



Creating Academic, Social, and Ethical Leaders

Prospect Ridge Academy Charter School

Board of Directors Policy Manual



**PROSPECT
RIDGE**
ACADEMY

Creating Academic, Social, and Ethical Leaders

Contents

1.	Definitions.....	3
2.	The School.....	3
3.	The Board	5
4.	Administration	21
5.	Finances and Accounting.....	24
6.	Community Relations	24
7.	Business Procedures	25
8.	Facilities	30



Creating Academic, Social, and Ethical Leaders

1. Definitions

As used in this Policy Manual, the terms set forth below shall have the following meanings:

- 1.1. **“District”** shall mean the Adams 12 Five Star School District.
- 1.2. **“PRA”** or **“school”** shall mean Prospect Ridge Academy.
- 1.3. **“Member”** shall mean a person who is a member of PRA as set forth in the PRA bylaws.
- 1.4. **“Board”** or **“BOD”** shall mean the board of directors of PRA.
- 1.5. **“Administration”** shall mean school personnel who participate in the day-to-day management of school operations (such as a Principal).
- 1.6. **“Principal”** or **“Principals”** shall mean individually either the Elementary Principal or the Secondary Principal and collectively both the Elementary Principal and Secondary Principal
- 1.7. **“Certified Staff”** shall mean instructional personnel (such as teachers).
- 1.8. **“Classified Staff”** shall mean school personnel who are not members of the board, administration or Certified Staff.
- 1.9. **“Staff”** shall mean school personnel who are Administration, Certified Staff and Classified Staff.

2. The School

2.1. Vision and Mission Statements

A. Vision Statement. Creating academic, social, and ethical leaders.

B. Mission Statements.

1. Providing a Rigorous, Quality K-12 Education with an Intensified Math and Science Focus
2. Using the Core Knowledge Sequence and Research-based College Preparatory Programming to Provide a Comprehensive Foundation for Life-long Learning
3. Providing Social and Physical Development Through Athletics
4. Utilizing Character Education and Service Learning Programs That Encourage Community Partnerships.

Adopted: January 13, 2010



Creating Academic, Social, and Ethical Leaders

2.2. School Legal Status

PRA is a Colorado charter school organized pursuant to the Colorado Charter Schools Act, 22-30.5-101 et seq, C.R.S. PRA operates pursuant to a charter granted by the District on October 7, 2009. On January 13, 2010, PRA incorporated as a nonprofit corporation under the Colorado Nonprofit Corporation Act and on August 27, 2011, the Internal Revenue Service issued a determination letter recognizing PRA's tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of 1986. Under the Charter Schools Act, PRA is a public school within the District, and its status, as a nonprofit corporation does not affect its status as a public school. However, for governance and administrative purposes, PRA operates as a Colorado nonprofit corporation.

Adopted: April 3, 2013

2.3. Nondiscrimination

PRA affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender, disability, marital status, or sexual orientation be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any educational program or activity, including, but not limited to, employment or enrollment.

Adopted: April 3, 2013

2.4. Articles of Incorporation

The PRA Articles of Incorporation are incorporated herein by reference and shall guide the structure and governance of PRA.

Adopted: January 13, 2010

2.5. Bylaws

The PRA Bylaws are incorporated herein by reference and shall guide the structure and governance of PRA. Definitions and terminology used herein are to be interpreted as consistent with the Bylaws. The board shall resolve any conflicts in terminology between the Bylaws and the policies herein.

Adopted: January 13, 2010

2.6. Order of Precedence

In the event of any inconsistencies or incompatible provisions between any of the following documentation, the order of precedence is as follows:

1. Articles of Incorporation
2. Bylaws
3. Charter Agreement
4. Policy Manual



Creating Academic, Social, and Ethical Leaders

Adopted: January 13, 2010

2.7. Annual Meetings

- A.** As required by the Bylaws, there shall be an annual meeting of members:
 - 1. An annual meeting of the members to be held in April of each year.
- B.** Strategic Planning Sessions:
 - 1. Board to create the Strategic Plan for the school year within the first (1st) quarter of PRA's fiscal year.
 - 2. Professional development, Strategic Plan Review of accomplishments, SAC survey overview and school year review within the fourth (4th) quarter of PRA's fiscal year.

Adopted: January 13, 2010

3. The Board

3.1. Decision Making

- A.** Two principles underlie all decisions made by the board, administration, faculty, and staff:
 - 1. PRA's charter belongs to its members; and all decisions should be made in their best interest.
 - 2. All actions shall fall within the parameters and uphold the principles of the vision and mission statements.
- B.** Accordingly, in making any decision the board, administration, faculty, and staff shall consider the decision in the context of PRA's vision and mission statements and from the members' perspective, always keeping in mind that parents should have a meaningful voice in their child's education.

Adopted: April 3, 2013

3.2. Board Self-Evaluation

- A.** The board believes that the efficiency and performance of the board directly affects the efficiency and performance of the school. Therefore, the board shall conduct an annual evaluation of its own efficiency and performance including its progress on its strategic plan.
- B.** The following guidelines shall apply to the board self-evaluation:
 - 1. The evaluation shall be a positive, constructive process, aimed at improvement rather than criticism.
 - 2. The evaluation shall be conducted using a formal written evaluation tool.



Creating Academic, Social, and Ethical Leaders

3. Directors shall evaluate the board collectively and not individual directors.
- C. Board self-evaluation forms shall be distributed in April. The board may discuss the self-evaluation at the regular meeting in May or at a special meeting called for such a discussion. It is important for all current directors to participate in the special meeting if possible. The board may seek direct input from former directors who have resigned during the year being evaluated.
- D. The board self-evaluation discussion shall not be limited to those items that appear on the form. Free discussion and informal comments are valuable. Specific suggestions for improvement are encouraged.
- E. The board self-evaluation shall be held at an open meeting and all members and the community may attend; however, member and public comment participation shall be limited to a brief public comment session at the beginning of the meeting.

Revised: October 6, 2016

3.3. Public Attendance at Board Meetings

- A. The board serves at the pleasure of, and represents, the members. Therefore, the board desires to provide opportunities for any member to express interest in and concern for the school. Accordingly, all members, as well as members of the community, are cordially invited to attend all open meetings of the board. A time for public comment shall be a part of every regular board meeting.
- B. Meetings are closed to the public only when the board is meeting in executive session. An executive session may be called only to discuss matters not appropriate for public discussion pursuant to 24-6-402, C.R.S. An executive session may be called only upon the affirmative vote of two-thirds of a quorum of directors present. The board may take no formal action in executive session except to approve minutes of prior executive sessions.
- C. Although the board encourages everyone to attend its open meetings, board meetings are to conduct the business of the school. Board meetings are not “public meetings,” but meetings held in public, and accordingly public participation shall be controlled so the board can proceed with its agenda within a reasonable time.
- D. Persons who wish to make requests, presentations, or proposals to the board should direct any inquiry to the Principal(s) or the President of the BOD, who shall respond according to the following process:
 1. The person shall provide written information to the Principal(s) or the BOD President at least two weeks prior to the regular meeting of the board. If presented to the Principal(s) less than two weeks prior to the upcoming regular meeting of the board, the Principal(s) shall decide whether to make a special request of the President to include the item in the upcoming



Creating Academic, Social, and Ethical Leaders

regular board meeting or to wait until the next month's regular board meeting.

2. Written information directly from the person shall be placed in the board packet distributed to directors prior to the regular meeting. If the person so requests and the President of the board agrees, the item shall be placed on the agenda for board attention.
3. Seeking to add issues to the agenda via the BOD President cannot circumvent the Conflict Resolution Policy as set forth herein.
4. If the person requests the board take a particular action, the specific action being requested should be in the written document submitted to the board by the person.
5. If so requested by any director, the person may present additional information or provide clarification when the agenda item is discussed.
6. Notice of meetings of the board shall adhere to the Colorado open meetings law. The public shall be given no less than 24 hours notice of any board meeting.

Revised : March 2, 2017

3.4. Board Election Procedure

A. Governance Committee (f/k/a Board Election Committee). The board shall annually commission and appoint members of a Governance Committee, an advisory committee, to organize and administer the election of directors.

1. The board shall determine any authority or responsibilities of the Governance Committee in addition to those stated within this policy annually upon commission.
2. The Governance Committee will be chaired by one director.
3. No board candidate, relative of a board candidate, or director nominated for reelection, shall be a member of the Governance Committee. In the event all directors are nominated for reelection, the board may appoint a teacher, member, or community member at large to sit on the Governance Committee in lieu of a director.

B. Candidacy. Candidacy shall be by self-nomination.

1. The Board will undergo a needs assessment and determine what expertise is needed for the upcoming board term. The board will, then, communicate this to the community.
2. Any member, who is not employed by PRA and meets the qualifications outlined in the "Prospect Ridge Academy Charter School Board of Directors Handbook", may seek election as a director. In the event that all seated directors are members of the corporation as set forth in the PRA Bylaws,



Creating Academic, Social, and Ethical Leaders

any member of the community, who is not employed by PRA and meets the qualifications outlined in the “Prospect Ridge Academy Charter School Board of Directors Handbook”, may seek election as a Class B director. There is not a requirement to have any community members at large seated.

3. All candidates must commit to review and sign the “Prospect Ridge Academy Charter School Board of Directors Handbook” upon election. Those seeking to be elected or reelected to the board shall submit a letter of interest and an abbreviated resume to the Governance Committee by February 1st or the first business day thereafter. The board may extend this deadline if an insufficient number of candidates are nominated by this date.

C. Eligible voters. “Eligible voter” shall mean member as defined by the Bylaws.

1. Each member, as defined in Article II, Section 2.1 of the Bylaws shall have voting rights, as defined in Article II, Section 2.6.
2. Should the eligibility of anyone wishing to vote be questioned, the Governance Committee shall determine the person’s eligibility in accordance with these rules and make the appropriate recommendation to the board.

D. Election process.

1. The Governance Committee shall prepare a list of qualified applicants and submit them to the board at the regularly scheduled March board meeting.
2. The Board will recommend to the community membership its choice to fill each vacancy.
3. The Board shall publish a list of its nominations, consistent with Article III, Section 3.6 of the Bylaws, not less than two weeks prior to the scheduled election.
4. PRA community membership will vote to either affirm or deny the nominated candidate(s).
5. The chairperson of the Governance Committee shall announce the election results during the annual meeting and publish the election results in the next issued school newsletter or by other medium as is the custom for communications to members.
6. Newly elected directors shall be expected to attend the annual board retreat or the next regular board meeting, whichever comes first, and their two (2) year term shall begin on the following June 1st. Upon commencement of their term and annually thereafter, all directors shall review and sign the “Prospect Ridge Academy Charter School Board of Directors Handbook”.

E. Vacancies. The board may chose to, but need not, accept a director’s resignation



Creating Academic, Social, and Ethical Leaders

for it to become effective. A director may be removed in accordance with the Bylaws for cause or by failing to attend regular meetings.

1. In the event a director resigns, is removed, or for any other reason is unable to complete his term of service, the President of the board shall declare a vacancy at the next regular meeting of the board.
2. For two weeks after the vacancy has been declared the board shall accept letters of interest with abbreviated resumes from all those interested in being appointed to the board to fill the position until the next member board election. All candidates must commit to review and sign the "Prospect Ridge Academy Charter School Board of Directors Handbook" upon appointment.
3. All letters of interest and abbreviated resumes received during this two-week nomination period shall be included in the board packets for the next regular board meeting.
4. At the next regular board meeting after the two-week nomination period has expired, the board shall fill the vacancy for the balance of the former director's term or until the next board election (whichever comes first) based on the majority vote of the remaining directors.
5. During the regular board meeting in which the new director is appointed and immediately following appointment, the newly appointed director shall review and sign the "Prospect Ridge Academy Charter School Board of Directors Handbook" and shall take the former director's seat on the board to serve the balance of the former director's term or until the next board election (whichever comes first).

Revised: March 2, 2017

3.5. Policy Making

- A.** The board shall be solely responsible for adopting, revising, and repealing policies for PRA. Policy action by the board shall be accomplished as set forth in the bylaws and as described below. Any policy action approved by the board may be reversed by a vote of two-thirds (2/3) of the board at a regular or special meeting.
- B.** Only a director may motion the board to adopt, revise, or repeal a PRA policy ("policy change"). Recommendations for a policy change may be made by any Member to the board by submitting said recommendation through the Principal(s) or board President pursuant to Policy 3.3 above.
- C.** Except in cases of emergencies, the board shall follow the following procedure in adopting, repealing, or amending policies for PRA:
 1. **First Reading.**
 - a. The proposed policy change text and any necessary summary or



Creating Academic, Social, and Ethical Leaders

narrative shall be provided in writing to the Secretary or President for inclusion in the board packet distributed prior to the board meeting.

- b. New policies should include the title, sequence number, text, and a revised table of contents.
- c. Written policy revisions shall reference the policy to be changed. Ideally, the entire policy shall be reprinted with revised language in capital letters, underlined, in a different text color, or highlighted, and language to be deleted lined out.
- d. Policies to be repealed need only reference the policy to be repealed by title and sequence number along with a revised table of contents.
- e. The director shall submit the policy change to the board by motion for review and debate at the regular or special meeting of the board. The proponent director shall have the first opportunity for discussion and may have other persons comment on the policy change prior to debate.
- f. Following debate and any amendments to the policy change, the board shall vote on its approval on first reading.
- g. If the policy change is approved on first reading, it shall be placed in the minutes of the meeting, as amended, and referred for second reading at the next meeting of the board.
- h. If the policy change is not approved on first reading, the matter shall not be considered again unless a new proposed policy changes is submitted in accordance with this Policy for first reading at a future board meeting.

2. **Second Reading.**

- a. If the policy change was approved on first reading above, it shall be placed on the agenda and considered at the next regular or special meeting of the board.
- b. No amendment to the policy change, as it was approved on first reading, shall be adopted on second reading unless the amendment receives a two-thirds (2/3) vote of the directors present at the meeting.
- c. If the policy change is approved on second reading, it shall become the policy of PRA effective immediately or as specified upon approval, and this policy manual shall be revised accordingly.

3. **Emergencies.**

- a. Upon a two-thirds (2/3) vote of the directors present at a regular or special meeting called for that purpose, an emergency may be declared for purposes of making a policy or approving a policy change.



Creating Academic, Social, and Ethical Leaders

- b. If an emergency is declared, a policy change may be approved on first reading regardless of whether the policy change was submitted in writing to the directors prior to the meeting.
- c. Upon approval of an emergency policy change, it shall become the policy of PRA.
- d. The proponent of the approved emergency policy change shall submit a revised version of the policy to the Secretary for inclusion in the meeting minutes, policy manual, and for distribution to the directors.

4. **Changes to the Policy Manual**

- a. Upon approval, new and revised policies shall be entered into this policy manual in the appropriate section with a notation of the date of adoption and/or revision and the table of contents updated as appropriate.
- b. Upon approval, a repealed policy shall be stricken from this policy manual leaving only the word "Repealed" followed by the table of contents title and the dates of adoption, revision, and repeal, as appropriate and the table of contents updated as appropriate.

Adopted: April 3, 2013

3.6. **Director Conflicts of Interest**

- A. Pursuant to the Bylaws, by resolution of the board any director may be paid out-of-pocket expenses, if any, as the corporation and the director may reasonably agree upon. A director may not serve simultaneously on the board and as a member of the administration, faculty, or staff of the school.
- B. Each director is responsible to disclose to the board any circumstances that could involve a potential conflict of interest.
- C. Salary and other remuneration received from the school by ex-officio board members shall not be considered a conflict of interest for the purposes of this policy.

Adopted: April 3, 2013

3.7. **Board Review of Administrative Procedures**

- A. Administrative policies and regulations need not be reviewed or approved by the board in advance of issuance except as required by law. However, when there is a potential for strong member, student, or staff reaction, the policy or regulation should be approved by the board in advance.
- B. Administrative policies should reference existing board policies.
- C. The board reserves the right to review administrative policies at its discretion. However, the board shall not substitute its judgment for that of the Principal(s)



Creating Academic, Social, and Ethical Leaders

and shall require the Principal(s) to revise or withdraw any administrative policies proposed or issued only when, in the board’s judgment, such policies are inconsistent with the board’s policies, District’s policies, or applicable law.

Adopted: April 3, 2013

3.8. Board Committees and Advisory Committees

A. Committees and Subcommittees

1. The board, by resolution adopted by the board, may designate from among its members one or more other committees of the board, each of which, to the extent provided in the resolution, shall have all the authority of the board; except that no such committee shall have the authority to:
 - a. Fill vacancies on the board or any committee thereof;
 - b. Amend the bylaws; or
 - c. Approve a plan of merger.
2. The board may have standing committees as designated in this policy manual or the “Prospect Ridge Academy Charter School Board of Directors Handbook”. The authority and responsibilities of standing committees shall be expressed in the policy or description thereof. Standing committee membership may be designated by title, such as Principal(s) and Treasurer, rather than by specific director.
3. The board may commission advisory subcommittees to the board. The committees and subcommittees shall meet at such times as the board shall determine or within their own requirements if given the authority to so designate when commissioned.
4. The subcommittee shall consider, advise upon, and make recommendations to the board with respect to policies of PRA or to pursue goals, goods, or services for PRA in accordance with the vision and mission statements.
5. At least one director shall serve on each subcommittee, but need not serve as the chairperson of the advisory committee. Additional members or members to fill vacancies may be appointed at any regular or special meeting of the board or in such a manner as determined by the board upon the commissioning of the advisory committee.
6. The subcommittee shall appoint its own chairperson and officers, as necessary, unless the board expressly establishes such positions at commissioning.
7. The assigned director shall have the rights and responsibilities to make decisions on behalf of the board in meeting the goals of the subcommittee. However, decision-making powers shall not extend to the subcommittee, unless expressly granted by the board at or subsequent to commissioning,



Creating Academic, Social, and Ethical Leaders

regarding the following:

- a. Contractual agreements of any kind;
 - b. Expenses greater than \$500; or
 - c. Decisions requiring any adjustment to the long-term plans of the board as reflected in the strategic plan.
8. After the first meeting of the committee, the assigned director shall assume responsibility to submit a work plan to the board. This work plan shall include the goals of the advisory committee and a projected timeline for accomplishment of each goal. After submission of the work plan, the advisory committee need only report to the board when progress is made specifically associated with the work plan, when approval is required to exceed or expand the decision-making authority of the advisory committee, as required by the board in the commission, or as requested by the President or two directors.

Adopted: April 3, 2013

B. Committee/Subcommittee Action Policy

The Committee/Subcommittee chair must advise the full PRA Board of Directors of any Committee/Subcommittee action that would (i) be an expense to PRA, or (ii) require PRA staff participation. If such expense or participation is deemed to be significant, the proposed Subcommittee action must be approved by the majority of the Board of Directors.

Adopted: March 9, 2012

C. Committees and Subcommittees

1. Finance Committee.
 - a. Charter: The Finance Committee will monitor and report upon the financial health of Prospect Ridge Academy to the Board of Directors. The Committee will also meet all financial reporting required by Prospect Ridge Academy's authorizer. The Committee will report any recommended actions, costs, and associated timelines to the Board of Directors for its review, approval, and action. The Committee will adhere to the vision and mission of PRA when making its recommendations.
 - b. The committee will consist of five to seven voting members: the board treasurer, the school administrator(s), the business manager and other appointed members to be approved by the board of directors.
2. Accountability Committee.
 - a. Charter: There shall be an accountability committee for the school to monitor achievement of the vision, mission, and goals of the School,



Creating Academic, Social, and Ethical Leaders

and of the School improvement plan, and other matters that may be recommended or required by law from time to time. The Accountability Committee's duties shall include, but not be limited to:

- i. Analyze and interpret the school's performance data, along with results from standardized testing and internal assessments, such as i-Ready, to identify significant trends, prioritize performance challenges, set a specific performance target, and recommend a strategy for academic improvement that is in alignment with the school's mission, vision, and strategic plan.;
- ii. Make recommendations for establishing goals and a plan for improvement based on the needs assessment and consistent with the mission and goals of the school; and
- iii. Monitor the progress made toward meeting the improvement goals and pupil performance relating to the Colorado Growth Model
- iv. To recommend to the Principals of the Schools priorities for spending school moneys prior to adoption of the annual budget. The Principals and Board shall consider the Accountability Committee's recommendations regarding spending state, federal, local, or private grants and any other discretionary moneys and take them into account in formulating budget requests for the Board.
- v. To advise the Principals concerning the preparation of the School performance or improvement plan, if either is required pursuant to C.R.S. §22-11-210, and to submit recommendations to the Principals, concerning the contents of the performance or improvement plan;
- vi. To advise the Board concerning the preparation of a School priority improvement or turnaround plan, if either is required pursuant to C.R.S. §22-11-210, and to submit recommendations to the Board concerning the contents of the priority improvement or turnaround plan; and
- vii. To meet 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, or other progress pertinent to the School's accreditation contract with the local school board.
- viii. To annually survey the school's community, including staff,



Creating Academic, Social, and Ethical Leaders

students, and families, identify significant trends or concerns, and submit findings and recommendations to the administration and board of directors of the school.

- b. The role of the Accountability Committee may be further designated or modified by policy or resolution established by the Board from time to time. The Board shall designate the membership of the accountability committee in accordance with state law.
- c. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors.

3. Facilities Committee.

- a. Charter: The Facility Committee will gather information and make recommendations to the Board relating to land, temporary facilities, and permanent facilities. The Committee will report any recommended actions, costs, and associated timelines to the Board of Directors for its review, approval, and action. The Facilities Committee will always keep in mind the vision and mission of PRA when making its recommendations.
- b. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors.

4. Governance Committee (f/k/a Board Nomination Committee).

- a. Charter: The PRA Governance Committee will be charged with assisting the PRA BOD in building and maintaining effective and efficient governance of PRA by (i) recommending to the Board of Directors applicable policies and procedures, (ii) reviewing and recommending a position description detailing responsibilities and expectations for Board members to the Board President, (iii) recommending succession planning process for the Board President and other Board leaders, (iv) recommending nominations of future Board of Director members to the Board, (v) reviewing PRA bylaws annually and recommending any needed changes to the Board, and (vi) creating and overseeing the Board's self-assessment and improvement process each year, and (vii) other governance activities requested by and in support of the Board. Keeping in mind the vision and mission of PRA, the committee will further define and detail the program outlined in the charter application.
- b. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors.

5. Athletics Subcommittee.

- a. Charter: The PRA Athletics Subcommittee will be charged with making recommendations to the Board and updating the Board at least



Creating Academic, Social, and Ethical Leaders

quarterly relating to the PRA athletics program. Keeping in mind the vision and mission of PRA, the subcommittee will develop and monitor the progress of the athletics program, including both competitive and intramural sports.

- b. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors.

6. Community Outreach Subcommittee.

- a. Charter:

The PRA Community Outreach Subcommittee's role is to plan, organize and execute various activities to solidify PRA's reputation as mapped out in our mission and vision statements. Our audience is our PRA community (staff, students and families), potential students, government officials, the business community, higher education, our neighbors, the media and organizations who may provide grants/donations.

The Community Outreach Subcommittee will reach out to our PRA community by organizing social events, teacher appreciation activities and assisting with effective communication strategies. Our most effective avenue for reaching external audiences is through pursuing positive media coverage of PRA's events, particularly those involving innovation and rigorous academics. Additionally, we will plan positive public events, such as participation in local events that include inviting public officials and our neighbors to our school to enhance our Public Relations within the community.

- b. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors. The subcommittee will organize teams of volunteers, who will play a significant role in orchestrating the events planned by the Committee.

7. Curriculum Subcommittee.

- a. Charter:

The Prospect Ridge Academy (PRA) Curriculum Subcommittee's role is to continuously improve the educational program, in line with PRA's overall mission and vision, via research, curriculum development, and review of recommendations for new curriculum or changes in curriculum and/or primary learning materials brought to the committee by teachers. In-depth discussions on the research and recommendations take place in these committee meetings. After approval by the Curriculum Subcommittee, potential curricular changes are communicated to the PRA Board of Directors and community for the opportunity to provide feedback.



Creating Academic, Social, and Ethical Leaders

Recommendations, based on Curriculum Subcommittee discussions and community feedback, are then made to the PRA Board of Directors for consideration and approval.

- b. The committee will consist of five to seven members, with a PRA board member acting as chair and the Principal facilitating the meetings. The remaining members will be approved by the PRA Board of Directors and Principal, and of the 5-7 members, at least 2 must be current PRA teachers. Other teachers will be required to attend curriculum committee meetings if they are putting a curriculum proposal forward, as well as the board meeting pertaining to that proposal.
- c. PRA's Curriculum Subcommittee is designed to ensure that the academic program established by the steering committee and founding board is consistently implemented throughout the years ahead. It is critical that all curriculum components that are recommended by the committee for approval by the board be in full alignment with the mission and vision of PRA.

8. Fundraising Committee.

a. Charter:

The PRA Fundraising Committee's role is to actively pursue funding for PRA through business partnerships, in-kind donations, check-writing campaigns, company matches, and various school fundraising activities.

The Committee will organize passive fundraising activities in partnership with the PRA community. Additionally, the Fundraising Committee will plan and execute fundraising activities involving the community.

- b. The (sub)committee will be chaired by a PRA board member and all members will be approved by the PRA Board of Directors.
- c. The remaining members will be approved by the PRA Board of Directors. The Committee will organize teams of volunteers, who will play a significant role in orchestrating the events planned by the Committee.

9. Grant Writing Committee.

a. Charter:

The Prospect Ridge Academy (PRA) Grant Writing Committee's role is to research, evaluate and approve grant opportunities for PRA in accordance with PRA's overall mission and vision. It will act as a resource for various PRA groups to determine what are the best overall opportunities for the school and that each opportunity is



Creating Academic, Social, and Ethical Leaders

aligned with the mission and vision. It will find individuals interested, willing and able to write the grants and when possible, partner with faculty, staff, administration and/or parents to write and submit the grants on behalf of PRA. The committee will also maintain a file of information typically needed to write a grant and copies of written grants.

The committee will consist of three to seven members, with a PRA board member acting as chair and the Principal facilitating the meetings. The remaining members will be approved by the PRA Board of Directors and Principal, and of the 3-7 members, at least 1 must be a current PRA teacher. Other teachers will be required to attend grant writing committee meetings if they are putting a grant opportunity proposal forward, as well as the board meeting pertaining to that proposal.

10. Hiring Committee.

a. Charter:

The PRA Hiring Committee's role is to recruit, interview and recommend candidates to fill openings for administrative, staff and faculty positions by using selection procedures and job descriptions approved by the Board of Directors. The Committee will be responsible for checking appropriate references and completing the required background checks. The team's primary goal is to hire teachers and staff members who will inspire excellence and promote student achievement while furthering Prospect Ridge Academy's overall mission and vision statements.

b. The Principal(s) of PRA will be the chairperson of the Hiring Committee, and will give recommendations for hire to the Board for final approval. The remaining members of the Hiring Committee shall be designated by the Board of Directors and the Principal.

c. PRA's hiring process is designed to thoroughly assess whether a candidate is a good fit for the Prospect Ridge Academy environment. The hiring process has been developed based on best practices from local administrators, teachers and hiring team members.

Revised: March 2, 2017

3.9. Board Communication Plan

- A. Board of Directors Website. The Board of Directors section of the PRA website shall be the primary means of distribution of information. The website shall contain announcements of upcoming regular meetings as well as all public documents from the Board in accordance with the existing policies and bylaws.



Creating Academic, Social, and Ethical Leaders

In addition to the Board of Directors section of the PRA website, a separate repository of all original documents and working documents shall be maintained by the board. All documents in this repository shall be viewable by anyone using a specific URL address, but modifiable only by members of the board. The URL for public viewing of this repository will be posted on the Board of Directors section of the PRA website. Each document in the repository shall have only one board member designated as the owner and editor of that document.

- B.** Board Meeting Summary. Within seven (7) days subsequent to a regular meeting of the Board, the secretary or their designee, may provide a written summary of parts of the meeting on the Board's website page.
- C.** Board Meeting Minutes. Within sixty (60) days subsequent to a regular meeting of the Board, the secretary, or their designee, shall provide approved written minutes of the meeting for electronic distribution.
- D.** Board of Directors Packet. Prior to each regular meeting of the Board, an agenda and any written reports shall be made available in electronic format not less than 24 hours prior to the scheduled meeting.
- E.** Email to Board Members. Members of the corporation, staff, and faculty may contact the individual Board members by email using the email address published on the Board of Directors section of the PRA website. Each director shall be provided a PRA email address, which may be forwarded to the director's personal email account as desired. Directors shall acknowledge receipt of such email within seven (7) days, or as soon as practical if the director is traveling away from home. Email to Board members is not a substitute for following the "Conflict Resolution" policy as stated in this document.

Adopted: March 2, 2017

3.10. Board Training and New Board Member Orientation

- A.** Board Training. In order to ensure high quality oversight of the school, the board at PRA is committed to a model of continuous improvement. Board professional development activities shall be selected for their alignment with school goals, results from board self-assessment, and needs assessment. Reoccurring trainings will be included on the annual board calendar.
- B.** Board professional development will take several forms:
 - 1. Special presentations and speakers at board regular meetings determined based on board self-evaluation or needs assessment.
 - 2. External board training opportunities that board members can attend individually or as a group.
 - 3. New board member orientation, which includes being assigned a board Online board training modules [www.boardtrainingmodules.org], which



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each board member should complete within the first year of board service.

4. Possible visits to other school board meetings, i.e. District board meetings and other charter school board meetings.

C. New Board Member Orientation. All new board members will be expected to participate in new board member orientation. This is in addition to the professional development outlined above for all board members.

The board vice president will meet with each new board member within the first month. At that time, the following topics will be addressed:

1. New board member binder
2. Board member agreement
3. Vision and mission statements
4. The board speaking with “one voice”
5. Confidentiality requirements
6. Training expectations
7. Open meetings compliance
8. Role of the board versus administration’s role
9. School history

D. New Board Member Mentor Program. The board president will assign each new board member a mentor from existing, experienced board members for a one year period. New board members are free to seek assistance, ask questions, and request background information from their mentor as needed.

E. New Board Member Binder. Each new board member shall receive a binder with the following tabs and associated document:

1. Vision and mission statements
2. Board member and key administrator contact information
3. Bylaws
4. Articles of Incorporation
5. Current contract with the District, including addenda
6. Board policies
7. Strategic plan from the previous two years
8. Board calendar
9. Board member agreement
10. Training materials



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- a. Open meetings & open records memo
- b. CDE board Q&A
- c. CDE acronyms
- d. CDE board training handbook

Revised: March 2, 2017

3.11. Board Use of Data

The board uses data in a variety of ways, including monitoring progress, recognizing gaps, identifying goals, quantifying performance measures, informing needs assessments and determining resource allocation. Herein are some of the data the board uses and how the data is monitored.

1. Annual State assessment review. In the fall of each year, staff will present to the board a summary of State assessment review results, what hypotheses or conclusions the staff has drawn from the data, achievement gaps and trends that have been identified. The workshop will include information garnered from the Unified Improvement Plan (UIP) process. In addition, staff will discuss interim assessments or other metrics used to support State assessment review data.
2. Principal(s) reports. Periodically, the Principal(s) will report to the board on benchmark data in the Unified Improvement Plan, NWEA Measure of Academic Progress (MAP) data or other data that is of interest to the board.
3. Parent survey results. The board monitors parent satisfaction data through the annual parent survey administered each year by the School Accountability Committee.
4. Board dashboard. At least annually, in alignment with the strategic plan, the board will confirm the inclusion of specific data for inclusion in the board dashboard. The board will update and review the dashboard regularly. The board member serving on the School Accountability Committee shall be responsible for updating the dashboard and presenting it to the board.
5. Financial Reports. The board receives quarterly financial updates throughout the school year participates in a finance workshop conducted by the Treasurer and Business Manager.

Adopted: April 3, 2013

4. Administration

4.1. Administration Structure

- A.** PRA shall have a Principal(s) as its administrator who shall serve as an at-will employee at the pleasure of the board and may be terminated by the board, at



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the board's sole and absolute discretion, with or without cause.

- B. The Principal(s) shall be responsible for the day-to-day management and operation of the school.
- C. The Principal(s) shall provide the board an organization chart that includes the structure of the staff.
- D. The Principal(s) shall update the organization chart from as necessary to effectively and efficiently administer PRA in accordance with the vision and mission statements.

Adopted: April 3, 2013

4.2. Public Elections

- A. PRA shall not expend resources in connection with supporting or opposing any candidate for political office in public election.
- B. This policy shall not be interpreted to preclude the payment of administrative costs of placing an issue before voters in a public election.
- C. In the interest of broadening public participation in and awareness of the political process, the board may, on a nonpartisan basis, invite candidates or sponsors and opponents of issues to appear at school functions to address parents or to place written statements in PRA's newsletters or on its website. The board shall decide whether to invite candidates and sponsors/opponents of issues on a case-by-case basis. If candidates and/or sponsors or opponents of an issue are invited to speak or to provide written statements, the board shall ensure that both sides are given an equal opportunity to participate.
- D. If the board allows such an opportunity and one candidate or supporter/opponent of an issue declines the opportunity to participate, either specifically or by failing to appear or provide a written statement, the board may allow the participating candidate or sponsor/opponent to go forward with the opportunity to speak or provide written statements.

Adopted: April 3, 2013

4.3. Incentive-Based Salary Bonus for Principal(s)

The incentive-based salary bonus program is a management tool that rewards behavior, which directly helps the board achieve its goals of carrying out the vision and mission statements of PRA as defined by the board's strategic plan.

Adopted: April 3, 2013

4.4. Conflict Resolution

PRA supports voluntary resolution of conflicts, problems, and concerns between two parties regardless of their positions or roles. PRA firmly believes most issues can be handled quickly and appropriately to everyone's satisfaction. The following



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grievance process should be followed in situations of concern:

1. Any member having concerns with school personnel shall address that concern one-on-one with the person with whom they are having a problem.
2. If a resolution is not established within a reasonable amount of time, the parties shall raise the concern with the Principal(s) unless the concern involves the Principal(s) (see below). The two conflicting parties shall define “reasonable amount of time”. At no time shall the timeframe be extended without mutual consent of both parties.
 - a. If the parties cannot agree on a timeframe, they are required to bring the conflict to the Principal(s) for the purpose of establishing the timeframe for resolution.
 - b. In doing so, the Principal, or his/her designated representative, shall then mediate the conflict, ensure timelines are followed, and ensure the conflict is resolved.
3. If the concern is with the Principal(s) and no resolution has been established from bringing the concern to the Principal(s), the person in conflict with the Principal(s) may take the concern to the board President.
 - A.3.1. The board shall follow the same procedure as paragraph a. above to set a timeframe.
4. If conflicting parties and/or the Principal(s) are not able to find resolution that is mutually agreed upon by all parties, then the Principal(s) shall immediately bring the conflict to the attention of the board. The opposing party may also bring the conflict to the attention of the board President.
5. The board, in regular or executive session, shall review any conflict(s) brought before it as requested and as permitted by law. The board shall do one or all of the following:
 - a. Remand the conflict back to the Principal, with a directive to find a reasonable and quick resolution.
 - b. Remand the conflict back to the two parties, with the Principal(s) mediating the conflict.
 - c. Mediate the conflict and render a decision to resolve the conflict.
6. If any conflict involves individual safety, a threat to the preservation or security of PRA’s facilities, or a direct or blatant violation of school policies or procedures, the board shall be notified immediately by the school Principal, school personnel, or member.

Adopted: April 3, 2013

4.5. Annual Principal(s) Evaluation And Renewal Process



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- A. The Principal(s) will be evaluated by the board at least annually using an instrument approved by the board. The evaluation instrument must be aligned with the PRA vision and mission and reflect goals and strategies documented in the board's strategic plan. Each board member will individually evaluate the Principal. Individual results will be aggregated by the board Vice-President and distributed to the Principal(s) and individual board members at least one week prior to the board meeting at which the Principal's evaluation will be discussed. The board will meet in Executive Session, pursuant to 24-6-402(4)(f), C.R.S. to discuss the evaluation results with the Principal.
- B. The board shall perform an informal mid-year review to assess progress toward goals.
- C. The board will collect data for the Principal(s) annual evaluation in April.
- D. No later than the May board meeting each year, the board will determine whether or not to renew the Principal's contract for the upcoming school year.

Adopted: April 3, 2013

5. Finances and Accounting

5.1. Fiscal Accounting and Reporting.

PRA will comply with all financial policies and procedures in accordance with the Financial Policies and Procedure Manual created December 2011 as amended.

6. Community Relations

6.1. Media Relations

- A. It is the intent of PRA to maintain a positive and honest relationship with the media. Media coverage of Charter Schools, Core Knowledge, Public Education, and specifically PRA can be a vehicle that helps promote PRA. Media coverage can also prove a challenge in that articles and coverage can be both misinterpreted and/or confrontational. In an effort to maximize the benefits of media coverage, and minimize any potential negatives, the follow policy shall be utilized.
- B. **Planned coverage.** For planned media coverage or interviews on an event or topic surrounding PRA or in the interest of PRA:

Normal circumstances the Principal(s) and an appointed director of the board shall be notified.
- C. **Unplanned coverage.** For unplanned media coverage or interviews on an event or topic surrounding PRA or in the interest of PRA:
 - 1. School Personnel: The Principal(s) shall address media questions. In the



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event the Principal(s) is/are not available, a designated staff member shall take the place of the Principal. If this designated person is not available, then the person who addresses the media shall follow the guidelines as stated in this policy.

2. Board: Any Director available may address media questions. If possible, the director who is on the respective committee or has particular expertise or knowledge in the area of interest shall address questions with regard to the specific topics. For example: the Treasurer shall answer finance questions.

D. District Notification. The priority of sharing of media information with the District shall be at the discretion of the Principal(s) (general information vs. emergency). The Principal(s) shall contact the District's charter schools liaison in a timely manner if contact is necessary. If the Principal(s) deems the topic an emergency, he/she shall also notify the District Communication Center.

E. General Guidelines: Applies to all situations where media is present.

1. Education shall be the primary focus when talking to the media.
2. Student's names, faces, and families remain private under all circumstances. The privacy protection of the students shall be a main priority at all times.
3. Spokespersons for PRA shall maintain a professional and positive image when speaking about PRA, its educational programs, and the PRA community.
4. Media coverage shall be treated as an opportunity, not a confrontation. If a confrontation is imminent, the spokesperson shall terminate the interview immediately.
5. The spokesperson shall defer any questions that he or she is uncomfortable or unsure of answering to another designated spokesperson.
6. At all times, the protection of the vision and mission of PRA shall prevail in interviews or discussion with any media.
7. Media personnel shall be treated with respect and common courtesy.
8. PRA representatives shall seek to approve any quotes used by media prior to publication.

Adopted: April 3, 2013

7. Business Procedures

7.1. Record Retention and Destruction Policy

A. Statement of Policy.

This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept and how



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records should be destroyed. The policy is designated to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records and to facilitate the operation of PRA by promoting efficiency and freeing up valuable storage space.

B. Retention Schedule and Administration

The PRA Record Retention Schedule is set forth below. The PRA Business Manager shall administer this policy. The PRA Business Manager is also authorized to: make modifications to the Records Retention Schedule from time to time to ensure that it is in compliance with all applicable laws and includes the appropriate document and record categories for PRA; monitor applicable laws affecting record retention; annually review the records retention and disposal program; and monitor compliance with this policy.

Record Type	Retention Period
Accounting and Finance	
Accounts Payable ledgers and schedules	7 years
Accounts Receivable ledgers and schedules	7 years
Annual Audit Reports and Financial Statements	Permanent
Annual Audit Records, including work papers and other documents that relate to the audit	7 years after completion of the audit
Bank Statements and Canceled Checks	7 years
Expense Records	7 years
General Ledgers	Permanent
Electronic Payment Records	7 years
Notes Receivable ledgers and schedules	7 years
Investment Records	7 years after sale of investment
Corporate Records	
Annual Reports to Secretary of State/Attorney General	Permanent



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Articles of Incorporation	Permanent
By-laws	Permanent
Board Meeting and Board Committees	Permanent
Minutes	Permanent
Board Policies/Resolutions	Permanent
IRS Application for Tax-exempt Status (Form 1023)	Permanent
IRS Determination Letter	Permanent
State Sales Tax Exemption Letter	Permanent
Contracts (after expiration)	7 years
Licenses and Permits	Permanent
Employee Documents	
Benefit Plans	Permanent
Employee Files	Termination +7 years
Employment applications, resumes and other forms of job inquiries, ads or notices for job opportunities	3 years
Forms I-9	3 years after hiring, or 1 year after separation
Employment Taxes	7 years
Payroll Registers (gross and net)	7 years
Time Cards/Sheets	5 years
Unclaimed Wage Records	6 years
Retirement and Pension Records	Permanent
Property Records	



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Lease Agreements	Permanent
Property Insurance Policies	Permanent
Tax Records	
Tax-Exemption Documents and Related Correspondence	Permanent
IRS 990 and 990T tax returns	Permanent
Tax Bills, Receipts, Statements	7 years
Tax Work-paper Packages - Originals	7 years
Sales/Use Tax Records	4 years
Grant Records	
Original Grant Proposal	7 years after completion of grant period
Grant agreement and subsequent modifications, if applicable	7 years after completion of grant period
All requested IRS/grantee correspondence including determination letters and “no change” in exempt status letters	7 years after completion of grant period
Final grantee reports, both financial and narrative	7 years after completion of grant period
All evidence of returned grant funds	7 years after completion of grant period
All pertinent formal correspondence including opinion letters of counsel	7 years after completion of grant period
Report assessment forms	7 years after completion of grant period



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Documentation relating to grantee evidence of invoices and matching or challenge grants that would support grantee compliance with the grant agreement	7 years after completion of grant period
Pre-grant inquiry forms and other documentation for expenditure responsibility grants	7 years after completion of grant period
Grantee work product produced with the grant funds	7 years after completion of grant period
Contribution Records	
Records of Contributions	Permanent
PRA's or other documents evidencing terms of gifts	Permanent
Program and Service Records	
Research and Publications	Permanent (1 copy only)

C. Electronic Documents and Records.

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types in the table above will be maintained for the appropriate amount of time. If an employee has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder.

D. Suspension of Record Disposal in the Event of Litigation or Claims.

1. No director, officer, employee, volunteer or agent of PRA shall destroy, dispose of, conceal, or alter any record or document while knowing that it is or may be relevant to an anticipated or ongoing investigation or legal proceeding conducted by or before a federal, state or local government agency, including tax and regulatory agencies, law enforcement agencies, and civil and criminal courts, or an anticipated or ongoing internal investigation, audit or review by PRA.
2. During the occurrence of an anticipated or ongoing investigation or legal proceeding as set forth above, the PRA Business Manager shall suspend any further disposal of documents until such time as the Business Manager, with the advice of counsel, determines otherwise. The Business Manager



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shall take such steps as necessary to inform all staff of any suspension in the further disposal of documents.

Adopted: April 3, 2013

7.2. Materials and Equipment

PRA shall be responsible for managing its own materials and equipment. The Principal(s) shall have the primary responsibility to ensure materials and equipment are accounted for and properly maintained.

Adopted: April 3, 2013

8. Facilities

8.1. Responsibilities, Management and Improvements

A. PRA is committed to providing quality education in an economical and efficient manner. Educational facilities are an integral part of the educational program. Facilities directly influence learning and the performance of school personnel and students and indirectly influence attitudes and behaviors. Facilities serve a greater purpose than merely housing students or the educational program; they represent a major public investment. Therefore, it is the policy of PRA that facilities be maintained in good physical condition, be safe and in compliance with applicable building codes, and be maintained at an acceptable level of cleanliness.

B. Board and Principal(s) Responsibilities

1. Facilities planning and design
2. Construction management
3. Real estate management
4. Building maintenance
5. Grounds Maintenance
6. Telecommunications
7. Environmental services
8. Networking
9. Temporary buildings
10. Energy Management

C. Principal(s) Responsibilities. The Principal(s) is/are responsible for the day-to-day utilization and operation of the PRA facility. These include the following:

1. Community Use of school facilities
2. Day-to-day care of facility and grounds



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3. Custodial services
4. Facility security
5. Efficient operation of facility and grounds consistent with intended use
6. Reporting facility or grounds maintenance and improvement needs to the board
7. Energy-efficient operation of facility
8. Display of Awards and/or plaques of recognition

D. All School personnel, in execution of their assigned duties, are responsible for assisting in the operation and management of PRA facilities in a manner that is consistent with this policy.

E. Facility Management/Operational Criteria

1. School facilities are to be managed and operated in accordance with local, state, and federal policies, regulations, and statutes.
2. Facility or grounds modifications, additions or improvements are to be coordinated through the board.
3. Facility improvements shall conform to applicable laws and/or building codes.
4. The board must approve a change in general uses or character of a PRA facility.
5. Timely service shall be provided to ensure, within constraints of available resources, the continued operation of a facility in a safe, secure, and healthy manner.

F. Facility or grounds modification, additions, and other improvements (no maintenance)

1. The Facilities Subcommittee shall authorize and approve all facilities or grounds modifications, additions and other improvements (non-maintenance) either through general budget or specific project approval under the following process:
 - a. The Principal(s) identifies and prepares brief written descriptions of improvement needs that may have facility or grounds impact and submits work request to the Facilities Subcommittee.
 - b. The Facilities Subcommittee shall work collaboratively with the Principal(s) to develop a plan outlining the scope of work, priority, estimated cost, and source of funding. The subcommittee will then present this to the PRA Board.
 - c. This collaborative effort is necessary on all non-maintenance projects



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to provide a means of communicating an awareness of what work is being planned, the proposed work schedule, responsible party for carrying out the work, and any impact this work shall have on the normal operation of the facility.

- d. The Treasurer shall prepare a financial impact statement on evaluation of proposed improvement. Prior to final approval of plan implementation, the board shall review this statement.
2. Modifications covered under this policy shall include the renaming of any real property and/or the dedication to an individual or organization of any part of the property owned or used by PRA or the PRA Building Corporation.

Adopted: April 3, 2013

END



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Policy Revision Log

Section	Change	Date
3.2.C	Added language "in the special meeting" to the second sentence.	March 2, 2017
3.3.D.3	Added language "as set forth herein" to the end of the section.	March 2, 2017
3.4.A	Changed the name of the Board Election Committee to Governance Committee. Amended all other references in the document to Governance Committee.	March 2, 2017
3.4.B.3	Added language "review and" in the first sentence.	March 2, 2017
3.4.E.2	Added language "review and" in the second sentence.	March 2, 2017
3.8.C.2	Updated Accountability Committee Charter.	March 2, 2017
3.8.C.3	Updated Facilities Committee Charter.	March 2, 2017
3.8.C.4	Updated Governance Committee Charter.	March 2, 2017
3.8.C.5	Updated Athletics Subcommittee Charter.	March 2, 2017
3.8.C.6	Updated Community Outreach Subcommittee Charter.	March 2, 2017
3.8.C.7	Updated Curriculum Subcommittee Charter.	March 2, 2017
3.8.C.8	Updated Fundraising Committee Charter.	March 2, 2017
3.8.C.9	Updated Grant Writing Committee Charter.	March 2, 2017
3.8.C.10	Struck High School Subcommittee Charter; no longer an active Subcommittee.	March 2, 2017
3.8.C.12	Struck Technology Subcommittee Charter; no longer an active Subcommittee.	March 2, 2017
3.8.C.13	Struck Wellness Subcommittee Charter; no longer an active Subcommittee.	March 2, 2017
3.9.B.	Replaced "for electronic distribution" with "on the Board's website page".	March 2, 2017
3.10.B	Updated section with current Board professional development practices.	March 2, 2017
5 (Students)	Removed section in its entirety as it is now addressed in other PRA documentation.	March 2, 2017
6 (Educational Program)	Removed section in its entirety as it is now addressed in other PRA documentation.	March 2, 2017
7 (Enrollment)	Removed section in its entirety as it is now addressed in other PRA documentation.	March 2, 2017