



Governance Process

3.0 Governance Process

The purpose of the board, on behalf of the general public of the State of Colorado, is to see to it that the Renaissance Secondary School (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in board Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

3.1

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

Accordingly:

3.1.1

The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

3.1.2

The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.

3.1.3

The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the board can change its governance process policies at any time, it will observe those currently in force scrupulously.



3.1.4

Continual board development will include cultivation and orientation of new board members in the board's governance process and periodic board discussion of process improvement.

3.1.4.1

Orientation and training of new board members is the responsibility of the President or his/her delegate in a timely manner.

3.1.4.2

Orientation and training includes: Policy Governance model, board policy manual, bylaws, Charter, accountability plan, the most recent Ends monitoring report, board meeting schedule and board committee structure.

3.1.5

The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling group obligations.

3.1.6

The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

3.2 Board Job Description

Specific job outputs of the board, as an informed agent of the stakeholders, are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create:

3.2.1

The link between the stakeholders and the operational organization.

3.2.2

Written governing policies that address the broadest levels of all organizational decisions and situations.

3.2.2.1

Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).



3.2.2.2

Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

3.2.2.3

Governance Process: Specification of how the board conceives, carries out and monitors its own task.

3.2.2.4

Board-Management Delegation: How power is delegated and its proper use monitored; the Executive Director role, authority and accountability.

3.2.3

Assurance of successful organizational performance on Ends and Executive Limitations.

3.2.4

Decisions on spending commitments above those specified in Policy 2.4.

3.2.5

Decisions on matters assigned to the Board of Directors by the State of Colorado or Douglas County School District RE-1.

3.3 Agenda Planning

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

3.3.1

The cycle will conclude each year on June 30 so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.

3.3.2

The cycle will start with the board's development of its agenda for the next year.



3.3.3

Throughout the year, the board will attend to Required Approvals agenda items as expeditiously as possible.

3.3.4

At any meeting in which monitoring reports have been received, the board will ascertain by vote whether a majority of members judge the individual reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

3.3.5

Executive Director remuneration will be decided after a review of monitoring reports received in the last year during the month of June.

3.4 Role of the Chair

The Chair, a specially empowered member of the board, assures the integrity of the board's process. The Chair is a non-voting member of the Board appointed by a majority vote of the Board of Directors.

Accordingly:

3.4.1

The assigned result of the Chair's job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

3.4.1.1

Meeting agenda and discussion content will be on those issues, which, according to board policy, clearly belong to the board to decide or to monitor.

3.4.1.1.1

Topics for the agenda will be submitted to the Chair whose responsibilities include agenda construction.

3.4.1.2

Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.

3.4.1.3

Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.



3.4.1.4

Board meetings shall be held in compliance with the Open Meeting Law and all other applicable requirements, laws and regulations of the State of Colorado.

3.4.1.5

The Chair will ensure the board develops and maintains a yearlong plan, commencing in July.

3.4.1.6

The Chair is responsible for orientation of new board members (see 3.1.4.1 and 3.4.1.2.)

3.4.2

The authority of the Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of the Executive Director and (b) where the board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.

3.4.2.1

The Chair is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

3.4.2.2

The Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Executive.

3.4.2.3

The Chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

3.4.2.4

The Chair may delegate this authority, but remains accountable for its use.



3.5 Board Secretary Role

The Board Secretary is an officer of the board whose purpose is to ensure the integrity of the board's documents.

3.5.1

The assigned result of the Secretary's job is to see to it that all board documents and filings are accurate and timely.

3.5.1.1

Policies will be current in their reflection of board decisions. Decisions upon which no subsequent decisions are to be based, such as Required Approvals agenda decisions, motions to adjourn, and staff or board member recognitions need not be placed in policy.

3.5.2

The authority of the Secretary is access to and control over board documents, and the use of staff time not to exceed 48 hours per year.

3.6 Board Members' Code of Conduct

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

3.6.1

Board members must have loyalty to the stakeholders, unconflicted by loyalties to staff, other organizations, and any personal interest as a beneficiary.

3.6.2

Board members must avoid conflict of interest with respect to their fiduciary responsibility.

3.6.2.1

There will be no self-dealing or business by a board member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.

3.6.2.2

When the board is to decide upon an issue, about which a board member has an unavoidable conflict of interest, that board member shall absent



herself or himself without comment from not only the vote, but also from the deliberation.

3.6.2.3

Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.

3.6.3

Board members may not attempt to exercise individual authority over the organization.

3.6.3.1

Board members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.

3.6.3.2

Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.

3.6.3.3

Except for participation in board deliberation about whether the Executive Director has achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees of the Executive Director.

3.6.4

Board members will respect the confidentiality appropriate to issues of a sensitive nature.

3.6.5

Board members will be properly prepared for board deliberation.

3.6.6

Board members will support the legitimacy and authority of board decisions, irrespective of the board member's personal position on the issue.



3.6.7

Board members will be mindful of their adherence to the provisions of the Open Meeting Act and Sunshine Law.

3.7 Board Committees

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

Adopted: April 18, 2018

