



DENVER LANGUAGE SCHOOL

BOARD OF DIRECTORS



BOARD POLICIES

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Mission Statement

To achieve academic excellence and intercultural competence through language immersion education.

Vision Statement

The vision of the school is to:

- A. Become a model of students acquiring superior second language skills as the basis for high overall academic achievement.

- B. Develop the knowledge and skills in students necessary to be productive and valued citizens in a culturally diverse, global economy.

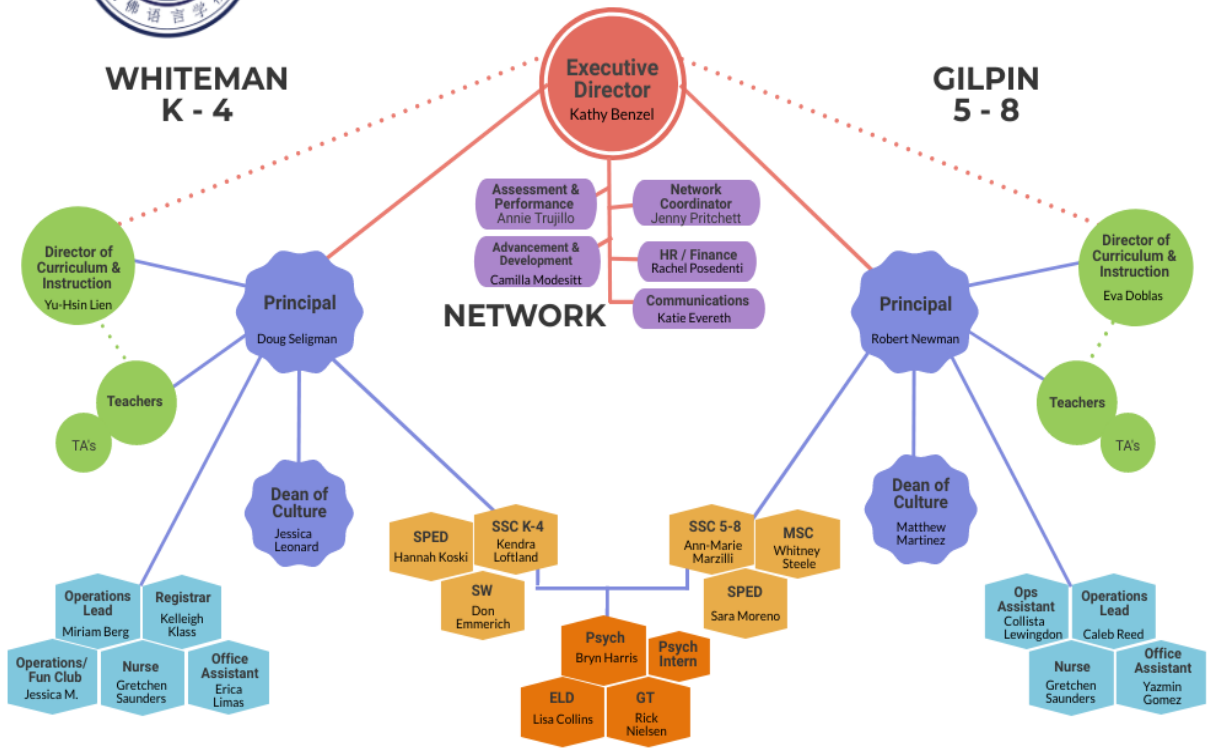
- C. Prepare all students to be academically successful in their choice of secondary and post-secondary education options.

- D. Create an innovative school that can be replicated in Colorado and nationally.



DENVER LANGUAGE SCHOOL

DLS Organization Chart 2019-20



TA Teacher Assistant
 SW Social Worker
 MSC Middle School Counselor
 SSC Student Support Coordinator
 SPED Special Education
 GT Gifted and Talented
 ELD English Language Development



DENVER LANGUAGE SCHOOL

Policy Title	Board Member Responsibilities, Duties and Code of Ethics
Policy Number	19-0001
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	November 4, 2017
Effective Date of This Revision	October 1, 2019

Board Members of the Denver Language School (“School”) must be fully committed and dedicated to the mission of the School and pledge to carry out the School’s mission. To ensure effective governance for the School, Board Members must understand that their responsibilities will require them to:

- (1) Advance the mission and vision of the School. Consistent with this subpart, Board Members shall:
 - Act with moral responsibility for the health and well-being of the School and pledge themselves to helping realize the mission of the School.
 - Act to ensure the School complies with applicable laws, regulations, and procedures. Each Board Member is responsible to know and oversee the implementation of Board Policies and Administrative Policies and programs. Board Members act only as a member of the Board at large, and do not assume any individual authority of responsibility, unless otherwise directed by the Board and agreed upon by the individual Board Member.
 - Act to seek legal counsel as necessary to ensure full and informed Board consideration of issues requiring legal expertise. The Executive Director shall promptly notify the Board of any suspected or actual claims, lawsuits, or administrative proceedings made by, against, or that involve the School and/or the School’s employees. Upon receiving such notice, the Board shall consider whether and to what extent to seek legal counsel.

- Act to ensure the School remains fiscally responsible and financially solvent. Each Board Member has a duty to know the School's budget and to take an active part in the budget planning process and financial oversight of the School.
 - Act to support the organizational operations of the Board and the School. Board Members must review essential facts, consider the ideas of others, and present their personal opinions during Board deliberations. However, once the Board vote has been taken, Board Members must support the Board's decisions, regardless of their individual positions.
- (2) Know the Board Bylaws, Board Policies, Administrative Policies and any other guidelines or relevant information that may apply, in order to responsibly discuss and decide School issues and Board matters. Board Members are responsible to know and approve all Board Policies, oversee and review all Administrative Policies as necessary, and to oversee their implementation with the help of the School's administration. Board Members must rely on Board and/or Administrative Policies, customs, or practices when making Board decisions.
- (3) Read and comply with the open meeting requirements of the Colorado Sunshine Law, C.R.S. § 24-6-401 (2012), as amended (at <https://codes.findlaw.com/co.title-24-government-state/co-rev-st-sect-24-6-402.html>).

More information regarding the Colorado Sunshine Law may be found at:
<http://www.cde.state.co.us/sites/default/files/documents/cdechart/guidebook/gov/pdf/openmtgsrecordsmemo.pdf>.

- (4) Fairly and competently manage the Board's employee, the Executive Director. Board Members shall support the Executive Director's professional responsibilities at the School, and support the Executive Director's professional development by creating clear job performance standards and performing an annual evaluation process based on the job description, employee contract and identified performance standards.
- (5) Act to support the School's administration. Board Members will not give directives to any School administrator or employee, publicly or privately. Instead, Board Members shall work with the Executive Director to support the School's administration. Consistent with this subpart, each Board Member shall:
- Recognize that it is their responsibility to see that the School is run well, but not to run the School.
 - Provide support for School administrators in the performance of their duties and delegate authority commensurate with those responsibilities.

- Require the Executive Director to keep the Board adequately informed through regular written and oral reporting.
 - Refer complaints, requests, and concerns to the Executive Director or other appropriate staff members, in accordance with the applicable School grievance or complaint policy.
 - Avoid making commitments that may compromise the decision-making ability of the Board or the administration of the School.
 - Maintain open and candid communication with the Executive Director.
 - Hold the Executive Director accountable by jointly creating job performance standards, and performing at least an annual comprehensive evaluation process based on the job description, employment contract, and identified performance standards.
- (6) Excuse themselves from any discussions, decisions or votes where a Board Member may have a conflict of interest or where there is a potential for the appearance of a conflict of interest by the Board Member. A Board Member must follow the Board's Conflict of Interest Policy. Board Members must not use Board membership for political, personal, or financial advancement.
 - (7) Attend no fewer than nine (9) Board meetings per year. Should a Board Member be unable to attend a meeting, that Board Member must make themselves available for telephone consultation and will notify the Board Chair of their absence in advance. Absence by a Board Member from more than two (2) consecutive unexcused Board meetings or more than four Board meetings in a fiscal year shall lead to a notice of probation. The Board shall consider missing four consecutive meetings a resignation.
 - (8) Participate in Board Member orientation. Board Members must be informed about School issues through individual study and by participating in Board development opportunities. Each Board Member will support new Board Members.
 - (9) Keep up-to-date on the business of the School. Board Members must read materials sent in advance of Board meetings.
 - (10) Be accessible, at least by phone or e-mail, to staff and other Board Members.
 - (11) Serve on at least one Board committee.
 - (12) Participate in the fundraising for the School. This may include individual and/or special event solicitation, direct mail appeals, attending School fundraising events.

- (13) Make a personally significant annual financial contribution to the School. This may be given as a one-time donation each year or in installments during the course of the year.
- (14) Advocate and solicit community support within the Board Member's sphere of influence toward the mission of the School.
- (15) Work in good faith and high ethical standards with fellow Board Members and staff toward the achievement of the School's goals.
- (16) Maintain the confidentiality of private information of the School, staff, and other Board Members.

Should any Board Member fail to fulfill these commitments to the School, the Board Chair may call upon the Board Member to discuss their responsibilities.

Should a Board Member no longer be able to fulfill their obligations to the School, it is the responsibility of that Board Member to resign their position as a member of the Board.

The School is responsible to Board Members in the following ways:

- A. The School shall supply Board Members with information about School programs, policies, goals and objectives, as appropriate.
- B. The School shall supply Board Members with opportunities to discuss the School's programs, goals, activities and status with the Executive Director and Board Chair.
- C. Board Members and the Executive Director will respond in a straightforward fashion to questions that are necessary to carrying out the Board's fiscal, legal and moral responsibilities to the School.
- D. Board Members and the Executive Director will work in good faith and with high ethical standards to achieve the goals of the School.
- E. If the School does not fulfill its commitments to a Board Member, that Board Member may call upon the Board Chair and/or the Executive Director to discuss and remedy the School's responsibilities to the Board Members. Any notice of a failure to fulfill commitments to a Board Member shall be reported by the Board Chair and/or Executive Director to the Board in a timely manner.
- F. The School will carry directors' and officers' liability insurance for each and every Board Member of the School. The School shall provide to the Board an annual certification of

all such insurance coverage upon request, or report to the Board immediately regarding any failure to carry such insurance coverage.



DENVER LANGUAGE SCHOOL

Policy Title	Board Member Conflicts of Interest Policy and Procedure
Policy Number	19-0002
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	November 4, 2017
Effective Date of This Revision	October 1, 2019

(1) Purpose:

The purpose of this conflict of interest policy is to protect the Denver Language School’s interests when entering into transactions or arrangements that could benefit the private interests of an officer or Board Member of the School or could result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

(2) Definitions:

a. *Interested Person.*

Any officer, director, Principal, or member of a committee with Board delegated powers, who has a direct or indirect financial interest, as defined below, is an Interested Person.

b. *Financial Interest.*

A person who has, or appears to have, a financial interest that is, directly or indirectly, through business, investment, or family:

- i. An ownership or investment interest in any entity with which the School has a transaction or arrangement;

- ii. A compensation arrangement with the School or with any entity or individual with which the School has a transaction or arrangement; or
 - iii. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the School is negotiating a transaction or arrangement.
- c. *Compensation.*

Any direct or indirect remuneration, including gifts or favors, that are not insubstantial. A financial interest does not necessarily present a conflict of interest. Under Procedures, Section 3(b), a person who has a financial interest may have a conflict of interest only if the appropriate Board or committee decides that a conflict of interest exists.

(3) Procedures:

- a. *General Provisions.*
- i. In order to garner trust and public confidence in the Board, and to prevent the use of a public office for private gain, the Board shall not contract with Board Members following the Board Conflicts of Interest Policy and Procedure.
 - ii. A director may not serve simultaneously on the Board and as a member of the administration, faculty, or staff of the School.
- b. *Duties to Disclose and Record.*

In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence of any financial interest that may qualify as presenting a conflict of interest and be given the opportunity to disclose all material facts to the directors and members of committees with Board delegated powers considering the proposed transaction or arrangement. Board Members shall disclose any known or potential conflicts of interest in writing to the Board prior to the time set for voting on any such transaction and shall not vote on the matter to which their conflict of interest pertains or attempt to influence the decisions of any Board Members in voting on that matter. The written disclosures of the Board Member with the actual or potential conflict of interest shall be attached to the minutes of the meeting in which Board action occurred relating to the matter disclosed.

- c. *Determining Whether a Conflict of Interest Exists.*

After disclosure of the financial interest and all material facts, and after any discussion with the Interested Person, he/she shall leave the Board or committee meeting while it is decided

whether a conflict of interest exists and the matter is discussed and voted upon. The remaining Board or committee members shall decide if a conflict of interest exists.

d. *Procedures for Addressing the Conflict of Interest.*

- i. An Interested Person may make a presentation at the Board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion and vote pertaining to the transaction or arrangement involving the actual or potential conflict of interest.
- ii. The Board Chair shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- iii. After exercising due diligence, the Board or committee shall determine whether the School can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- iv. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the School's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.
- v. In the event a Board Member believes that he or she has a conflict of interest, the Board Member shall refrain from participating in the matter to which the conflict relates.
- vi. A Board Member shall resign from the Board for (6 months) before applying for a position in the School in order to avoid any conflict of interest.

e. *Violations of the Conflicts of Interest Policy.*

- i. If the Board has reasonable cause to believe that a person is an interested person who has failed to disclose actual or possible conflicts of interest, it shall inform the person of the basis for such belief and afford the person an opportunity to explain the alleged failure to disclose.
- ii. If after hearing the person's response and after making any further investigation as warranted by the circumstances, the Board or committee determines the person is an Interested Person and has failed to disclose an actual or possible conflict of interest, the Board shall take appropriate disciplinary and corrective action.

(4) Records of Conflict of Interest Proceedings:

The Board and committees with Board-delegated powers shall keep written minutes regarding any discussion, determination, and actions related to conflicts of interest. The minutes of the Board and committees with Board-delegated powers shall contain at least:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, a summary of the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

(5) Compensation:

- a. A voting member of the Board who receives compensation, directly or indirectly, from the School for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

(6) Annual Statements:

Each Board Member, principal officer and member of a committee with Board-delegated powers, shall annually sign a statement which affirms that such person:

- a. Has received a copy of the Conflicts of Interest Policy,
- b. Has read and understands the Conflicts of Interest Policy,
- c. Has agreed to comply with the Conflicts of Interest Policy, and
- d. Understands the School is charitable and in order to maintain its federal tax exemption it must engage in activities which accomplish one or more of its tax-exempt purposes.

(7) Periodic Reviews:

To ensure the School operates in a manner consistent with its charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the School's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

(8) Board Members Shall Sign a Conflicts of Interest Policy Annually:

To ensure consistent review of this policy and the purpose behind this policy, each Board Member shall review and sign a Conflicts of Interest Policy every year.



DENVER LANGUAGE SCHOOL

Policy Title	Board Grievance Policy
Policy Number	19-0003
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	January 15, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

The purpose of this Board of Directors (“Board”) Grievance Policy is to resolve all complaints, grievances or concerns pertaining to either the actions of the Executive Director or to actions of the Board or Board Member(s).

Scope:

This Board Grievance Policy is available to any student, parent, staff member, or other appropriately interested person that has a complaint, grievance or concern pertaining to either:

- Actions of the Executive Director; or
- Actions of the Board or Board Member(s).

This Board Grievance Policy does not cover informal complaints within the scope of the Denver Language School’s (“School”) Administrative Complaint or Grievance Policies, or employee complaints or grievances covered by the School’s Administrative Policy.

The Board Grievance Policy also does not cover:

- School policy disagreements over items on which Board action is already pending or has already been taken.
- Disputes between the School and the school district, or any third party (e.g., a commercial contractor, vendor, etc.).
- Disputes that are already being heard in another forum (e.g., by the school district, before another outside agency, or court).

Process:

Step 1 General Rule – Individual Responsibility for Dispute Resolution.

Any student, parent, staff member, or other appropriately interested person who believes they have a complaint, grievance or concern within the scope of this policy should first raise and attempt to resolve the issue with the person who is the subject or source of the dispute.

Thus, in general:

- Complaints, grievances or concerns pertaining to actions of the Executive Director should first be raised with the Executive Director.
- Complaints, grievances, or concerns pertaining to actions of the Board or any Board Member(s) should first be raised with the Board Chair and, if appropriate, the Board Member at issue.

Step 2 Initiation of a Grievance or Request for Dispute Resolution Assistance.

If a complaint, grievance, or concern within the scope of this policy is not resolved at Step 1, any student, parent, staff member, or other properly interested person, who wishes to initiate a formal grievance or formal request for dispute resolution assistance may do so by filling out a Board grievance/request for dispute resolution assistance form and submitting that form (with any appropriate attachments or supporting materials) to the Board Chair.

The Board Chair shall give the grievant a copy of this policy; note the date the Board grievance/request for dispute resolution assistance form was received; maintain a file containing the original submission; maintain a record of any action taken in response to the submission.

- *Responsibilities of the Board Chair – Tracking & Status Reports to the Board.*

The Board Chair is responsible for making sure any formal request for dispute resolution assistance are dealt with in a timely manner, and that the steps taken and resolution achieved are properly implemented and documented.

The Board Chair will report to the Board at large when a formal Board grievance/request for dispute resolution assistance is filed. The Board at large will timely determine the appropriate course of action in response to the formal Board grievance/requests for dispute resolution assistance.

- *Board Chair Response.*

The Board Chair, upon receiving direction from the Board at large, may respond to the formal grievance/request at Step 2 by:

- Returning the matter to Step 1, if further action should be taken at that level.
- Directing an investigation of the Board grievance/request for dispute resolution assistance, including investigation by a subcommittee of not more than two (2) Board Members, as it deems necessary.
- Conducting such meetings of the full Board — in public or executive session as provided by law — as it deems necessary.
- Notifying persons named or affected by the dispute and giving such persons an opportunity to respond.
- Conducting or arranging for meetings among the affected person(s) and any form of mediation, facilitation, or other voluntary dispute resolution process that may resolve the dispute.
- Informing the grievant of the Board’s final decision that:
 - The matter is not within the scope of this policy;
 - The position of the initiating party lacks merit;
 - The formal Board grievance/request for dispute resolution assistance has not been pursued in a reasonable time or manner; and/or
 - The position of the grievant is meritorious and certain corrective action(s) should be taken.

Miscellaneous Provisions:

- *Notices.*

Whenever the Board Chair is either: scheduling a meeting to hear or to resolve a disputed matter; or referring a disputed matter to another step of this process, the Board Chair shall cause appropriate notice to be given to the initiating party and any other interested party. Such notice is not required in relation to investigative or deliberative meetings not intended nor required to be open to the parties or the public, or where exigent timing or circumstances require immediate action by the Board Chair and/or the Board at large.

- *Confidentiality.*

Formal Board grievances/requests for dispute resolution assistance may or may not concern matters that are confidential as a matter of law. In order to discourage rumors and promote effective dispute resolution, however, all parties to a matter are expected to maintain the confidentiality of the process, and of the individuals participating in the process, while it is ongoing. Failure to maintain confidentiality while a matter is being investigated or decided may be considered grounds for denying an otherwise meritorious grievance or taking other corrective action without regard to the merits of a dispute. The School cannot and does not, however, guarantee the confidentiality of matters raised in this process. The general rule of confidentiality established in this policy may be overridden, in some cases, by binding rules of law. For example, if a Board decision is made, at least the final vote of the Board, and in some cases, the Board's discussion of the matter and rationale for the vote, will be public under Colorado's Sunshine Law. Where a matter has become public, the restrictions in this paragraph may not apply. Filing notices, charges or other complaints with outside agencies in order to meet a deadline established by law shall not be considered a violation of this paragraph.



DENVER LANGUAGE SCHOOL

Policy Title	Stakeholder Inquiries, Concerns, or Complaints to the Board
Policy Number	19-0004
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

The Denver Language School (“School”) Board of Directors (“Board”) is responsible for ensuring that the academic program of the School is successful, that the School’s program and operation are faithful to the terms of its charter, and that the School is a viable organization. The business, property, and affairs of this School shall be conducted and managed by the Board, but it is the Executive Director that is charged with overseeing the operations of the School. Responsibility for day-to-day operations of the School and for implementation of the School’s Administrative Policies may be, and typically are, the responsibility of contractors, employees or others operating under the supervision of the Executive Director.

Accordingly, when faced with stakeholder inquiries, concerns, or complaints, the Board must always remain open to hearing from the community regarding matters that fall within the Board’s scope and authority. However, inquiries, concerns, or complaints related to the day-to-day operations of the School are likely to be considered matters outside the scope of the Board.

This policy is intended to address both:

1. Stakeholder inquiries, concerns, or complaints that typically **do not** involve the scope or function of this Board; and
2. Stakeholder inquiries, concerns, or complaints that typically **do** involve matters that fall within the scope of the Board’s responsibilities.

Given that it is impossible to anticipate all possible stakeholder inquiries, concerns, or complaints, the Board reserves the right, at its discretion, to implement other procedures as appropriate.

Procedure for Processing Stakeholder Inquiries:

If the Board (meaning the Board as a whole or any individual Board Member or Members) receives an external e-mail, phone call, letter or other communication from a stakeholder expressing an inquiry, concern, or complaint, relevant to the School and directed to them within their capacity as a Board Member(s), the communication will be immediately forwarded to the Board Chair for review.

Individual Board Member(s) (with the exception of the Board Chair) will not respond directly to such stakeholder inquiries, concerns, or complaints, other than to confirm receipt of the communication and explain this procedure.

Upon receiving such a communication, the Board Chair will review the inquiry, concern, or complaint and determine whether it is a matter that falls within the scope of the Board's functions and responsibilities, or within the purview of the Board's Grievance Policy.

If the Board Chair determines that the stakeholder inquiry, concern, or complaint is an issue appropriate for consideration by the Board at large, the Board Chair will inform the Board and engage the Stakeholder, as appropriate under the circumstances.

If the Board Chair determines that the stakeholder inquiry, concern, or complaint is an issue that is not appropriate for consideration by the Board at large, but is instead within the scope of the Executive Director, Principals, administrative staff, or faculty to address, the Board Chair will direct the stakeholder to contact the appropriate individual at the School, per the applicable Administrative policies.

It is not expected that the Board Chair will devote any extensive amount of time handling inquiries that do not involve the matters within the scope of the Board.

Means of Responding:

It is appropriate to respond informally to Stakeholder inquiries, concerns, or complaints by e-mail or phone call. When responding by e-mail, the Board Chair may respond through the Board's e-mail address.

Inquiries, Concerns, or Complaints That Do Not Require a Response:

There will be times when a response is neither appropriate nor necessary. The Board Chair retains the discretion to determine when a Stakeholder inquiry, concern or complaint does not require or warrant a response.

Record Keeping:

Maintaining a record of all Stakeholder inquiries, concerns or complaints and the responses is not required.



DENVER LANGUAGE SCHOOL

Policy Title	Public Comment Policy
Policy Number	19-0005
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Public Comment:

In order to ensure that individuals who wish to appear before the Denver Language School (“School”) Board of Directors (“Board”) may be heard and, at the same time, that the Board can conduct its meetings and its business efficiently, the following procedures will apply to public comment:

1. Any individual wishing to speak during Public Comment shall present a request in writing to the Board at least 24 hours in advance of the meeting at which they wish to speak. An individual’s written request to speak during Public Comment should be sent to the Board’s email address at boardofdirectors.dls@gmail.com and include the individual’s name and a short description of the topic they wish to address.
2. At the Board meeting, any individual who requested to speak during Public Comment in accordance with section (1), shall provide the Board with his/her name, and the name of the group, if any, that is being represented.
3. Public Comments may not be delivered to the Board by proxy or by having another individual read any written statement to the Board.
4. Each speaker during Public Comment shall have three (3) minutes to provide his or her comments to the Board. The Board Chair may modify the three-minute time limits if there are a large number of individuals wishing to speak. However, the Public Comment period shall not exceed a total of fifteen (15) minutes during a regular Board Meeting.
5. The Board acts as a unified body. Given this structure:
 - a. Speakers are not to address or engage in dialogue with individual Board Members during the Public Comment period. Comments are to be addressed to the Board as a whole.

- b. Public Comment is intended to function as an opportunity for stakeholders to provide input to the Board. The Board is here to listen and to take Public Comments into account as it considers issues that appropriately come before the Board and that are within the Board's scope and authority.
 - c. For this reason, the Board generally will not respond to Public Comments. Public Comment is not intended to be a question and answer session.
 - d. Board Members will not engage with individual speakers in a dialogue during Public Comment, nor will they ask or answer questions during the presentation.
 - i. The only exception to this rule is when, at the request of a Board Member, the Board Chair may allow a Board Member to ask questions of a speaker during Public Comment for the purpose of clarifying an issue or point being discussed. However, the exercise of this exception is at the Board Chair's discretion and can be limited in both time and scope, as the Board Chair deems appropriate.
6. Speakers are expected to focus their comments on issues, policies, or practices that are within the Board's scope and authority. The Board discourages comments that focus on or attack any particular person. The Board further discourages Public Comment that is repetitive or duplicative of earlier comments.
7. The Board will not hear Public Comment that involves matters within the scope of the School's administration. This includes matters related to an individual staff member, a personnel action, a student disciplinary matter, an individual student, or pending litigation. Any individual who raises such matters to the Board during Public Comment will be directed to the appropriate Administrative Complaint or Grievance Policy, or to the appropriate School staff member or administrator to address their concern(s).
8. While providing Public Comment, it is expected that all individuals handle themselves with the decorum and civility that is expected in a professional Board meeting. The Board Chair may, at his or her discretion, terminate the remarks of any individual if it is determined that they are not adhering to the rules as described or where they are conducting themselves in a manner that is inappropriate for a public meeting of the Board.
9. Given that it is impossible to anticipate all possible Stakeholder inquiries, concerns, or complaints that may be raised at Public Comment, the Board reserves the right, at its discretion, to implement other procedures as appropriate. Where extenuating circumstances are present, the Board Chair may, at his or her discretion, waive certain provisions of this policy. The Board shall publish this policy online and post them in public view at each school campus.



DENVER LANGUAGE SCHOOL

Policy Title	Colorado Open Records Act (CORA) Policy
Policy Number	19-0006
Originator	Corelle M. Spettigue, Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

This policy concerns the Colorado Open Records Act (“CORA”) (sections 24-72-201 to 206, C.R.S.). This policy explains how CORA requests are managed when made to the Denver Language School (“School”) Board of Directors (“Board”).

Goals:

The Board has the following goals with respect to CORA:

- Ensuring that requests for inspection of Board records are accurately fulfilled.
- Ensuring that requests for inspection of Board records are treated fairly and uniformly.
- Safeguarding information that is privileged, confidential, or not subject to public disclosure under the law.
- Minimizing the impact of requests for inspection of Board records on the regular discharge of the duties of the Board and School staff.

Scope:

This policy applies to CORA requests made for records of the Board. It does not apply to CORA requests made for records to the School. CORA requests for School records shall be governed by School’s Administrative CORA Policy. The procedures set forth in this policy are subject to interpretation by the Board, and exceptions may be made in individual cases at the discretion of the Board.

Records Request Procedure:

This portion of the policy applies solely to records requests where the Board is the custodian of records pursuant to the CORA.

- **Receiving a Records Request**

All CORA requests for records of the Board must be made in writing and shall be made to the Board Chair.

If an employee of the School receives a request for records of the Board, whether in person or over the phone, the employee must inform the requestor that the Board does not accept verbal requests and direct the requestor to file a written request with the Board Chair.

If an employee of the School receives a written request, or a communication believed to contain a possible records request, the employee must immediately deliver a copy of the request to the Executive Director or to the Board Chair.

If an employee is unsure of whether a written request is meant for the School or the Board, the employee must immediately deliver a copy of the request to the Executive Director and to the Board Chair. The Executive Director and/or the Board Chair will then work to clarify the request.

When speaking with a requestor, an employee may not broaden, narrow, or clarify a request as this may result in an inaccurate or incomplete response. An employee also may not estimate or predict the availability of records or speculate about the contents of a record.

- **Preparing a Cost Estimate**

Before responding to some records requests, the Board may need to gather time and cost estimates from Board Member(s) and/or employees. Time estimates should include the time it will take to: locate and retrieve all responsive records; conduct an initial privilege review; and photocopy or scan records as needed.

Charges for requested records shall be as follows:

- a. The normal cost for requested documents shall be \$.25 per page or, for documents in non-standard formats, the actual duplication costs. If electronic copies of responsive records can be made available without printing or scanning, there shall be no per page charge for such records.

- b. The custodian may charge a research and retrieval fee based on the actual time spent and the actual cost of responding to the request; provided, however, that the hourly rate for Board Member(s) and/or employee time shall be set in accordance with C.R.S. 24-72-205, et seq. and there shall be no charge for the first hour of employee time. Effective July 1, 2019 the hourly rate is \$33.58.

If the Board Member(s) and/or employee time for responding to a request, including, but not limited to, research and retrieval, is expected to exceed the initial complimentary hour, the custodian will provide the requestor with an estimate of the cost of responding. If the requestor wishes to proceed once receiving an estimate, he or she must respond in writing. By responding in writing, the requestor agrees to pay all fees associated with responding to the request before any records are produced. The time between the date of the custodian's estimate and the receipt by the custodian of a written response to proceed will not be counted against the time period set forth in subsections II.A.3 and II.A.8.a.

- c. Payment for any CORA request must be received by the custodian before any records are produced to the requestor.

- **Preparation of Records**

Upon direction of legal counsel, any Board Member(s) and/or employee who has records responsive to a request must gather all responsive documents (whether subject to disclosure or not) and provide them for review to our legal counsel. The Board Member(s) and/or employee must also identify any applicable requirements that they may be aware of that would permit withholding the records, such as a statutory basis that may serve as an exception to CORA.

No Board Member(s) and/or employee may modify, redact, or omit any responsive record. Our legal counsel may, however, redact confidential, non-public, or otherwise excepted information where appropriate.

Our legal counsel will determine whether the records requested are "public records" subject to public inspection and identify any basis for withholding the records.

No Board Member(s) and/or employee should ever assume that a document is exempt from the CORA. Decisions about the applicability of a CORA exception to a particular record will be made by legal counsel, in consultation with appropriate staff.

In no event may a Board Member(s) and/or employee allow for the inspection or disclosure of records in response to a records request without express permission from the Board Chair or the Executive Director.

Unless specifically directed by the Board Chair, no Board Member(s) and/or employee may create a record, including generating data to create a new record, in an attempt to comply with a records request. Only records created in the normal course of business before the receipt of the request are subject to inspection.



DENVER LANGUAGE SCHOOL

Policy Title	Political Activities Policy
Policy Number	19-0007
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

The Denver Language School’s (“School”) Articles of Incorporation make clear that the School is to be operated as a non-profit corporation. As such, it is prohibited for any substantial part of the activities of the Corporation to consist of carrying on propaganda or otherwise attempting to influence legislation to the extent such activities are prohibited by law; nor can the School to any degree, directly or indirectly participate in political campaigns on behalf of any candidate for public office.

Accordingly, this Board Policy is intended to provide guidance to members of the School’s Board of Directors (“Board”) wishing to engage in campaign and political activities. Questions not addressed specifically by this policy should be directed to the Board Chair or the Executive Director.

Policy:

Members of the Board are not precluded from participating in the political process in their individual capacities. Board Members are free to campaign and to make personal contributions of money and time in favor or against an issue or individual. However, all activities should be performed on their personal time, and not while engaging in their role as a Denver Language School Board Member.

While spending personal time working on an issue or candidate campaign, a Board Member may identify him/herself as a member of the Board and give his/her title. The Board Member shall not portray himself or herself as speaking on behalf of the Denver Language School.



DENVER LANGUAGE SCHOOL

Policy Title	Media Policy
Policy Number	19-0008
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

Educating the public about the many wonderful activities taking place at the Denver Language School (“School”) is an important priority. One of the most effective means to provide this education is through opportunities that may arise in the news media. However, it is important that the Board of Directors (“Board”) always adhere to and remain consistent with the School’s communications strategies when engaging with any media outlet.

Policy:

Although uncommon, any media inquiries received by the Board or any Board Member must be immediately referred to the Executive Director and the Board Chair. The School wants to ensure that it provides the media with timely, informed and consistent responses and, therefore, Board Members may not comment individually to media if they are contacted directly.

There may be times when a Board Member is out in the community, or is attending or presenting in their capacity as a Board Member at an event where media is present. If this occurs, the Board Member should notify the Executive Director and Board Chair as soon as possible.

If a Board Member is asked to speak or present at an event in their capacity as a Board Member, they should ask the organizer if there will be media present at the event. If there will be media present, the Board Member should speak with the Executive Director and Board Chair prior to accepting the invitation to discuss how best to ensure consistent communications.



DENVER LANGUAGE SCHOOL

Policy Title	Board Member Background Check Policy
Policy Number	19-0009
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

It is imperative that the Denver Language School (“School”) Board of Directors (“Board”) onboard individuals with the highest ethical and moral standards and who have a background free of convictions for criminal offenses that could adversely affect the School or the performance of the Board Member’s duties. This policy applies to all Board Members.

Policy:

1. *Background Checks*

It is the policy of the Board to conduct a thorough background check of all final candidates for the Board. The background check shall include a criminal background check, fingerprint check, and a reference check. The criminal background check shall include the Board making an inquiry to the Colorado Bureau of Investigation (CBI) to ascertain whether the candidate has a criminal history. This shall include a submission of a prospective Board Member’s fingerprints to the CBI.

2. *Duty to Report*

Board Members shall report any of the following to the Board Chair within 30 days:

1. Any felony or misdemeanor convictions, except not any convictions for minor traffic violations. Convictions include any verdicts of guilty, pleas of guilt or no contest.
2. Any disciplinary action taken by any licensing entity or authority of this state or of another state or of an agency of the federal government or the United States military.

Upon receiving a Board Member’s disclosure, the Board Chair will determine, at his or her discretion, whether the conviction or action requires consideration by the Board at large for possible discipline or removal of the Board Member at issue.



DENVER LANGUAGE SCHOOL

Policy Title	Board Member Resignation
Policy Number	19-0010
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Policy:

In the event that a Board Member intends to resign his or her position with the Denver Language School (“School”) Board of Directors (“Board”), and absent exigent circumstances, the Board Member must provide notice to the Board Chair at least thirty (30) days before the effective date of resignation.

Notably, however, the more notice a Board Member is able to provide to allow the Board time to seek a replacement is appreciated and encouraged.

Exit Interview:

Upon notice of resignation, all resigning Board Members are encouraged to complete an exit interview with the Board Chair. The Board highly values the feedback from its Board Members and uses the information to assess and improve the operations of the Board.



DENVER LANGUAGE SCHOOL

Policy Title	Board of Directors Annual Organizational Meeting – Strategic Planning Retreat
Policy Number	19-0011
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Policy:

The Denver Language School Board of Directors (“Board”) shall hold, every year, a Board Retreat during the month of July.

The Board Retreat is an opportunity for the Board to dedicate time to the important function of developing strategies and exploring opportunities for the short and long-term success of the Denver Language School and its programs.

All Board Members should do their very best to attend the Board Retreat and contribute to this important Board event.



DENVER LANGUAGE SCHOOL

Policy Title	Denver Language School Board Equal Employment Opportunity & Harassment Policy
Policy Number	19-0012
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Denver Language School is an Equal Opportunity Employer:

The Denver Language School (“School”) and the Board of Directors (“Board”) are committed to providing equal opportunity employment for all people without regard to race, color, gender, sexual orientation, gender identity, transgender status, religion, national origin, immigration or citizenship status, ancestry, age, marital status, pregnancy status, veteran status, genetic information, disability, or other status protected by law (collectively, “Protected Classes”). No otherwise qualified School employee shall be excluded from participation in, be denied the benefits of, or be subject to unlawful discrimination or harassment under any School program or activity on the basis of Protected Class status.

The School and the Board shall promote and provide for equal opportunity in recruitment, selection, promotion, and dismissal of all personnel. The School and the Board shall ensure that it does not unlawfully discriminate in any area of employment including job advertising, pre-employment requirements, recruitment, compensation, fringe benefits, job classifications, promotion, and termination.

Immigration Reform & Control Act of 1986:

The School and the Board are committed to full compliance with the federal immigration laws and will not knowingly hire or continue to employ anyone who does not have the legal right to work in the United States. At the time of a School or Board employee’s hire, the School or Board employee will be required to provide documentation, for an I-9 form, verifying their identity and legal authority to work in the United States.

Employment of Minors:

If a School or Board employee is not at least 18 years of age, the School or Board employee is required by law to provide a valid Work Permit, High School Diploma, or Certificate of Proficiency, before the School or Board employee will be allowed to work. The employment of minors is restricted by the terms and conditions of the Work Permit, as well as the provisions of state and federal law.

Accommodations for Individuals with Disabilities:

No person, by reason of a disability, record of a disability, or because the individual is regarded as having a disability, shall be discriminated against in any term or condition of employment, so long as the person is qualified and can perform the essential functions of the job in question, with or without a reasonable accommodation.

The Americans with Disabilities Act (“the ADA”) and Section 504 of the Rehabilitation Act (“Section 504”) define a disability as: (i) a physical or mental impairment which substantially limits one or more major life activities; (ii) a record of such an impairment; or (iii) being regarded as having such an impairment.

In accordance with applicable law, the School and the Board shall provide reasonable accommodation to a qualified person with a disability to enable such person to participate in the employment application process or to perform the essential functions of the position in which the person is employed. Reasonable accommodations shall be provided unless the provision of the requested accommodation would fundamentally alter the nature of Denver Language School’ programs, activities, or services or would pose an undue burden on the School or the Board.

Requests for Modifications or Accommodations by School Employees:

A School or Board employee who believes they need an accommodation should inform his or her supervisor at the School or the Board of the need for an accommodation to perform the essential functions of the School or Board employee’s job and to provide the supervisor with sufficient information to support the need for the accommodation requested. As a School or Board employee’s medical information is private, it is important for School or Board employees to take initiative if they are seeking an accommodation.

In making his or her determination, the supervisor shall engage interactively with the School or Board employee to identify a range of potential accommodations that would allow the School or Board employee to perform the essential functions of his or her job. To the extent practicable, the supervisor should meet with the School or Board employee in person to consult

about potential accommodations. This decision shall be made on a case-by-case basis and may include review of appropriate documentation from the School or Board employee's medical provider. The supervisor or his or her designee shall confer with appropriate officials in making this decision and shall provide the School or Board employee with written notice of the School's or the Board's decision.

Harassment is Prohibited:

Harassment is any unwelcome, hostile, and offensive verbal, written, or physical conduct based on or directed at a person's Protected Class status:

1. That results in physical, emotional, or mental harm or damage to property;
2. That is severe or pervasive and creates a hostile work environment; or
3. Where the satisfaction of a sexual demand is used as the basis for an employment decision.

Harassing conduct may take many forms, including but not limited to:

- Verbal acts and name-calling.
- Graphic depictions and written statements, which may include use of cell phones or the Internet.
- Other conduct that may be physically threatening, harmful, or humiliating.

Harassment based on a person's Protected Class status is a form of discrimination prohibited by state and federal law. Preventing and remedying such harassment in schools is essential to ensure a nondiscriminatory, safe environment in which students can learn, employees can work, and members of the public can access and receive the benefits of School facilities and programs. All such harassment by School or Board employees, students, and third parties, is strictly prohibited.

All School or Board employees and students share the responsibility to ensure that harassment does not occur at any school, on any School property, at any School-sanctioned activity or event, off School property when such conduct has a nexus to the School, or at any School curricular or non-curricular activity or event.

The School and the Board will provide a work environment that is free from unlawful discrimination and harassment and shall promptly respond to concerns and complaints of unlawful discrimination and/or harassment; take action in response when unlawful

discrimination and/or harassment is discovered; impose appropriate sanctions on offenders in a case-by-case manner; and protect the privacy of all involved in unlawful discrimination and/or harassment complaints as required by state and federal law. When appropriate, the complaint shall be referred to law enforcement for investigation.

Retaliation is Prohibited:

The School and the Board prohibit retaliation against an individual for raising a good-faith concern about or participating in good faith in a School or Board process related to the provision of reasonable accommodations.



DENVER LANGUAGE SCHOOL

Policy Title	School Accountability Committee
Policy Number	19-0013
Originator	Corelle M. Spettigue, Board Chair Josh Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Purpose:

The School Accountability Committee (“SAC”) of the Denver Language School (“School”) is created to provide appropriate Board of Directors (“Board”) oversight of the School’s academic programming by ensuring that the School’s educational program is positively impacting student achievement and by raising strategic academic issues for Board discussion. This policy is intended to recognize the SAC Committee’s scope and responsibilities.

SAC Committee Responsibilities:

Specific responsibilities of the SAC include:

- Making recommendations to the Principal(s) or Executive Director on the School priorities for spending School moneys, including federal funds, where applicable;
- Making recommendations to the Principal(s) or Executive Director and the superintendent concerning preparation of a School Performance or Improvement plan, if either type of plan is required;
- Making recommendations to the local school board concerning preparation of a School Priority Improvement or Turnaround plan, if either type of plan is required;
- Meeting at least quarterly to discuss whether School leadership, personnel, and infrastructure are advancing or impeding implementation of the School’s Performance, Improvement, Priority Improvement, or Turnaround plan, whichever is applicable, and other progress pertinent to the School’s accreditation contract;

- Providing input and recommendations to the DAC and district administration, on an advisory basis, concerning principal development plans and principal evaluations. (Note that this should not in any way interfere with a district’s compliance with the statutory requirements of the Teacher Employment, Compensation and Dismissal Act; and
- Publicizing opportunities for parental involvement and soliciting parents to become members of the SAC.

SAC Committee Members:

Per statute, the School is responsible for establishing a SAC Committee that consists of at least seven members, to include—principals, teachers, at least three parents, Parent Teacher Organization members, and community members.

The SAC is chaired by a Board member and will meet as often as necessary to conduct its work (i.e., typically, at least quarterly).

The SAC must select one parent representative to serve as Co-Chair of the Committee.



DENVER LANGUAGE SCHOOL

Policy Title	Board Management of the Executive Director
Policy Number	19-0014
Originator	Corelle M. Spettigue, Board Chair Josh Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Colorado is an “at-will” employment state, which means that employment at the Denver Language School (“School”) or by the Denver Language School Board of Directors (“Board”) as the Executive Director is with the mutual consent of the Executive Director, the School, and the Board.

Both the Executive Director and the School/Board have the right to terminate the employment relationship at any time, with or without explanation, justification, cause or advance notice.

This employment at-will relationship will remain in effect throughout the Executive Director’s employment with the School/Board and may not be modified by any oral or implied agreement.

Nothing in any document provided to the Executive Director is intended to or create an employment contract, express or implied. Nothing contained in any document provided to the Executive Director is intended to be, nor should it be, construed as a contract that employment or any benefit will be continued for any period of time. In addition, no School representative is authorized to modify this policy for the Executive Director or to enter into any agreement, oral or written, that changes the at-will relationship.

Any salary figures provided to the Executive Director in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons and are not intended and do not create an employment contract for any specific term.

Nothing in this statement is intended to interfere with or restrain any lawful employee communications or activities regarding wages, hours, or other terms or conditions of employment. Denver Language School employees have the right to engage in or refrain from such activities.

Executive Director Contract of Employment:

The Executive Director is subject to the Executive Director Contract of Employment, which defines the specific terms and conditions of his or her employment. This Contract of Employment is a commitment made by the School/Board to the Executive Director. Employment at-will is incorporated into the Executive Director Contract of Employment.

The Executive Director of the School Shall be Responsible for the Following:

Leadership

- Create and deliver a 3-5 year strategic plan to the School Board of Directors (“Board”). The strategic plan shall include, at a minimum, a comprehensive vision and mission for the School, a staffing plan/staff recruitment/retention plan, a financial plan and development (i.e., fundraising) plan to achieve financial sustainability.
- Become, and act as the motivating, outward and inward facing leader of the School in the community, with the district, local and national schools, community-based organizations, etc.
- Work closely with DPS leaders and charter support partners collaboratively in order to support the mission and vision of the School.
- Develop strategic partnerships in support of the School’s mission and vision.
- Articulate the mission and vision of the School and manage the development of tools, media, etc. to ensure the mission and vision are clearly and consistently communicated.
- Maintain connection with the students in the classroom.
- Identify short, medium and long term resources (human and financial) to support the School.
- Support the successful transition of two principals into their new roles and transition of control of day-to-day operations.
- Regularly advise the Board of progress on School initiatives, and the delegation of roles and responsibilities to the two principals.
- Develop strategies for the short-term and long-term success of the School.

Financial Oversight of the School

- Work closely with the Chief Financial Officer, finance back-end provider, Development Director and Business Manager to ensure the financial stability and viability of the School.
- Measure, track and sustain budget revenue drivers: enrollment, diversity, and attendance.
- Develop and implement a plan for fundraising, grant submissions and related performance reports. Directly responsible for meeting a SY 2019-20 fundraising goal, and meeting or exceeding future fundraising goals as identified in the strategic plan.
- Build a list of the most promising fundraising and development targets for near, mid- and long-term opportunities and the approach strategies for each target.
- Build a list of high-value, community, charter school and local stakeholders that the School needs to build or enhance relationships with. Each target should concretely tie back to the School's mission and vision.

Human Resources

- Supervises the following staff directly:

Principal of DLS at Whiteman Campus
Principal of DLS at Gilpin Campus
Director of Development
Director of Business/HR
Director of Operations
Director of Communications
Director of Performance and Assessment
Finance/Budget- Lori Deacon
- Develop an effective School by engaging and empowering others to take action and responsibility to achieve results.
- Approve staffing plan to recruit and retain a highly qualified staff with diverse experiences, backgrounds, and perspectives that support the School's mission and vision.
- Ensure compliance with relevant employment laws and School policies and procedures.

- Ensure regular documented performance reviews, in collaboration with other supervisorial staff, including Individual Professional Development Plans.
- Approve the plan for staff development and training to ensure it is aligned with the School's mission, vision, and philosophy.
- Effectively delegate decision making and problem solving to appropriate personnel and provide staff with leadership opportunities.
- Promote a climate of professional collegiality and respect.
- Handle teacher and staff disciplinary matters in coordination with the appropriate staff at each campus.

Academic Oversight

- Inspire a culture of mission-driven excellence.
- Drive a collaborative planning process with the School leadership team that results in the development of yearly academic goals aligned with the charter goals, state and local requirements.
- Ensure that programs are evaluated and/or modified regularly, based on long-term goals, and to maximize student performance and mission impact.
- Set educational standards and measure student achievement in the School.
- Balance out Spanish, Mandarin, and English language instructional goals with state and local requirements.
- Lead culture of high expectations for clear and consistent student behavior management.

Reporting to the Board

- Provide Board monthly updates toward achieving strategic plan goals/outcomes.
- Provide regular School updates to the Board, including data related to academic performance, attendance, financial affairs and School climate.
- Recommend needed policy changes and action.

- Serve on Board committees and meet with Board members outside of regular Board meetings as relevant.
- Promote understanding and good working relationships between the Board and School staff.

Relations to Portfolio Management, Denver Public Schools (DPS)

- Represent the School in a positive manner.
- Advocate for the School as an important, unique and successful charter model.
- Submit and meet deadlines for all DPS required compliance measures.
- Attend charter meetings and participate as a charter leader.
- Engage in policy discussions necessary for equity for immersion programming.
- Maintain professional relations with Portfolio Management Team leadership at DPS.
- Lead the School in Charter Renewal process.

Job Performance of the Executive Director:

The Board shall evaluate the performance of the Executive Director annually. All other School employees are evaluated by a School Administrator.

Remediation for Unsatisfactory Job Performance:

If the Executive Director receives an unsatisfactory rating in any evaluation area, a remediation plan will be developed collaboratively by the Executive Director and the Board. All areas of unsatisfactory performance shall be described in specific detail so as to be reasonably understood by the Executive Director and the Board.

A remediation plan will include:

- Identification of deficiencies.
- Specific recommendations for improvement and how improvement will be measured.
- Acceptable levels of performance.

- Timeline in which improvement must occur.
- If the Executive Director is placed on a remediation plan, this shall be considered to mean that the Executive Director is on probationary status at the School. If, at the end of the projected timeline, the Executive Director is not deemed to be performing effectively, the Board has three options:
 1. Make additional recommendations for remediation and revise timelines for improvement.
 2. Discontinue employment of the Executive Director for the following academic year.
 3. Terminate the Executive Director immediately.



DENVER LANGUAGE SCHOOL

Policy Title	Creating and Amending Board Policies; Oversight and Review of Administrative Policies
Policy Number	19-0015
Originator	Corelle M. Spettigue, Board Chair Joshua Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	October 1, 2019
Effective Date of This Revision	October 1, 2019

Board Policies and Administrative Policies:

In making all significant Board Policies and Administrative Policies, the Denver Language School (“School”) Board of Directors (“Board”) and the School’s Administration shall always consider – first and foremost – whether the proposed policy changes are consistent with the School’s mission and vision statements.

The Board shall be solely responsible for adopting, repealing or amending Board Policies governing the operation and affairs of the Board. Approval of new Board Policies shall be accomplished at a properly noticed Board meeting at which a quorum is present, as set forth in the Bylaws, and as further provided below.

By contrast, the adoption, repeal or amendment of the School’s Administrative Policies is delegated to the Executive Director who oversees the operation of the School. The Executive Director is responsible for the day-to-day operations of the School and for implementing the School’s Administrative Policies to ensure that the School’s programs and operations are successful and faithful to the terms of its charter.

Creation of Board Policies:

Except in cases of emergencies, the Board shall follow the following procedure in adopting, repealing or amending Board Policies:

- *Board Approval*

Any proposed Board Policy shall be placed on the Board’s agenda and considered at the next ensuing regular or special meeting of the Board called for that purpose.

If the proposed Board Policy is adopted by majority of the quorum of Board Members present, it shall become a policy of Board, and the Board’s Policy Manual shall be amended accordingly.

Board Oversight and Review of Administrative Policies:

The School’s Administrative Policies do not require advance review or approval by the Board, except as required by law. However, when there is a potential that an Administrative Policy change will result in strong reactions from parents, students or staff, the Administrative Policy should be presented to the Board in advance of its adoption or amendment. All Administrative Policies of the Denver Language School should be consistent with existing Board Policies.

The “Staff Handbook” and “Parent Handbook” shall be reviewed and revised as needed by the Executive Director and presented to the Board annually. The Board or a committee of the Board, and/or legal counsel should review the handbooks annually for compliance with laws, and for any other recommended revisions.

Although the Board delegates the creation, repeal or amendment of Administrative Policies to the Executive Director who oversees the operation of the School, the Board reserves the right to review any or all Administrative Policies at its discretion. However, the Board shall revise or veto such Administrative Policies only when, in its judgment, such regulations are inconsistent with the Board’s Policies, the School’s charter, or the School’s mission.



DENVER LANGUAGE SCHOOL

Policy Title	Accounting and Reporting Policy
Policy Number	19-0016
Originator	Lori Deacon Corelle M. Spettigue, Chair Josh Lin, Governance Lisa Peloso, Governance
Approved	Denver Language School Board of Directors
Original Effective Date	December 18, 2019
Effective Date of This Revision	December 18, 2019

Overview

The Executive Director or his/her designee shall be responsible for properly accounting for all funds received and all expenses incurred in the operation of the Denver Language School ("School"). No funds shall be expended until the annual budget is approved by the Denver Language School Board of Directors ("Board"). The Executive Director shall exercise his/her responsibility to the highest ethical standards and shall conform to generally accepted accounting principles for government accounting. Such accounting shall be done in a manner that is easily reviewed by the Board and lends itself to auditing and reporting to the School District. Financial statements shall be prepared and available for presentation and reporting for every regularly scheduled board meeting. Financial statements will be made available to Board Members in the Board packets prior to the scheduled Board meeting.

Policies and Processes

Proper cash and liquidity management are high priorities for the School. In addition to the information specific to the management of the School's bank accounts detailed below, the following guidelines are followed to maximize working capital and reduce the likelihood of fraud or losses associated with high-risk financial activities:

(1) **Financial Controls**

Authorization for signatures necessary on contracts, checks, and orders for payment, receipt or deposit or withdrawal of money, and access to securities of the School shall be provided by resolution of the Board.

- a. The Executive Director or his/her designee is authorized to purchase goods and/or services for the School, and shall follow the procedures set forth in these policies.

- b. The Executive Director and the Finance Committee shall be responsible for reviewing and recommending an annual operating and capital budget to the Board for approval.
- c. The Board shall be responsible for adopting the annual operating and capital budgets and supplemental budgets, and shall comply with all mandated reserve requirements (Tabor).
- d. No expense shall be incurred in excess of the total budgetary appropriations or expenses without prior approval of the Board.
- e. The Executive Director shall be responsible for and ensure compliance with auditing requirements following Governmental auditing & reporting requirements.
- f. The Board may meet annually with the auditors performing the annual audits (w/o staff) to discuss and review their audit reports and findings (i.e. management letter).

(2) *Check-Signing Authority*

- a. Checks up to and including \$15,000.00 for board-approved and budgeted expenditures require one signature. Authorized signers include the Executive Director, Board Chair, or Treasurer.
- b. With the exception of routine monthly bills such as payroll, employee benefits, and annual contracts, checks over \$15,000 for approved contracts, purchases, and/or facility leases, require two signatures. Authorized signers may include any combination of the Executive Director, the Board Chair, or the Board Treasurer.

(3) *Cash Receipts*

- a. All checks received by the School shall be promptly endorsed with an approved ink stamp, indicating the account to which the funds will be deposited.
- b. All cash receipts, when operationally feasible, shall be deposited within three (3) business days of receipt by the Executive Director or his/her delegate. Total cash receipts exceeding \$15,000.00 must be deposited in person within two (2) business days. Under no circumstances may cash receipts more than \$300.00 remain undeposited longer than five (5) business days.
- c. The duties of collecting cash, maintaining documentation, preparing deposits, and reconciling records should be separated among different individuals. Cash receipts shall be received by the Human Resources/Finance Director, stamped with the date received, and deposited within 72 hours of receipt. The Human Resources/Finance Director shall report the deposits to the School Business Manager who posts the funds in the accounting software. All cash and checks are kept in a locked safe to which only the Executive Director and Human Resources/Finance Director shall have access.

(4) ***Cash Disbursements***

- a. An authorized check signer will make disbursements only upon review and approval of the transaction. This will include review for the existence of proper supporting documentation, such as a purchase order and evidence of the receipts of the goods and services, names of those involved in meetings, verification that the expenditures are not reimbursable with funds from another source, etc. Reimbursement(s) made to the Executive Director shall be signed by the Board Chair or Treasurer.
- b. All payments will be made as close to the contractually committed due date as practicable without incurring late penalties or fees.
- c. The procedure for collecting and verifying documentation, etc., follows procedures within all entities of the School.
- d. Disbursements will be mailed or delivered to the payee within two (2) business days of check drafting and signature.
- e. Expense reimbursements:
 - i. Appropriate reimbursable expenses include but are not limited to:
 1. Support for the Board.
 2. Support for the Executive Director.
 3. Support for staff activities that promote professional growth and School advancement.
 - ii. Reimbursement will not be made for:
 1. Expenses reimbursable by another agency, school, or person (i.e. travel expenses that have been paid by a national agency).
 2. Expenditures without proper documentation, including but not limited to date, location, those in attendance, purpose and description of how the activity advances the interests of the School.
 3. Travel, registrations, meals, etc., for family members or spouses of Board members or School staff.
 4. Late fees or other penalties.
 5. Any other restrictions as may be determined by the Board at any time.

(5) **Accounts**

The School shall maintain its cash accounts in banking institutions that are federally insured under the Public Depository Protection Act (PDPA). All nonproductive funds shall be invested in accordance with the Investment Policy established by the Board.

All bank and investment account reconciliation should be performed no less than once a month. The reconciliations shall be reviewed by the Executive Director monthly.

(6) **Authority to Sign**

Orders of withdrawal (checks) shall bear the signature of one of the following staff members or Officers:

- a. Executive Director
- b. Board Chair or Treasurer
- c. Others as designated in writing by the Board Chair.

Any checks payable to any one of the above-named persons shall be signed by someone other than the payee.

(7) **Borrowing of Funds**

From time to time, it may be necessary for the School to borrow funds from outside sources to fund operations and expansion. This will be necessary because of the seasonality of income from fees, donations, and other revenue, and due to major expansions or revisions of the School programs.

Funds are to be borrowed only as required to meet these needs, and borrowing is to be consistent with sound fiscal and management practices. Any funds borrowed are not intended to make up for inadequate planning or spending above budgeted levels.

All borrowing must be approved in writing by the Board at the time of borrowing, even if the borrowing is included in the current operating budget.

Borrowing funds should be done within the following guidelines:

- a. Borrowing should be within appropriate limits approved by the Board prior to the time of borrowing.
- b. Amounts should be borrowed at the lowest available interest rates.
- c. Most borrowing will be done at short-term conditions due to the seasonal nature of income. Long-term borrowing will be done only if rates are favorable and amounts for short-term would be at the same minimum level.

(8) ***Contracts and Agreements***

The Executive Director is authorized to sign contracts, purchase agreements (non-recurring) for budgeted expenditures with a total commitment amount of less than \$30,000.00. This includes vendor services, Independent Contractors/Consultants, and the Denver Public Schools commitments on behalf of their School, unless specified otherwise by the Board. This does not include any amounts owed or payable to settle or otherwise resolve a legal matter or investigation. All multi-year agreements, legal settlements, and purchases exceeding \$30,000.00 must be approved by the Board.

(9) ***Debit and Credit Cards***

The Executive Director is responsible for proper management and documentation of debit/credit card purchases. Misuse of or incomplete documentation for any School debit/credit cards will result in immediate card termination and an investigation should be conducted to determine if additional disciplinary steps should be taken. Expenditures by debit or credit card shall be subject to the same approval requirements as expenditures by check.

(10) ***Preparation of Financial Statements and Annual Budget Development and Review***

The School shall complete monthly financial statements by the 10th of each month, and submit those financials to the Finance Committee for review, prior to the Board meeting.

The annual budget is the financial plan for the operation of the School. The annual operating budget will be based on a fiscal year that runs from July 1 to June 30. It provides the framework for both expenditures and revenues for the fiscal year, and translates into financial terms the educational programs and goals of the School. The operating budget shall ultimately support the vision and mission of the School. In April of each fiscal year, the Executive Director shall propose to the Board a budget for the upcoming fiscal year. Such budget proposals will contain recommendations for staff compensation and benefits. As a contractual agreement with Denver Public Schools, the Board will approve the final budget and submit it by June 1st.

By June of each fiscal year, the Executive Director will obtain the Board's final approval for any budget appropriations or revisions for the current fiscal year budget prior to the close of year end.

(11) ***Annual Review***

This Policy may be reviewed on an annual basis.