



Monument Academy

Board of Directors Governance and Policy

Policy Area : Governance	Policy #: 1500B
Title: Chief Operating Officer Policy	Adopted: April 12, 2012 Reviewed: September 8, 2016 Revised: February 11, 2021

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 Chief Operating Officer Policy is to define a process, provide direction to the Chief Operating Officer and delineates the role as that of the operational manager.

III. Policy Statement

- A. The Chief Operating Officer 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 Chief Operating Officer shall be subject to the direction and supervision of the President and the Board of Directors.
 - 2. The Chief Operating Officer shall be the chief operating officer of the school with general responsibility for all day-to-day operations of the school.
 - 3. The Chief Operating Officer 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 Chief Operating Officer shall direct and supervise the implementation of the programs and activities approved by the president or the Board of Directors.
 - 5. The Chief Operating Officer shall perform all other duties and responsibilities as from time to time may be assigned or delegated to the Chief Operating Officer by the President and the Board of Directors.
- C. The Board delineates its role as policy maker by holding the expectations that the Chief Operating Officer will be responsible for the following items above and beyond that of the 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, facilities and operations, financial matters in conjunction with the Chief Financial Officer, 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. Maintain an in depth understanding of the Charter agreements with D38, Bond documents, grant process requirements, and other legal agreements pertaining to MA operational obligations.
 4. The Chief Operating Officer 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.
 5. With respect to student interactions or conditions, the Chief Operating Officer will provide conditions or procedures that are clear, fair safe, timely dignified, and responsive. The Chief Operating Officer will provide a school environment where families are able to have a non-disruptive, internal expression of dissent, or for reporting to management or to the Board (per Policy 1518B) in accordance with state and federal laws.
 6. With respect to parents and the general public, the Chief Operating Officer will provide conditions or procedures that are clear, fair, safe, timely, dignified and responsive.
 7. The Chief Operating Officer will remain apprised and compliant regarding legally mandated policies, state statutes, federal laws, and other local, state, or federal agency mandates.
- D. With respect to treatment of paid and volunteer staff, the Chief Operating Officer will support a positive, non-hostile, safe work environment. Accordingly, the Chief Operating Officer will ensure:
1. Volunteer staff whose background checks fail to meet school standards do not have unsupervised contact with students.
 2. 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. Staff is provided the opportunity to bring complaints to management, the Director of Human Resources, or to the Board of Directors in accordance with Board Policy 1518A.
 4. Staff is aware of opportunities to participate on Board committees.
 5. Staff is prepared to deal with emergency situations.
- 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 Chief Operating Officer, in conjunction with the Chief Financial Officer, 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 Chief Operating Officer will:
1. Ensure funds are not expended more 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. Not 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. Not commit to any single, non-budgeted purchase or expenditure greater than \$5,000 except in cases of clear emergencies or legal needs, in conjunction with CFO and with Board notification.
 4. Not allow splitting orders to circumvent any limit.
 5. 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.
 6. Ensure procurements of \$5,000 or more for the purchase of supplies, materials and equipment, and any contracted services except professional services are obtained through comparative prices and quality, or over \$50,000 have a formal competitive bid process.
 7. File reports or filings required by any state or federal agency in a timely and accurate manner.
- F. The Chief Operating Officer, in conjunction with the Chief Financial Officer will ensure financial planning for any fiscal year shall not deviate materially from the Board of Directors' policies or risk fiscal jeopardy to the school.
- G. The Chief Operating Officer and the Chief Financial Officer, along with two (2) Board members will annually review and execute the contractual agreement with legal counsel for all organizations pertaining to Monument Academy.
- H. With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Chief Operating Officer will not cause or allow jeopardy to fiscal integrity or public image.
- I. The Chief Operating Officer will keep the Board of Directors adequately informed and supported in its work. Accordingly, the Chief Operating Officer will:
1. 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 Chief Operating Officer's interpretations and relevant data.
 2. Provide decision information the Board periodically requests, and informs the Board of relevant trends, or other points of view, issues and options as needed for well-informed Board decisions.
 3. Inform the Board 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. Inform the Board of any substantive negative citizen or employee reaction to actual, proposed, or anticipated decisions, circumstances, policies, procedures, or practices.
 5. Inform the Board if, in the Chief Operating Officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Chief Operating Officer Relationship, particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the Chief Operating Officer.
 6. Inform the Board of the administrative disposition of complaints presented to the Chief Operating Officer 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. Chief Financial Officer Policy 1500C
- D. Board of Directors Staff Grievance and Conflict Resolution 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.