



Monument Academy

Board of Directors Governance and Policy

Policy Area : Governance	Policy # : 1500B
Title : Executive Director Policy	Adopted: April 12, 2012 Reviewed: September 8, 2016 Revised:

I. Issue Statement

- A. The Monument Academy Board collaboratively creates and reviews policies regarding organizational mission, vision and purpose which articulate the organization's goals, values, and primary constituency. By its very nature, the Board is responsible for oversight of the school through its policies but is not engaged in the day-to-day operations of the organization.
- B. The Board is by statute responsible for ensuring adherence to legal standards and ethical norms across all phases of the organization. The Board also provides for fiscal accountability, approves the budget, and formulates policies to strengthen programs and activities and ensures that such are consistent with the school's mission, values, and purpose.

II. Purpose

- A. The purpose of the Executive Director Policy is to define a process, provide direction to the Executive Director and delineates his/her role as that of the operational manager.

III. Policy Statement

- A. The Executive Director will be dedicated to Monument Academy's vision, mission and educational philosophy and maintains accountability to the Board of Directors.
- B. As provided in Monument Academy's bylaws:
 1. The Executive Director shall be subject to the direction and supervision of the President and the Board of Directors.
 2. The Executive Director shall be the chief operating officer of the school with general responsibility for all day-to-day operations of the school.
 3. The Executive Director shall propose, prepare and present to the President and the Board of Directors specific programs and activities that will further the school's purposes.
 4. The Executive Director shall direct and supervise the implementation of the programs and activities approved by the president or the Board of Directors.
 5. The Executive Director shall perform all other duties and responsibilities as from time to time may be assigned or delegated to the Executive Director by the President and the Board of Directors.
- C. The Board delineates its role as policy maker by holding the expectations that the Executive Director will be responsible for the following items above and beyond that of his/her job description and/or additional goals/objectives set forth by the Board of Directors.
 1. Oversee all operations of the school, collectively with the appropriate administrative staff, including, but not limited to personnel, financial matters, facilities and operations, and other areas as requested by the Board.

2. Provide leadership and assistance in guiding the Board in the vision, philosophy, mission and strategic direction for Monument Academy.
 3. The Executive Director shall not cause or allow any practice, activity, decision or organizational condition which is unlawful, imprudent, or in violation of the highest standards of educational and professional ethics.
 4. With respect to student interactions or conditions, the Executive Director will not cause or allow conditions or procedures that are unclear, unfair, unsafe, untimely, undignified, unresponsive, or unnecessarily intrusive.
 5. With respect to parents and the general public, the Executive Director will not cause or allow conditions, procedures, or decisions that are unclear, unfair, unsafe, untimely, undignified, unresponsive, or unnecessarily intrusive.
- D. With respect to treatment of paid and volunteer staff, the Executive Director will not cause or allow conditions, procedures, actions or decisions that are unclear, unfair, unsafe, untimely, undignified, or unresponsive. Accordingly, the Executive Director will not:
1. Allow paid or volunteer staff whose background checks fail to meet school standards to have unsupervised contact with students.
 2. Operate without ensuring paid staff is provided with written personnel policies, approved by legal counsel, which clarify personnel rules, provide for effective staff evaluations and handling of complaints, and protect against wrongful conditions.
 3. Prevent staff from bringing complaints to the Board of Directors when internal complaint procedures have been exhausted and the staff member alleges that school policy has been violated.
 4. Allow retaliation against a paid staff member for non-disruptive, internal expression of dissent, or for reporting to management or to the Board (per Policy 1518A) acts or omissions by paid or volunteer staff or the Board that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.
 5. Allow staff to be unaware of opportunities to participate on Board committees.
 6. Allow staff to be unprepared to deal with emergency situations.
 7. Fail to ensure that staff are valued and supported.
- E. With respect to the administration of the school's financial resources, excluding those not under his or her direct control because of charter school law statute, the Executive Director will not cause or allow jeopardy to the long-term financial health of the school, or a material deviation from the Board of Directors' priorities. Accordingly, the Executive Director will not:
1. Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including Board of Directors authorized use of fund balances, or Board of Directors authorized transfer of funds from reserves.
 2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days without approval of the Board of Directors.

3. Permanently transfer unencumbered moneys from one fund to another, unless approved by the Board of Directors in accordance with state law.
 4. Fail to settle payroll and vendor obligations and bonded indebtedness in a timely manner.
 5. Commit to any single, non-budgeted purchase or expenditure greater than \$25,000 except in cases of clear emergencies or legal needs.
 6. Allow splitting orders to circumvent any limit.
 7. Fail to ensure that any purchase is based upon prudent judgment and sound financial practice, including precaution against conflict of interest, comparative prices based on items of similar quality and balance between long-term quality and cost.
 8. Allow procurements of \$5,000 or more for the purchase of supplies, materials and equipment, and any contracted services except professional services without having obtained comparative prices and quality, or over \$50,000 without a formal competitive bid process. Splitting orders to avoid this limitation is not acceptable.
 9. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.
 10. Receive, process or disburse funds under controls that are insufficient under generally accepted accounting procedures.
 11. Fail to keep complete and accurate financial records by funds and accounts, including school activity accounts, in accordance with generally recognized principles of governmental accounting.
- F. Financial planning for any fiscal year shall not deviate materially from the Board of Directors' policies or risk fiscal jeopardy to the school.
- G. With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Executive Director will not cause or allow jeopardy to fiscal integrity or public image.
- H. The Executive Director will not permit the Board of Directors to be inadequately informed or unsupported in its work. Accordingly, the Executive Director will not:
1. Neglect to submit monitoring data required by the Board of Directors in a timely, thorough, accurate, and understandable fashion, directly addressing provisions of the Board of Directors' policies being monitored, and including both the Executive Director's interpretations and relevant data.
 2. Let the Board be without decision information it periodically requests, or unaware of relevant trends, or other points of view, issues and options as needed for well-informed Board decisions.
 3. Let the Board be unaware of incidental information it requires, including but not limited to anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal organizational changes. Notification of planned material internal changes is to be provided in advance, when feasible.

4. Let the Board be unaware of any substantive negative citizen or employee reaction to actual, proposed or anticipated decisions, circumstances, policies, procedures or practices.
5. Fail to inform the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Executive Director Relationship, particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Executive Director.
6. Fail to inform the Board of the administrative disposition of complaints presented to the Executive Director by the Board of Directors.

IV. Roles and Responsibilities

- A. The Board of Directors has sole responsibility for the determination and revision of this Policy. Enforcement of this Policy is hereby delegated to the President of the Board of Directors.

V. Related Documents

- A. Monument Academy Bylaws
- B. Board of Directors Governance Policy 1500A
- C. Board of Directors Governance Policy 1518A

VI. Points of Contact

- A. The following positions shall serve as points of contact for the enforcement of this policy:
President of the Board of Directors.