repeat explicitly stated Board decisions.
 - c) Directors will give no consequence or voice to individual judgments of HOS or staff performance.
- 7) Directors will maintain the confidentiality appropriate to issues of a sensitive nature, especially in order to avoid violations of the Federal Education Rights & Privacy Act (FERPA), and those matters involving employer/employee confidentiality. If there is any question of confidentiality, please address the Head of School (HOS) prior to any potential divulgence.
- 8) Directors will sign a Code of Conduct agreement agreeing to the provisions in this policy.

Director (Printed) _____ Date: _____

Director (Signature) _____

Adopted:

June 9, 2003

Monitoring Method:

Board Self-Assessment

Monitoring Frequency:

Semi-Annually: October and March

Review Frequency:

Annually

Board committees, when used, will be used to support the work of the Board and to reinforce the wholeness of the Board's job, and never interfere with the delegation of authority from the Board to the Head of School (HOS). A Board committee can exist only if its delegation originates from the Board itself, regardless of whether or not Directors sit on the committee.

Accordingly:

- 1) Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 2) Board committees are to help the Board to do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not have dealings with current staff operations.
- 3) Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the HOS.
- 4) Board committees cannot exercise authority over the staff. Because the HOS works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 5) Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create a policy on some topic will not be used to monitor organizational performance on that same topic.
- 6) This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Directors. It does not apply to committees formed under the authority of the HOS.

Adopted

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Board self-assessment
Annually

Policy type: Governance Process

Email

GP-8

Email is a message that is transmitted between two or more computers or electronic terminals regardless of physical form. Email includes all electronic messages that are transmitted through a local, regional or global computer network. Email sent or received by the Board may be "public record" subject to retention under state archive statutes and possibly inspection and disclosure under the Colorado Public Records Law.

Section 24-6-402 (2) (d) (III) of the Colorado Sunshine Law states: If elected officials use electronic mail to discuss pending legislation or other public business among themselves, the e-mail shall be subject to the requirements of this section. Email communication among elected officials that does not relate to pending legislation or other public business shall not be considered a "meeting" within the meaning of this section.

Section 24-6-402 (1) (b) states: "Meeting" means any kind of gathering, convened to discuss public business, in person, by telephone, electronically, or by other means of communication.

Considering the above statutes, all DCS Montessori Directors agree to the following:

- 1) Three-or-more-party e-mail communications between Directors are subject to open meeting law requirements, including those e-mail communications that both require a response and are broadcast from one Director to two or more additional Directors. Neither the discussion of public business nor the taking of formal action by the Board will occur via email.
- 2) Both distribution of meeting information and discussion of incidental administrative information via multiple-party email is permissible. Further, suggesting editorial changes to draft Board documents, such as meeting minutes, via e-mail is permissible provided that these changes are specifically discussed in open session before these documents are approved by the Board.
- 3) Although two-party e-mail communications are not subject to open meeting law requirements, Directors will refrain from using e-mail conversations as a basis for conducting deliberations or making decisions prior to any public meeting. Again, this requirement shall not only apply to two-party email communications, but to all types of Board email communications. The intent of this policy is to prevent using email as a substitute for public deliberation.
- 4) All e-mail communication will be through email accounts belonging to the Board. Directors will be assigned an email address when they join the Board, which they will use for all Board related e-mail. The technology administrator will ensure that these emails are archived at the end of that school year (June). This will ensure that the e-mail records are maintained as required by law.
- 5) Access to board email accounts is intended for use only by Directors and measures should be taken by each Director to ensure that their email account cannot be accessed by anyone the other than the Director including family, friends and coworkers. If a Director

Policy type: Governance Process

Email

GP-8

elects to access the Board email account from a mobile device then the Director must ensure that the access to the email account is secure if the device were to become lost or stolen.

Adopted: June 9, 2003

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually

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

Accordingly:

- 1) Board skills, methods, and support will be sufficient to assure good governance practices.
 - a) Training will be used to orient new Directors to their duties and the governance processes employed by the Board.
 - b) Directors' will be trained to maintain and increase existing skills and understandings.
 - c) Outside monitoring assistance may be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - d) Outreach mechanisms may be used gather ownership viewpoints and values.

- 2) The annual budget will provide for training, including attendance at conferences and workshops.

Adopted:

June 9, 2003

Monitoring Method:

Board self-assessment

Monitoring Frequency:

Annually

Policy type: Governance Process

Board Self-Assessment

GP-10

The Board will use the following self-assessment instrument to evaluate its adherence to the policy governance model on annual basis.

The Board will review and discuss all of the following "General Meeting Behaviors" at the July Meeting, then review "SET 1" and "SET 2" alternately at the close to all monthly meetings thereafter.

General Meeting Behavior

- SET 1

- We followed our agenda and did not get side-tracked.
- The agenda was well planned and fit the time allotted.
- The meeting was well attended. All Directors were present.
- The meeting proceeded without interruptions or distractions.
- Our decision making processes were understood and were implemented appropriately.

- SET 2

- Participation was balanced. Everyone participated, no one dominated.
- We all listened attentively as each participant spoke. We avoided side conversations.
- Work was accomplished in an atmosphere of trust and openness.
- Meeting participants treated each other with respect and courtesy.
- Board members were prepared and responsive.

The Board will review and discuss all of the following "Governance Principles" at the July Meeting, then review **TWO (2)** of the "Governance Principles" at the close to all monthly meetings thereafter. The TWO (2) that are reviewed are to be selected by the Board Chairperson, but are to be reviewed in such a manner so that ALL "Governance Principles" are reviewed between the August and June monthly meetings.

Governance Principles

- Most Board actions occurred at the policy level rather than at the operational level.
- Agenda items were aligned to policy.
- The Board reviews policy about each specific topic before discussion on that issue.

Policy type: Governance Process

Board Self-Assessment

GP-10

- In writing additional policies, the Board starts with a broad statement and becomes more detailed in a logical sequence.
- The Board governs proactively versus reactively.
- We routinely spend time monitoring and improving our own process.
- We work on clarifying Board priorities/values among the range of potential outcomes, beneficiaries, and costs of outcomes.
- ENDS policies are clearly and logically stated and support the mission.
- The Board follows an annual calendar based on a plan for accomplishing its job.
- The Chair helps the Board get its job done rather than supervising or becoming involved in staff work.
- We spend time consistently and proactively linking with our members.
- The Board supports the HOS in any reasonable interpretation of applicable Board policies.

In such a manner, the Board shall complete its self-assessment and determine what actions, if any, it may undertake in order to improve.

Adopted:

April 19, 2012

Monitoring Method:
Monitoring Frequency:

Board Self-Assessment
Annually

Transition of the Head of School (HOS) is a time of great uncertainty for the school. This policy is to provide instruction to the Board for managing both school operations on an interim basis until a permanent HOS is in place, as well as an outline for the search process.

Accordingly:

The Board will assign operational responsibilities to either:

1. A new permanent HOS transitioning from the departing HOS.
2. The administrative team, based on the guidelines below.
3. The administrative team transitioning to an interim HOS based on the guidelines below.

In making this decision, the Board must consider the following guidelines:

1. In regard to the timing of the HOS' departure:
 - a. By the end of March, provide staff with information, if possible, regarding whether a permanent or an interim HOS is expected for the upcoming school year.
 - b. Provide the Search Committee with ample time to find the best candidate. If the notice is after mid-March, quality candidates may already be taken.
 - c. Determine an acceptable period of time for the administrative team to be in charge of running the school in an interim situation, or if an interim HOS will be named. During the school year, this may be shorter given the administrative team's other responsibilities, than during the summer, when the team may have more time.

2. In regard to the search process:
 - a. A Search Committee ideally consisting of two Directors, a member of the administrative staff, a teacher representative from each level (primary, lower elementary, upper elementary, middle school), an office staff member each chosen by his/her peers, and three parent members shall be named. The Search Committee will choose a chairperson. Members of this Search Committee shall not be eligible to apply for the HOS position. If all members of the administrative staff choose to apply for the position, the Search Committee will proceed without administrative representation.
 - b. The Search Committee will periodically update the Board on all details of the search process, on a schedule directed by the Board.

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- c. The Search Committee will create a plan of action for the search and present it to the Board for approval. This plan should include the following actions: (Detailed forms, format, and best practices available in the appendix.)
- i. A review of the job description and job posting shall be immediately undertaken by the Search Committee and presented to the Board for approval.
 - ii. Job postings to be placed in all major Montessori institutions, on the District website, at the Colorado Department of Education, and other posting sites deemed appropriate by the Search Committee.
 - iii. A review of interview questions will be undertaken.
 - iv. The Search Committee shall name an Interview Team reflective of Search Committee representation, to include the chair, a teacher, a staff member, a parent member and a Director, review the interview feedback form and select dates and times for initial interviews.
 - v. The Chair of the Search Committee, or delegate, shall be a central contact for the interviewees.
 - vi. Initial interview candidates will be recommended to the Board, and initial interviews set after Board approval.
 - vii. The Board shall decide what, if any, travel and/or accommodations will be reimbursed and inform the Search Committee.
 - viii. After first interviews, the full Search Committee will meet and review all of the candidates, choosing finalists they recommend return for second interviews. The Search Committee will present these recommendations to the Board for approval.
 - ix. The Interview Team will set dates and schedule 2nd interviews.
 - x. The full Search Committee will meet to discuss all data from the interviews and select a candidate to put forward to the Board for hiring.
 - xi. The Board may choose to schedule a time for the Board and/or staff to meet the candidate.
 - xii. The Board will follow all applicable laws regarding posting of finalists to the public and make all final decisions for hiring and contract details following all legal requirements for background checks and hiring.

Adopted:

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Board self-assessment
Annually

All regular and special meetings of the DCS Montessori Board (Board) shall be open for public attendance. In order that the Board can hear the viewpoints of its community, a brief public comment period will be provided at each regular meeting of the Board. At the discretion of the Board, public comment may also be allowed at certain non-regular, special meetings.

The purpose of public participation is to allow the greater DCS Montessori community the opportunity to share opinions, praise, suggestions and/or to bring concerns to the attention of the DCSM Board. If concerns are to be shared in a public comment, it is the policy of the DCS Montessori Board of Directors that no names of staff, students or parents in the DCS Montessori community be referenced to protect the privacy of all involved. **Concerns that require resolution must follow the process outlined in the Parent and Staff Handbooks and Board policy, GP-13 Grievance Process.**

In order to conduct business in an orderly and efficient manner, Board meetings are conducted in accordance with the broader principles of Robert's Rules of Order and convenes with a planned agenda. They are not held for the purpose of public debate. Accordingly, public input will be welcome in two ways:

- 1) Comment Scenario 1. Brief comment limited to not more than 2 minutes for individual speakers and 10 minutes for all speakers combined. Groups representing a consistent viewpoint are encouraged to select one spokesperson. Each speaker will be asked to identify themselves prior to speaking.
- 2) Comment Scenario 2. If a more detailed presentation or proposal to the Board is requested, this must be pre-scheduled at least seven days prior to the next scheduled Board meeting as an agenda item so that the Board may expedite the agenda within a reasonable time.

Accordingly, persons who wish to make requests, detailed presentations or proposals to the Board, should direct all communication to the Head of School and the Board Chairperson for review.

Guidelines:

- 1) The speaker shall provide written information to the Head of School and the Board Chairperson at least one week prior to the upcoming regular meeting of the Board, so that the item may be added to the agenda. If presented less than one week prior to the meeting, the Chairperson shall decide whether the upcoming agenda allows for such comment at that meeting.
- 2) If the request is accepted, written information (preferably in electronic format) from the speaker shall be distributed to directors prior to the regular meeting. If the person requests the Board take a particular action, the specific action being requested should be in the written document submitted to the Board.
- 3) If so requested by any Director, the person may present additional information or provide clarification when the agenda item is discussed.
- 4) The Board may set a time limit on the length of the public comment period and/or a time limit for individual speakers at each meeting.

In an effort to respect all parties, the Board may interrupt and or redirect any public comment that does not comply with this policy. Although meetings are open to the public, any person who disturbs good order may be required to leave.

Adopted: January 24, 2011

Monitoring Method: *BOD Self-Assessment*
Monitoring Frequency: *Annually*

Policy type: Governance Process
Conflict Resolution Process

GP-13

Conflicts requiring resolution follow a hierarchical process as outlined in the Parent and Staff Handbooks. If not resolved with the Head of School (HOS), concerns may be formally submitted to the Board of Directors (Board) as a written grievance for review. The Board is the last recourse within our school. Therefore, by definition, any grievance heard by the Board is a disagreement with the HOS and his or her decision(s) about the issue.

The purpose of the Board review is to evaluate if the actions of the HOS are in compliance with the current Executive Limitations policies. The HOS is allowed to operate according to any reasonable interpretation of those policies.

Generally, grievances heard by the Board require legal confidentiality related to student and/or employee rights, therefore, most grievance reviews take place in Executive Session. It is incumbent on the Chairperson to determine if the grievance at hand fits within the limited topics that are allowed to be discussed in Executive Session per the Colorado Open Meetings and Open Records law (See Section 7 of the Board Policy Handbook and Operating Manual). In the case that the circumstances are not exempt, the review will be held in open public session.

The process for the Board to hear such concerns follows:

- 1) The Board will participate in Conflict Resolution only when a formal written grievance is received by the Chairperson and the HOS, as outlined in the Parent and Staff Handbooks.
- 2) If another Director is presented with a written or oral grievance, such Director must refer the concerned party to the Parent or Staff Handbook, as applicable, in order to follow the appropriate process.
- 3) Upon receipt of a written grievance, the Chairperson shall confer with the HOS in order to determine that all the steps of the conflict process have been followed.
- 4) If any steps in the process have not been taken, the concerned party shall be referred by the Chairperson back to the HOS to complete the necessary communications.

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- 5) If all of the steps have been followed, the Chairperson shall schedule the review at a Board meeting, during which the Board will hear from all interested parties that choose to be included or are requested by the Board.
 - 6) The Chairperson will forward the written grievance to the Board. Additionally, it is helpful if the Chairperson identifies and includes a summary of the applicable policies for the Board to review in advance. However, it is the responsibility of each Director to review the grievance in relation to written policy and be fully prepared at the meeting.
 - 7) The Board has 5 potential findings and will report such in open public meeting and will respond to the concerned party as is deemed appropriate by the Board.
 - a. The HOS has operated within the bounds of the Executive Limitations. **ACTION:** None
 - b. The HOS has operated within the bounds of the Executive Limitations; however the Board finds that the existing Executive Limitations are unclear or insufficient. **ACTION:** The Board undertakes a review and revision of the relevant policies to guide the HOS for future situations. The HOS, at his/her discretion may or may not choose to revise current decisions as a result of such outcome.
 - c. The HOS has not operated within the bounds of the Executive Limitations. **ACTION:** The Board requires the HOS to review and revise decisions in order to comply with Executive Limitations. Depending on the circumstances, the Board may find it necessary to document the lack of compliance in the HOS personnel file or to simply include this event in the annual evaluations as an area for development.
 - d. Further information/investigation is required. **ACTION:** Establish the means of gathering the additional information needed, which may require the Board to gather information independent from that provided directly by the HOS. Set a date for continuance of the review.

Policy type: Governance Process
Conflict Resolution Process

GP-13

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- e. In the event of extreme negligence or unlawful behavior. **ACTION:** It is the Board's responsibility to contact law enforcement or appropriate reporting agency and/or consider termination of the HOS and/or recommend termination of the involved employee(s).

Adopted:

May 16, 2012

Monitoring Method:
Monitoring Frequency:

Board Self-assessment
October and March

Policy type: Governance Process
Facilities Construction, Expansion or Renovation

GP-14

In regard to large facility construction, expansion or renovation projects, the Board has a responsibility to make sure that any changes are supportive of the Mission and Ends and are fiscally prudent. The Board shall use due diligence to minimize liabilities and meet all applicable legal requirements, and the Board may retain qualified building and design professionals or other outside resources as deemed appropriate for the project.

Accordingly:

- 1) The Board may consider entering into a Memorandum of Understanding with the Montessori Educational Foundation (MEF) to coordinate financial, construction and planning activities and responsibilities.
- 2) The Board may consider creating a building committee with membership to include the Head of School, at least one Director and equal representation from the MEF. The purpose of the committee would be to provide oversight to the construction process and design, adherence to approved construction budget and project timeline.
- 3) If an Owner's Representative is retained, he/she should report to both the Board and the MEF.
- 4) The Board may consider asking for budgeting and finance review on a monthly basis, whenever there are material changes, or as appropriate, during the time that facilities are being built or modified.

Adopted:

May 16, 2012

Policy type: Governance Process
Facilities Construction, Expansion or Renovation

GP-14

Policy Type: Governance Process

GP-15

Head of School Evaluation Process

The Board will produce assurance of Head of School (HOS) performance against the Mission, Ends and Executive Limitations annually utilizing feedback from the staff, parents, the Board and the HOS. The intent of this evaluation is to provide growth opportunities for the HOS as well as inform the Board of areas of interest in which it may deem necessary to further explore. It is the intent of the Board to execute an evaluation process that is valuable, while remaining efficient.

Accordingly:

1. The Board will designate an HOS Evaluation Committee including the Vice Chairperson and one other director. To accomplish its purpose, the HOS Evaluation Committee shall determine an Evaluation Activity calendar to be approved by the Board. This committee will work with human resources and the School to distribute and collect surveys and tabulate data.
2. The cycle will conclude each year in December.
3. The Board will develop a series of surveys to evaluate the HOS performance. The data will be collected on a five point scale. Key stakeholders to be surveyed include, the staff, parent community and Board elected to represent the community. Responses and results will be kept anonymous and confidential.
 - a. The Staff will be surveyed bi-annually, directly after fall and spring conference weeks. These questions will be developed to include, but not be limited to: mission, communications, professional development, academics, safety, discipline and management.
 - b. The Parent community will be surveyed annually, directly after spring conference weeks. These questions will be developed to include, but not be limited to: Ends, communications, academics and safety.
 - c. The Board will be surveyed twice annually in December and May. Additionally, the Board will monitor the HOS to the Mission, Ends, and Executive Limitations

monthly per the Task Calendar schedule to provide ongoing feedback to the HOS. These questions will be developed to include, but not be limited to: communications, EL-1, EL-3 and EL-11, HOS professional development and Ends.

- d. The Chairperson may survey the Board at any time deemed necessary.
4. The five point scale average will be weighted for each stakeholder response group. The response shall be weighted accordingly:
 - a. Staff 50% - comprised of average of each semester
 - b. Parent Community 50% - feedback from the Members and the Board, comprised of an average of collected data
 5. The HOS Evaluation Committee will monitor survey responses after each survey and deliver results to the Board. Ratings will be taken into the Board's consideration when determining the annual bonus for the HOS. Ratings averaging 3 or lower may trigger a meeting with the chairperson and HOS, as well as possible additional surveys or performance plan. The Board ultimately has discretion over the HOS contract renewal, compensation and performance review.
 6. The HOS Evaluation Committee shall compile and present the HOS evaluation to the Board during the month of January. Within the executive session, the Board will review and accept or edit the performance evaluation and determine whether or not to renew the employment contract with the HOS. The deliverables shall include:
 - a. Performance evaluation cover letter
 - b. Survey results
 - c. Annual bonus recommendation. Historically, the annual bonus has been up to \$5,000 (22-23 school year).
- Upon approval by the Board, the HOS Evaluation Committee will execute a formal review of the HOS and discuss remuneration during the month of February.
7. The HOS shall conduct a bi-annual strategic planning session with the Board.

Policy type: Executive Limitations

Global Executive Constraint

EL-1

The Head of School (HOS) shall not cause or allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business, professional and educational ethics.

Adopted: June 9, 2003

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Policy type: Executive Limitations

Head of School (HOS) Transition Planning

EL-2

The sudden loss of a Head of School (HOS), or a transition of the HOS, is a time of great uncertainty for the school. Because of this, the HOS shall have an administrative team identified and trained to assist the Board during the time of loss or transition.

Accordingly, the HOS shall not:

- 1) Fail to alert the Board of pre-planned absences of three days or more.
- 2) Fail to document school procedures, processes, deadlines and location of essential documents, and details of facility operations (e.g. keys, combination codes, computer passwords, etc.).
- 3) Fail to identify an administrative team willing and able to help the Board either run the school during sudden loss or during an interim period identify an interim HOS candidate.
- 4) Fail to inform the Board of the members making up this administrative team.
- 5) Fail to appoint a leader of this team, who will be accountable to the Board for school operations during an emergency or interim period, including alerting the Board within 36 hours if they are running the school during an unplanned loss of HOS services.
- 6) Fail to have, and provide to the Board, guidelines and procedures for the administrative team to handle all operations in an emergency or interim situation.
- 7) Fail to provide Board approved guidelines to the administrative team for the identification and recommendation of a potential interim HOS to be contracted by the Board.
- 8) Fail to familiarize the administrative team with Board policies.

Adopted: June 9, 2003

Monitoring Method: Internal Report
Monitoring Frequency: Annually

Policy type: Executive Limitations
Communication and Support to the Board

EL-3

The Head of School (HOS) shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the HOS shall not:

- 1) Neglect to submit monitoring data required by the Board (see policy on monitoring HOS Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
- 2) Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in assumptions upon which any Board policy has previously been established.
- 3) Fail to advise the Board if, in the HOS's opinion, the Board is not in compliance with its own policies on Governance Process and Board-HOS Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the HOS.
- 4) Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
- 5) 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.
- 6) Fail to provide a mechanism for official Board, officer or committee communications.
- 7) Fail to deal with the Board as a whole except when:
 - a) Voluntarily fulfilling individual requests for information:
 - b) Responding to officers or committees duly charged by the Board.
- 8) Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- 9) Fail to supply for the agenda all items designated to the HOS yet required by law or contract to be Board-approved, along with monitoring assurance pertaining thereto.

Policy type: Executive Limitations
Communication and Support to the Board

EL-3

Adopted: June 9, 2003

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Policy type: Executive Limitations
Building Security and Physical Safety

EL-4

With respect to maintaining a safe and healthy environment and ensuring the physical safety, building security and general maintenance of the Douglas County Schools (DCS) Montessori School.

The Head of School (HOS) shall not fail to:

- 1) In a timely manner, maintain the DCS Montessori School building, parking lot, playground and property to minimize and prevent unnecessary or accidental injury to students, staff, parents and the public.
- 2) In a timely manner, arrange for necessary repairs and maintenance to the building, the internal systems (e.g. electrical, HVAC, plumbing, fire extinguishers, elevator inspections, fire inspections, etc.), building contents and furnishings.
- 3) Maintain security and surveillance of the DCS Montessori School building to prevent the entry of unauthorized person(s) into the building and to ensure the safety of students and staff.
- 4) Ensure that an adequate number of staff members per classroom have current training in child CPR, use of an Automatic External Defibrillator (AED) and first aid, and that an adequate number of such staff members are present during normal hours of operation when students are present.
- 5) Ensure that the school building and grounds are in compliance with all local, state and federal laws pertaining to safety and accessibility.

Adopted:

April 23, 2007

Monitoring Method:
Monitoring Frequency:

Internal Report
Annually

With respect to treatment of students, those applying to enroll as students, families and interested community, it is the intent of the Douglas County Schools (DCS) Montessori Board of Directors to provide a learning environment that fosters mutual trust and understanding for all parties. The Head of School (HOS) shall not cause or allow conditions which are unfair, unsafe, undignified, unresponsive, or fail to provide appropriate confidentiality and privacy.

Accordingly, the HOS shall not:

- 1) Fail to establish a culture where all parties (administrators, teachers, classified staff, parents and students) endeavor to create a safe environment free from physical and emotional harassment.
- 2) Fail to create an environment that feels welcoming and accessible.
- 3) Fail to create policies with the goal of creating an environment free from the effects of “unconscious bias”, or to take appropriate actions to address issues related to “unconscious bias.
- 4) Use methods of collecting, reviewing, transmitting or storing information that fails to protect against improper access to material elicited. Accordingly, the HOS shall:
 - a. Comply with the guidelines of the Family Education Rights and Privacy Act (FERPA)
 - b. Provide adequate network security precautions for all collected data, including compliance with the Colorado Student Data Transparency and Security Act (HB 16-1423)
- 5) Fail to inform families of enrolled students about their rights under FERPA and to provide a conflict resolution process to those who believe they have not been accorded a reasonable interpretation of their rights under this Act.
- 6) Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 7) Fail to have a signed volunteer confidentiality agreement on file for all volunteers in the school and to have a process for managing volunteers who breach the agreement.
- 8) Fail to accurately communicate the DCS Montessori mission, vision, curriculum and related program offerings to all interested parties.
- 9) Neglect community opinion on relevant issues in which the HOS is not bound by county, state or federal requirements.

- 10) Fail to communicate relevant decisions to the community in a timely manner.
- 11) Be disorganized, unclear, or out of compliance with the District and State requirements for the School Accountability Committee.
- 12) Fail to establish communication guidelines that provide for the following:
 - a. Regular classroom-wide communications from teachers to parents and from the HOS to the parent body.
 - b. Mutually civil, respectful and timely communications from all teachers and staff to parents, and parents to teachers and staff.
 - c. Clearly define conflict resolution processes outlined in the Parent and Student Handbook.

Adopted: June 9, 2003

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Discipline and Prevention of Bullying

Douglas County Schools Montessori (DCSM) recognizes the negative impact that bullying has on student health, welfare, safety and on the learning environment at school. All administrators, teachers, classified staff, volunteers and students share the responsibility to ensure that bullying does not occur.

Accordingly, the Head of School (HOS) shall not fail to:

- 1) Develop guidelines and procedures that align with and support the seven character qualities that drive the DCSM Positive Behavior System (Compassion, Ownership, Unity, Generosity, Accountability, Respect, Successful).
- 2) Implement a discipline and bullying prevention policy that complies with current state law and Douglas County School District policies. Such policy shall not fail to respond to the needs of all students, including the students engaged in bullying and the victims of such bullying.
- 3) Communicate with students, staff, and parents that bullying will not be tolerated a minimum of twice per year. Communication(s) shall include information as to how DCSM implements bullying prevention and education.
- 4) Provide Discipline & Bullying Prevention Guidelines within the Parent & Student Handbook.
- 5) Minimally, provide annual education and training to all administrators, teachers, classified staff and students. It is strongly recommended that such training will promote acceptable behavior; include concrete methods for the recognition and prevention of bullying, immediate intervention and implementation of corrective measures.
- 6) Provide a discipline monitoring report which minimally includes referrals, repeat offenders and suspension statistics with year to year comparisons and a standard reference.
- 7) Engage Mental Health Professional Staff in the development and implementation of anti-bullying programming and services consistent with current best practices.

Adopted: March 28, 2011

Monitoring Method: ***Internal Report***
Monitoring Frequency: ***Annually***

With respect to treatment of paid and volunteer staff, the Head of School (HOS) shall not cause or allow conditions which are unfair, unsafe, undignified, unresponsive, or fail to provide appropriate confidentiality and privacy.

Accordingly, the HOS shall not:

- 1) Fail to establish a culture where all parties (administrators, teachers, classified staff, parents and students) endeavor to create a safe environment free from physical and emotional harassment.
- 2) Operate without written policies that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and/or unreasonable preferential treatment.
- 3) Neglect staff opinion, nor discriminate against any staff member for expressing dissent.
- 4) Fail to create policies with the goal of creating an environment free from the effects of "unconscious bias", or to take appropriate actions to address issues related to "unconscious bias".
- 5) Prevent staff from grieving to the Board when
 - a) Internal grievance procedures have been exhausted and
 - b) The employee alleges that
 - i) Board policy has been violated to his or her detriment or
 - ii) Board policy does not adequately protect his or her human rights.
- 6) Fail to acquaint staff with their rights under this policy.
- 7) Neglect community opinion on relevant issues in which the HOS is not bound by county, state or federal requirements.
- 8) Fail to have all staff members attest that they have read and agree to comply with the policies and procedures within the Staff Handbook, the Parent Handbook and the Policy and Procedures Manual. The signed copy will be retained with their files.

Adopted:

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Internal Report
Annually

With respect to evaluation of employees, the Head of School (HOS) shall not cause or allow an evaluation system that does not comply with state law and does not measure employee performance in terms of achieving the school's mission statement and Board's *Ends* policies.

Accordingly, the HOS shall not:

- 1) Fail to develop and administer an evaluation system for personnel that is designed to:
 - a) Improve instruction.
 - b) Enhance the implementation of curricular programs.
 - c) Measure professional growth, development and performance.
 - d) Document unsatisfactory performance.
 - e) Link staff performance with multiple measures of student performance.
 - f) Assure that scheduled instructional time is used to students' maximum advantage.

Adopted: June 9, 2003

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Policy type: Executive Limitations
Compensation and Benefits

EL-9

With respect to employment compensation and benefits to employees, consultants, contract workers, and volunteers, the Head of School (HOS) shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the HOS shall not:

- 1) Change his or her own compensation and benefits.
- 2) Promise or imply permanent or guaranteed employment.
- 3) Establish current compensation and benefits that are not competitive to other Montessori, Charter and geographically relevant institutions. Specifically, the HOS shall not:
 - a) Fail to acquire and utilize salary survey data for teachers that meet the following criteria:
 - i) Salary survey data must be drawn from Douglas County, CO, or other appropriate geographical area(s) and should include other Montessori institutions both public and private.
 - ii) Salary survey data must be current within 24 months for purposes of setting salary and pay guidelines.
 - iii) Survey data must be collected and tabulated using objective and statistically correct methods to include median and mean where available.
 - iv) Survey data must illustrate salary ranges, actual salaries, bonuses, perquisites (free or discounted daycare, tuition, training, paid admissions etc.) and employee benefits (medical, retirement, days off etc.) using sample sizes large enough to ensure accurate representation of the local market.
 - v) Survey data should differentiate pay based on relevant factors such as teachers' qualifications (educational background and preparation, years of experience, accreditations, licenses etc.), type of facility or school, teaching load, length of school year and size of school.
- 4) Create compensation 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) Fail to inform the Board and staff of changes to Public Employee Retirement Association (PERA).

Adopted:

June 9, 2003

Policy type: Executive Limitations
Compensation and Benefits

EL-9

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends, state mandated improvement planning, and the Douglas County Schools Montessori (DCSM) strategic plan priorities, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the HOS shall not allow budgeting that:

- 1) Makes unreasonable planning assumptions.
- 2) Contains too little information to enable: credible projection of revenue, expenses and cash flow; separation of capital and operational items; and disclosure of planning assumptions.
- 3) Fails to plan for expenditure of all budgeted revenue, with the following exceptions:
 - a) A planned budgetary deficit is allowable, but should not indefinitely support ongoing annual expenses (decreases Fund Balance)
 - b) A planned budgetary surplus is allowable, but is limited to 5% of budgeted revenue (increases Fund Balance)
- 4) Fails to separately identify all non-recurring expenses in excess of \$20,000.
- 5) Fails to consider Fund Balance requirements and/or guidelines.
- 6) Fails to consider views of the finance committee through regular consultation.
- 7) Fails to provide for the cost of Board of Directors' training and operations.
- 8) Fails to provide annual starting salary rates and step increases for staff that aligns with the Douglas County School District guidelines unless it is fiscally detrimental to the school budget.

Adopted:

June 9, 2003

Monitoring Method:

Internal Report and Treasurer Report on Finance Committee

Monitoring Frequency:

At all budget approvals

Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the Head of School (HOS) shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies, state mandated Improvement planning, and the Douglas County Schools Montessori (DCSM) strategic plan.

Accordingly, the HOS shall not:

- 1) Fail to manage the school finances in a manner consistent with the current Board approved budget.
- 2) Expend funds for non-recurring expenses greater than \$20,000 unless the Board has explicitly approved release of funds.
- 3) Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within the current fiscal year, unless pre-approved by the Board.
- 4) Fail to settle payroll, debts and other expenses in a timely manner.
- 5) Fail to aggressively pursue receivables after a reasonable grace period.
- 6) Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- 7) Fail to inform the Board of any unbudgeted purchases or commitments of greater than \$5,000.00.
- 8) Acquire, encumber, or dispose of real property, unless pre-approved by the Board.
- 9) Make any purchase or enter into any contract that:
 - a) Fails to provide for prudent protection against conflict of interest.
 - i) Fails to assess and consider a contractors capability to produce appropriately targeted, efficient results
 - ii) Fails to emphasize the production of Ends
- 10) Enter into any grant that fails to emphasize the production of Ends, nor fail to manage grants appropriately.
- 11) Fail to trigger retention bonus for all DCSM staff and/or performance bonuses for deserving DCSM staff when there is a reasonably sufficient surplus in the budget at year end.

12) Fail to confirm that the reported Fund Balance is reconciled to the actual Fund Balance.

Adopted: June 9, 2003

Monitoring Method: *Internal report*
Monitoring Frequency: *Internal report EL-11.1, quarterly (and monthly when needed) all others annually.*
External report: *Annually*

Policy type: Executive Limitations

Asset Protection

EL-12

- 9) Fail to follow these investment guidelines:
- a) All "New" Investments must be Board approved. "New" is defined as monies that were not previously invested.
 - b) Reinvestment of Excess Capital can be conducted at the discretion of the Finance Committee, SO LONG AS the reinvestment vehicle has similar structure, similar terms, and similar risk. If the decision is not unanimous among the Finance Committee, the Board will be consulted.
 - c) Invest Designated Capital in a manner inconsistent with the Board's plan for the Designated Capital.
- 10) Endanger the organization's public image or credibility; particularly in ways that would hinder its accomplishment of mission.
- 11) Spend Designated Capital or Excess Capital without Board approval. The interest income may be included in operating income and expended for operating expenses, to the extent that the principal is maintained.
- 12) Be out of compliance with the requirements of TABOR, Legal and Liquidity reserves; or other future reserve requirements.
- 13) Fail to maintain required reserve exclusive to the Fund Balance in compliance with Douglas County Schools Montessori (DCSM) building bond covenant accounts specifically defined as Future Debt Service, Repair and Replacement, Principal and Interest.

Adopted:

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Internal report
Annually

The Board believes that continuity and consistency enhances the quality of our Montessori education, the cohesiveness of our community and is integral in times of transition.

Accordingly, the Head of School (HOS) shall not:

- 1) Fail to have policies, procedures and/or practices to enhance continuity and consistency in Montessori curriculum and philosophy.
- 2) Fail to have policies, procedures and/or practices that assist in all staff transitions.
- 3) Fail to have policies, procedures and/or practices that create support structures for all staff, including the HOS.
- 4) Fail to have documented DCS Montessori practices and procedures.

Adopted: September 23, 2014

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually*

Policy type: Executive Limitations
Interim Head of School (HOS)

EL-14

An interim HOS will have the responsibility to run DCS Montessori during an extended time until a permanent HOS can be hired. Because of the special nature of this position, it is the intention of the Board to provide additional provisions for this position and necessary checks and balances.

Accordingly, an interim HOS shall not:

- 1) Fail to pass a full background check prior to hire.
- 2) Fail to meet weekly with the administrative team to maintain effective operation of the school.
- 3) Fail to maintain status quo of school operations, including curriculum and staffing.
- 4) Fail to gain administrative team consensus and report to the full Board prior to any staffing changes.
- 5) Fail to ensure compliance with all District, State and Board policies.
- 6) Fail to meet all reporting requirements, including any special requests of the Board.

Adopted: January 24, 2013

Monitoring Method: *Internal Report*
Monitoring Frequency: *Monthly, during an interim HOS tenure only*

EL-15 Infectious Disease Management

With respect to maintaining a safe and healthy environment for students, staff and visitors during an outbreak of an infectious disease impacting the School or local community, with the goal of maximizing in-person learning for all students, the DCS Montessori School (the "School") shall, subject to applicable laws and regulations, enact rules and preventative measures consistent with the latest guidance and recommendations from the **Centers for Disease Control and Prevention (CDC)**, and utilize **local health authorities** to determine a **standard of practice** to reduce the effects and transmission of infectious diseases. If conflicting guidance and/or recommendations are provided, the School shall not fail to enact rules and preventative measures deemed prudent.

Accordingly, the Head of School shall not:

1. Fail to develop a school policy on mitigation strategies and School Rules to be included in the Parent and Staff Handbooks.
2. Fail to clearly communicate the mitigation strategies and applicable School Rules to the School community.
3. Fail to provide staff with personal protective equipment and medical supplies as deemed prudent.
4. Fail to enforce applicable School Rules and take effective corrective or mitigation measures (including imposing appropriate disciplinary action on students, staff and visitors who fail to comply with the School Rules).
5. Fail to provide to the Board a detailed monitoring report with respect to this policy at each meeting of the Board of Directors during any outbreak of infectious disease impacting the School or the local community.

Adopted:

April 18, 2023

Monitoring Method:

Internal report

Monitoring Frequency:

Annually

Policy type: Board/Head of School (HOS) Relationship

Global Board-HOS Linkage

B/S-R-1

- 1) The Board's sole official connection to the operational organization, its achievements, and conduct will be through the HOS.

- 2) As a condition of employment, a newly hired HOS will sign off on and agree to follow DCS Montessori Policy Governance.

Adopted: June 9, 2003

Monitoring Method: ***Board Self-Assessment***
Monitoring Frequency: ***Annually***

Policy type: Board/Head of School (HOS) Relationship

Unity of Control

B/S-R-2

- 1) Decisions or instructions of individual Directors, officers, or committees are not binding on the HOS except in special instances when the Board has specifically authorized such exercise of authority.

- 2) In the case of Directors or committees requesting information or assistance without Board authorization, the HOS can refuse such requests that require, in the HOS' opinion, a material amount of staff time or funds, or are disruptive.

Adopted:

June 9, 2003

Monitoring Method:
Monitoring Frequency:

Board Self-Assessment
Annually

Policy type: Board/Head of School (HOS) Relationship

Unity of Control

B/S-R-2

Policy type: Board/Head of School (HOS) Relationship

Accountability of the HOS

B/S-R-3

The HOS is the Board's only link to the 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 HOS.

Accordingly:

- 1) The Board will never give instructions to persons who report directly or indirectly to the HOS, except as allowed in B/S-R-5 (Monitoring HOS Performance)

- 2) The Board will refrain from evaluating, either formally or informally, any staff other than the HOS.

- 3) The HOS is accountable for the performance of the school, as measured by the accomplishment of the Board-stated Ends.

Adopted: June 9, 2003

Monitoring Method: Board Self-Assessment
Monitoring Frequency: Annually

Policy type: Board/Head of School (HOS) Relationship

Accountability of the HOS

B/S-R-3

Policy type: Board/Head of School (HOS) Relationship

Delegation to the HOS

B/S-R-4

The Board will instruct the HOS through written policies that prescribe the organization Ends to be achieved and proscribe the organizational situations and actions to be avoided, allowing the HOS to use any reasonable interpretation of these policies.

Accordingly:

- 1) The Board will develop policies instructing the HOS to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends Policies.
- 2) The Board will develop policies that limit the latitude the HOS may exercise in choosing organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations Policies.
- 3) As long as the HOS uses any reasonable interpretation of the Board's Ends and Executive Limitations Policies, the HOS is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 4) The Board will review its Ends and Executive Limitations Policies annually and may make modifications, thereby shifting the boundary between Board and HOS domains. By doing so, the Board changes the latitude of choice given to the HOS. But, as long as any particular delegation is in place, the Board will respect the HOS' choices.
- 5) The Board requires the HOS to monitor Ends and Executive Limitations Policies per the monitoring requirements outlined in B/S-R05 (Monitoring HOS Performance)

Adopted:

October 25, 2004

Monitoring Method:

Board Self-Assessment

Monitoring Frequency:

Annually

Monitoring HOS Performance

Monitoring of the HOS job performance will occur regularly through HOS monitoring reports on Ends, which monitor organizational performance, and monitoring reports on Executive Limitation policies, which set the acceptable boundaries for organizational operations. In addition, the HOS will report progress on the Board approved HOS and Strategic goals as part of the annual HOS evaluation process.

Accordingly:

- 1) The HOS will submit monitoring reports that define the HOS' interpretations, standards, and performance according to the monitoring schedule below.
- 2) The Board will acquire data to support the monitored performance by one or more of the three methods.
 - a) By internal report - provided by the HOS in disclosing compliance information.
 - b) By external report - in which a disinterested third party provides data and analysis for the Board's use in determining the HOS' compliance with Board policies.
 - c) By Board inspection - in which the Board directly assesses compliance with Board policies.
- 3) In monitoring, the Board should determine whether the following is true of the HOS' interpretation and report:
 - a) Do we understand the interpretation - is it clear?
 - b) Is the interpretation relevant to the desired results as defined in the policy?
 - c) Is there a standard or operational definition referenced?
 - d) Is the standard justified?
 - e) Is the report complete?
- 4) There are 5 outcomes of monitoring that are possible:
 - a) The Board finds all of the above criteria are met and accept the HOS monitoring and interpretation as reasonable.
 - b) If the Board is not satisfied the above criteria are met, they can request the HOS complete any missing components and report back to the Board.
 - c) The Board may find the monitoring and interpretation is reasonable, but the policy does not depict the Board's values, in which case, policy review and revision would be undertaken.
 - d) The Board may find that the expectations were unreasonable, in which case, policy review and revision would be undertaken.
 - e) The Board may deem the interpretation as unreasonable and the HOS may be reported as out of compliance with Board policies.
- 5) In every case, the standard for compliance is any reasonable interpretation of the Board policy being monitored.

Policy type: Board/Head of School (HOS) Relationship

Monitoring HOS Performance

B/S-R-5

- 6) All policies that instruct the HOS 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 a routine schedule.

Suggested Monitoring Schedule:

- July(Summer): EL-1 (Global Executive Constraint)
- August: EL-2 (Head of School (HOS) Transition Planning)
EL-11 (Financial Conditions and Activities)
- September: EL-5 (Treatment of Students, Family and Community)
EL-7 (Treatment of Staff)
- October: EL-4 (Building Security and Physical Safety)
EL-11.1 (Quarterly Budget)
- November/ EL-10 (Financial Planning and Budgeting)
December: EL-12 (Asset Protection)
- January: EL-8 (Staff Evaluation)
EL-11.1 (Quarterly Budget)
EL-13 (Continuity & Consistency)
- February: EL-9 (Compensation and Benefits)
- March: EL-15 (Infectious Disease Management)
N/A [Board Biannual Strategic Planning]
- April: EL-6 (Discipline and Prevention of Bullying)
EL-11.1 (Quarterly Budget)
- May: EL-3 (Communication and Support to the Board)
EL-10 (Financial Planning and Budgeting)
- *Monthly (if and when there is an Interim Head of School): EL-14 (Interim HOS)

Adopted: October 25, 2004

Monitoring Method: ***Board Self-Assessment***
Monitoring Frequency: ***Annually***