



# ELEVATE SCHOOL

## **Elevate School Board Manual**

*Last updated May 2023*

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## ***Forthcoming***

*Strategic Planning Process (Strategic Plan link included)*

*Executive Director Recruitment and Onboarding Process*

## **Purpose of the Board**

The purpose of the ELEVATE SCHOOL BOARD is to ensure adherence to the [Charter](#) and that all students learn and feel safe and that nothing illegal, unethical, or imprudent occurs in the school. The ELEVATE SCHOOL BOARD represents tax-payers, who want a high-performing, safe school for all students, that operates legally and ethically, along with proper use and accountability for the funding the school receives.

## **Governance versus Management Distinction**

The role of the BOARD is to govern, while the role of the Executive Director is to manage the day-to-day operations of the school. Governance is about *establishing outcomes* and subsequently evaluating *how well* those outcomes were achieved. The BOARD'S role is not to develop and implement processes, but rather, to evaluate *how well* processes are working. Management on the other hand is all about execution. Therefore, it is the Executive Director's job to answer the *how* questions and implement processes to achieve the mission and vision of the school.

The role of the ELEVATE SCHOOL BOARD is not to run the school, but to ensure a well-run school.

Therefore, the BOARD will focus and spend BOARD Meeting time on matters vital to the long-term success of the school, such as: student outcomes, oversight, and building BOARD MEMBERS' capacity to govern effectively. The BOARD will not not focus nor spend BOARD Meeting time on matters involving the day-to-day operations of the school, which are better handled by school staff.

# Elevate School Core Values & Board Meeting Norms

**Excellence: We hold ourselves to a high standard, and believe everyone in our community is capable of achieving greatness.**

- We seek opportunities and are prepared to take advantage of them
- We challenge each other in order to achieve the highest standards
- We follow-through on our commitments

**Leadership: We believe every person is capable of creativity and innovation that can cause positive change in the world.**

- We model the 7 Habits in our interactions and influence our school community to do the same
- We recognize and build upon the creativity, innovation, and leadership of one another and all those in our school community
- We take a learning stance and seek out examples of innovation and best practice in order to grow

**Justice: We are agents of change committed to exploring how our identities, community diversity, and action lead to justice.**

- We solicit and listen to all community input, especially voices that often go unheard
- We are transparent with our rationale for decision-making
- We make decisions honoring our most vulnerable members
- We make decisions consistent with Elevate Core Values

**Community: We are better together. Each member is valued as an essential contributor to our community.**

- We speak to each other in-person, and with kindness and respect, when expressing thoughtful and challenging ideas
- We listen with an ear of understanding and consideration for different perspectives and life experiences
- We focus on bringing the entire Elevate community together by honoring the benefits of our diversity

*This is a living document: we will check in on our Elevate BOARD Meeting Norms based on our Core Values at our annual retreat. As a BOARD, we will undergo a self-assessment of Elevate BOARD Meeting Norms, as needed, to encourage mindfulness.*

The BOARD asks that the Public abide by the same BOARD Meeting Norms during BOARD Meetings, in order to maintain an inclusive environment where diverse perspectives can be shared and considered.

# Code of Ethics

## 1. BOARD Relations and Communication

### As a BOARD MEMBER I will:

- Develop and maintain good relations with fellow BOARD MEMBERS by recognizing the importance of keeping an open mind and promoting the opportunity to think through other facts and points of view.
- Work with my fellow BOARD MEMBERS in a spirit of cooperation in spite of differences of opinion that may arise during vigorous debates of points at issue.
- Maintain an atmosphere in which controversial issues can be debated openly and fairly, protecting the dignity of individuals.
- Work with my fellow BOARD MEMBERS to achieve common goals, looking beyond self-interest and encouraging compromise and positive change when necessary.
- Set a good example for others by modeling the BOARD Norms aligned to Elevate School's Core Values and communicating thoughtfully.

## 2. Advocate/Support School

### As a BOARD MEMBER I will:

- Integrate the wide variety of public and community needs into decisions which benefit Elevate School as a whole.
- Use the powers of the office honestly and constructively, communicating and promoting the needs of the community to Elevate School and the needs of the Elevate School to the community.
- Model BOARD Norms aligned to Elevate School's Core Values in my interactions within the school community.

## 3. BOARD/Executive Director/Staff Relationship

### As a BOARD MEMBER I will:

- Respect the delegation of authority to the Executive Director to administer the day to day operations of the school.
- Promote a healthy working relationship with the Executive Director through supportive, open, and honest communication and regular evaluation.
- Recognize that staff time is valuable and is best spent furthering the educational mission of the school. I will avoid making undue demands on staff time and will carefully consider the impact of requests for information on the ability of staff to fulfill their responsibilities to Elevate School.

#### **4. Communicating with staff, students and families**

**As a BOARD MEMBER I will:**

- Refer any student or employee complaints directly through appropriate channels or to the Executive Director.
- Encourage and safeguard open access to the BOARD while maintaining appropriate and [well-defined communication](#) and decision-making protocols.

#### **5. Communicating with community members and media**

**As a BOARD MEMBER I recognize that:**

- As an individual BOARD MEMBER I do not speak for the BOARD unless specifically delegated to do so.
- The BOARD CHAIRPERSON is the lead media contact on behalf of the BOARD.

#### **6. Maintaining confidentiality**

**As a BOARD MEMBER I will:**

- Maintain confidentiality about issues discussed in closed session or as otherwise required by law.

#### **7. Create a Positive Climate**

**As a BOARD MEMBER I will:**

- Encourage and support innovation and creativity in school district programs and operations.
- Act with integrity and reflect the BOARD Norms aligned to Elevate School's Core Values at all times when performing my responsibilities.
- Focus my commitment to the achievement of all students.
- Support the district by attending school and community events, expressing appreciation for employee's commitment and accomplishments, and recognizing student success and achievement.

#### **8. Fiduciary Responsibility**

**As a BOARD MEMBER I will:**

- Fulfill my fiduciary responsibility for sound budgetary and fiscal management by reviewing financial reports, asking questions, and making decisions that provide direction to the Executive Director.
- Accurately account for expenses.
- Establish and uphold fair and prudent expense standards and reporting procedures.

# Procedures for Violations of the Code of Ethics

All BOARD MEMBERS are expected to maintain the highest standards of conduct and adhere to the BOARD Code of Ethics. The BOARD will investigate the factual basis behind any charge or complaint of board member misconduct.

- Charges by any person that a board member has violated laws and regulations governing board behavior or the BOARD'S Code of Ethics shall be directed to the BOARD CHAIRPERSON.
- The BOARD CHAIRPERSON will first discuss the violation with the board member to reach a resolution. The reasons and motivations for the behavior and of those who have identified the behavior as unethical will be explored.
- If resolution is not achieved and further action is deemed necessary, the BOARD CHAIRPERSON may appoint an ad hoc committee composed of two BOARD MEMBERS not subject to the complaint. The committee will examine the matter and, if warranted, recommend further courses of action to the BOARD CHAIRPERSON. The BOARD MEMBER subject to the charge of misconduct shall have the opportunity to present information to the committee.

Possible courses of action may include:

- If the alleged behavior violates laws governing board behavior, including but not limited to conflict of interest, open and public meetings (Brown Act), confidentiality, and use of public resources, legal counsel may be sought and the violations referred to the District Attorney or Attorney General as provided for in law.
- If the alleged behavior violates BOARD policy on ethical conduct, the committee will determine the appropriate sanctions, including but not limited to:
  - At a meeting, the BOARD may make a public statement of expected BOARD behavior, adopt a resolution about what expected behavior is, and/or publicly reaffirm the ethics policy.
  - At a meeting, the BOARD may issue a public statement in which it expresses concern with an individual board member's behavior.
  - At a meeting, the BOARD may vote to censure the board member's behavior. Censure distances the BOARD from the unethical behavior of one of its members and is a clear public statement that unethical behavior is not condoned or tolerated.
  - At a meeting, the BOARD may vote to remove a BOARD MEMBER from the BOARD per Article VII Section 11 of the Bylaws.
- If the BOARD CHAIRPERSON is perceived to have violated the code, the Vice Chair is authorized to pursue resolution.

# **Elevate School Board Governance and Responsibilities**

The role of the BOARD is not to run the school. The BOARD sets the tone and ensures the school is well run.

BOARD MEMBERS have collective, not individual authority. Authority to make decisions is only granted to the board as a whole. The full BOARD gives direction to the Executive Director most commonly at board meetings. Individual BOARD MEMBERS do not have the authority to direct the Executive Director or staff, unless otherwise agreed to by the BOARD and Executive Director.

## **1. Set the Direction for the School**

- The BOARD adopts policies that establish the vision and mission of the school. BOARD MEMBERS are strategic in their thinking and focused on the future learning needs of their entire community. BOARD MEMBERS must be aware of the broad and diverse community values and needs across Elevate School.
- The BOARD models the BOARD Norms aligned to Elevate School's Core Values through interactions as a BOARD and as individual BOARD MEMBERS.
- The BOARD models open, straightforward, and tactful communication in order to build trust at all times.

## **2. Establish the Structure**

- The BOARD set a positive climate for dispute resolution and model principled negotiations.
- The BOARD makes budget allocations in order to achieve the mission, goals, educational priorities, stability through effective use of funds.
- The BOARD ensures curriculum and courses adhere to and align with state standards.

## **3. Ensure Accountability**

- The BOARD establishes the criteria and indicators used to monitor progress on and adherence to policies and goals prior to the actual monitoring, so that the Executive Director and the staff know what is expected of them.



- The BOARD promotes a safe and welcoming educational environment for all students and staff by maintaining Elevate School's assets and facilities.
- The BOARD possesses knowledge of organizational practices and policies, and reviews organizational practices and policies on an annual basis.
- The BOARD possesses understanding of charter legal mandates and frameworks.
- The BOARD selects, works with, and evaluates the Executive Director. The BOARD establishes clear parameters and expectations for the Executive Director's performance and evaluation.

**4. Provide support for the Executive Director**

- Actively support Executive Director in meeting his/her goals
- Ensure active communication with the Executive Director on a consistent basis
- Annually review parent, student, staff survey documents, accreditations in supporting organizational needs.

# Board Member Performance Expectations

## **General Expectations**

Each BOARD MEMBER is responsible for actively participating in the work of the ELEVATE SCHOOL BOARD and the life of the organization. Each BOARD MEMBER is expected to affirm and strive to fulfill the performance expectations outlined below. These expectations are to be clearly articulated prior to nominating any candidate as a BOARD MEMBER. The ELEVATE SCHOOL BOARD will nominate the candidate only after she/he has agreed to fulfill these expectations. In addition to the responsibilities below, individual BOARD MEMBERS are expected to help each other fulfill their commitments outlined in the Bylaws, the Code of Ethics, and BOARD Governance and Responsibilities.

## **Specific Responsibilities:**

1. Believe in and be an active advocate and ambassador for the Core Values, mission, and vision of the Elevate School.
2. Work with fellow BOARD MEMBERS to fulfill the obligations of BOARD membership: set direction and policies for improved student outcomes, provide policy and fiduciary oversight, and continue to develop as a BOARD MEMBER.
3. Behave in alignment to the Elevate Core Values and BOARD Norms, Code of Ethics, and contribute to the effective operations of the BOARD.
4. Regularly attend BOARD meetings. Prepare for these meetings by reviewing materials and bringing the materials to meetings. If unable to attend, notify the BOARD CHAIRPERSON.
5. Be prepared to contribute approximately 5-8 hours per month toward BOARD service which includes:
  - Attending the BOARD meeting (2 hours)
  - Working towards 1 or more BOARD Goals (1+ hour)
  - Reading materials and preparing for the BOARD meeting (1 hour)
  - Attending events at the school and other ambassador tasks as needed (1 hour)
6. Keep informed about the organization and its issues by reviewing materials, participating in discussions, and asking strategic questions.
7. Use personal and professional contacts and expertise for the benefit of the Elevate School.
8. Give an annual financial contribution and support capital campaigns at a level that is personally meaningful.
9. Inform the BOARD CHAIRPERSON of any potential conflicts of interest, whether real or perceived, and abide by the decision of the BOARD related to the situation.

# Annual Board Self-Evaluation Tool

Questions should be answered by all BOARD MEMBERS and the Executive Director. After individual completion, the results of Sections A, B, C and D should be compiled, shared and discussed by the whole BOARD to determine an average group answer to each question and an overall section rating. Section E should be answered by BOARD MEMBERS alone but not shared with the group.

*Circle the response that best reflects your opinion. The rating scale for each statement is:*

*Strongly Disagree(1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)*

## A. How Well Has the Board Done Its Job?

1. Our organization has a three to five-year strategic plan or a set of clear, long range goals and priorities.	1	2	3	4	5
2. The BOARD has insured that the organization has a revised LCAP.	1	2	3	4	5
3. The BOARD gives direction to the Executive Director on how to achieve goals primarily by setting or referring to policies.	1	2	3	4	5
4. The BOARD'S meeting agenda clearly reflects our strategic plan, priorities, and/or board goals.	1	2	3	4	5
5. Our school has shown growth for a targeted student group to ensure equitable access, opportunities, and outcomes.	1	2	3	4	5
6. Our organization is financially healthy as indicated by our financial KPI's.	1	2	3	4	5

*My overall rating (add together the total of the numbers circled):*

- Excellent (28+)*
- Very Good (24-27)*
- Good (20-23)*
- Needs Improvement (15-19)*
- Poor (6-14)*

## B. How Well Has the Board Conducted Itself?

1. BOARD MEMBERS are aware of what is expected of them.	1	2	3	4	5
2. The agenda of BOARD meetings is well planned so that we are able to get through all necessary board business.	1	2	3	4	5
3. It seems like most BOARD MEMBERS come to meetings prepared.	1	2	3	4	5
4. BOARD MEMBERS receive board meeting docs in advance of our meetings.	1	2	3	4	5
5. All BOARD MEMBERS' behavior is in alignment with the Elevate Core Values and BOARD Norms and Code of Ethics.	1	2	3	4	5
6. All BOARD MEMBERS participate in important BOARD discussions.	1	2	3	4	5
7. We do a good job encouraging and dealing with different points of view.	1	2	3	4	5
8. We all support the decisions we make.	1	2	3	4	5
9. The BOARD has taken responsibility for recruiting new BOARD MEMBERS.	1	2	3	4	5
10. The BOARD has planned and led the orientation process for new BOARD MEMBERS.	1	2	3	4	5
11. The BOARD has a plan for BOARD Development.	1	2	3	4	5
12. Our BOARD meetings are always interesting, frequently fun, and sometimes have food.	1	2	3	4	5

*My overall rating (add together the total of the numbers circled):*

- Excellent (55+)*
- Very Good (48-54)*
- Good (40-47)*
- Needs Improvement (28-39)*
- Poor (12-27)*

### C. Feedback to the BOARD CHAIRPERSON

1. The BOARD has discussed the role and responsibilities of the BOARD CHAIRPERSON.	1	2	3	4	5
2. The BOARD CHAIRPERSON is well prepared for BOARD meetings.	1	2	3	4	5
3. The BOARD CHAIRPERSON helps the BOARD to stick to the agenda.	1	2	3	4	5
4. The BOARD CHAIRPERSON ensures that every BOARD MEMBER has an opportunity to be heard.	1	2	3	4	5
5. The BOARD CHAIRPERSON is skilled at managing different points of view.	1	2	3	4	5
6. The BOARD CHAIRPERSON can be tough on us as a group when our behavior is not in alignment with the Elevate Core Values and BOARD Norms and/or the Code of Ethics.	1	2	3	4	5
7. The BOARD CHAIRPERSON knows how to be direct with an individual BOARD MEMBER when their behavior is not in alignment with the Elevate Core Values and BOARD Norms and/or the Code of Ethics.	1	2	3	4	5
8. The BOARD CHAIRPERSON helps the BOARD work well together.	1	2	3	4	5
9. The BOARD CHAIRPERSON demonstrates good listening skills.	1	2	3	4	5
10. The BOARD supports the BOARD CHAIRPERSON.	1	2	3	4	5
11. The BOARD CHAIRPERSON is effective in delegating responsibility amongst BOARD MEMBERS.	1	2	3	4	5

*My overall rating (add together the total of the numbers circled):*

- Excellent (50+)*
- Very Good (44-49)*
- Good (37-43)*
- Needs Improvement (26-36)*
- Poor (11-25)*

## D. Board's Relationship with Executive Director

1. There is a clear understanding of where the BOARD's role ends and the Executive Director's begins.	1	2	3	4	5
2. There is good two-way communication between the BOARD and the Executive Director.	1	2	3	4	5
3. The BOARD trusts the judgment of the Executive Director.	1	2	3	4	5
4. The BOARD provides direction to the Executive Director by setting new policies or clarifying existing ones.	1	2	3	4	5
5. The BOARD has articulated and communicated the kinds of information and level of detail it requires from the Executive Director on what is happening in the organization.	1	2	3	4	5
6. The BOARD has developed formal criteria and a process for evaluating the Executive Director.	1	2	3	4	5
7. The BOARD has formally evaluated the Executive Director within the past 12 months.	1	2	3	4	5
8. The BOARD evaluates the Executive Director primarily on the accomplishment of his/her goals and general responsibilities.	1	2	3	4	5
9. The BOARD regularly provides feedback and shows its appreciation to the Executive Director	1	2	3	4	5
10. The BOARD ensures that the Executive Director is able to take advantage of professional development opportunities.	1	2	3	4	5

*My overall rating (add together the total of the numbers circled):*

- Excellent (46+)*
- Very Good (40-45)*
- Good (33-39)*
- Needs Improvement (23-32)*
- Poor (10-22)*

**E. Performance of Individual Board Members** *(not to be shared)*

1. I am aware of what is expected of me as a BOARD MEMBER.	1	2	3	4	5
2. I have a good record of meeting attendance.	1	2	3	4	5
3. I read the minutes, reports and other materials in advance of our BOARD Meetings.	1	2	3	4	5
4. I am familiar with what is in the BOARD by-laws, governing policies, and BOARD Manual.	1	2	3	4	5
5. My behavior at BOARD Meetings was in alignment with the Elevate Core Values and BOARD Meeting Norms and Code of Ethics.	1	2	3	4	5
6. I frequently encourage other BOARD Members to express their opinions at BOARD Meetings.	1	2	3	4	5
7. I am encouraged by other BOARD Members to express my opinions at BOARD Meetings.	1	2	3	4	5
8. I am a good listener at BOARD Meetings.	1	2	3	4	5
9. I follow through on things I have said I would do.	1	2	3	4	5
10. I maintain confidentiality when legally necessary.	1	2	3	4	5
11. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
12. I support BOARD decisions once they are made even if I do not agree with them.	1	2	3	4	5
13. I promote the work of our organization in the community whenever I had a chance to do so.	1	2	3	4	5
14. I stay informed about issues relevant to our mission and bring information to the attention of the BOARD.	1	2	3	4	5

*My overall rating (add together the total of the numbers circled):*

- Excellent (64+)*
- Very Good (58-63)*
- Good (48-57)*
- Needs Improvement (31-47)*
- Poor (13-30)*

# Monthly Elevate School Board Meetings: Scope & Sequence<sup>1</sup>

August	September	October	November	December	January
<p><b>Student Outcomes:</b> Preliminary CAASPP</p> <p><b>Oversight:</b> Executive Director Goals</p> <p><b>Board Dev Retreat:</b> Orientation Purpose Role Clarity Brown Act Board Goals Workshop</p>	<p><b>Student Outcomes:</b> LCAP Update</p> <p><b>Oversight:</b> Unaudited Actuals Report</p> <p><b>Board Dev:</b> Adopt Board Goals &amp; Metrics</p>	<p><b>Student Outcomes:</b> Baseline Academic &amp; SEL Data</p> <p><b>Oversight:</b> Enrollment &amp; Attendance</p> <p><b>Board Dev:</b> Fiscal Oversight</p>	<p><b>Student Outcomes:</b> Benchmark Data</p> <p><b>Oversight:</b> Salary Comp. Discussion</p> <p><b>Board Dev:</b> Reflection Chpt 6: taxpayers interest vs educational partner interest? By-laws? Meeting time?</p>	<p><b>Student Outcomes:</b> CA Dashboard</p> <p><b>Oversight:</b> First Interim Report  Approve Audited Financial Statements</p> <p><b>Board Dev:</b> Board Manual Updates</p>	<p><b>Student Outcomes:</b> SEL Formative Data &amp; Exhibition</p> <p><b>Oversight:</b> Salary Comp Adoption, Executive Director Mid-Year Review</p> <p><b>Board Dev:</b> Reflection Chpt 7: Time spent on process vs outcomes?</p>

February	March	April	May	June
<p><b>Student Outcomes:</b> Academic Mid-Year Data</p> <p><b>Oversight:</b> Governor's Budget Proposal Approval of School Calendar</p> <p><b>Board Dev:</b> Form 700 Board Member Recruitment</p>	<p><b>Student Outcomes:</b> Benchmark Data</p> <p><b>Oversight:</b> Approval of Second Interim Report</p> <p><b>Board Dev:</b> CCSA Conference</p>	<p><b>Student Outcomes:</b> LCAP Update</p> <p><b>Oversight:</b> ELO-P/Summer Program Update</p> <p><b>Board Dev:</b> Debrief on CCSA learnings &amp; next steps</p>	<p><b>Student Outcomes:</b> MRA Survey</p> <p><b>Oversight:</b> Board Policy Updates Review Elevate Tax Returns &amp; 990</p> <p><b>Board Dev:</b> CA Charter Policy Updates</p>	<p><b>Student Outcomes:</b> SEL Data &amp; Exhibition</p> <p><b>Oversight:</b> Adoption of Proposed Budget Executive Director Summative Evaluation LCAP Adoption Staff Handbook Revisions</p> <p><b>Board Dev.:</b> Approval of Board members &amp; Orientation Resources Annual Board Self-Evaluation Election of Board Officers Board Calendar</p>

<sup>1</sup> This is an example and subject to change. Note that Elevate's fiscal year begins July 1.



# Board Meeting Overview

BOARD meetings will be held monthly from August through June. In addition, there will be an annual BOARD Retreat and Special BOARD Meetings can be called as necessary. During BOARD Meetings, the BOARD MEMBERS will sit in a circle in alignment with the Elevate Core Value of Community. There will be one open seat for members of the public to come and join the BOARD MEMBERS during non-agenda and agenda public comment. During the opening, BOARD MEMBERS will read the Elevate Core Values and BOARD Meeting Norms in order to ground ourselves and our behavior. The BOARD asks that the public abide by these BOARD Meeting Norms as well, in order to maintain an inclusive environment where diverse perspectives can be shared and considered.

Demonstrations will not be allowed in the BOARD Meeting. Placards, banners, signs, and flags larger than 8 ½ x 11 are not permitted. Cell phones are expected to be turned off or put in silent mode during the BOARD Meeting.

As much as possible, BOARD Meeting agendas will be designed to help support the BOARD's focus, with 30% of the meeting time being devoted to discussing student outcomes, 30% of the meeting time being devoted to BOARD Oversight, focusing on the financials, and 30% of the meeting time being devoted to BOARD Development. To keep us on track, BOARD Meetings will be facilitated using Robert's Rules of Order to ensure efficiency and effectiveness.

Any disturbance or willful interruption of a BOARD Meeting shall not be permitted by the BOARD CHAIRPERSON. The BOARD CHAIRPERSON is authorized to order a BOARD Meeting adjourned, adjourned to clear the meeting room, or to remove disruptive individual or groups at any given time if the legislative decorum of the meeting is disrupted by members of the audience and the audience does not observe a request by the BOARD CHAIRPERSON for restoration of order (California Government Code Sections 54957.9).

# Public Comment at Board Meetings

In order to provide an orderly process in receiving public testimony on matters before the BOARD, the BOARD encourages all members of the public, whenever possible:

- To make a [public comment request](#) prior to 10am on the date of the BOARD Meeting.
- To ensure non-agenda public comments are directly related to the BOARD's purpose: student outcomes, financial and policy oversight, and BOARD Development. Any other issues or concerns are best directed to designated [Elevate Staff](#).
- To be direct and concise.
- To avoid repetition of statements made earlier by fellow proponents on the same subject.

If questions are to be submitted to the BOARD, such questions must be in writing through a public comment request prior to 10am on the date of the BOARD Meeting. The Executive Director, if requested by the BOARD, shall provide the written responses to such questions subsequent to the BOARD Meeting at which they were posed.

There shall be two types of public comment at regular BOARD Meetings:

1. **Non-Agenda Items:** Any person who desires to be heard by the BOARD on an item which is not listed on the agenda will submit an electronic public comment request prior to the beginning of the meeting and will be heard at the beginning of the meeting, prior to the agenda items.

The BOARD encourages members of the public to ensure non-agenda public comments are directly related to the BOARD's purpose: student outcomes, financial and policy oversight, and BOARD Development

The BOARD shall take no action, other than an action of referral, on any subject brought forth as a non-agenda item unless the BOARD CHAIRPERSON finds that exigent circumstances require immediate action.

2. **Agenda Items:** Any person who desires to be heard by the BOARD on an agenda item will submit an electronic public comment request prior to the beginning of the meeting, for or against the recommendation, and will be heard prior to that item being called for discussion by the BOARD. Once BOARD discussion of the item begins, no Public Comment Requests will be accepted. People addressing the BOARD on an agenda item shall confine their remarks exclusively to the agenda item about which they speak, and shall not be permitted to participate in any legislative deliberations of the BOARD about the agenda item.
  - **Time Limits:** Public comment shall be limited to a maximum of 20 minutes per agenda item and a maximum of 20 minutes for all non-agenda items. All speakers will have a maximum of three (3) minutes per speaker unless such a

time limit is waived by the BOARD CHAIRPERSON. The BOARD CHAIRPERSON shall announce the amount of time allocated for public comment prior to the hearing of public comment. No deferral of time will be permitted. If public comment time should run out for an agenda item prior to all requested speakers being heard, the BOARD CHAIRPERSON shall identify the number of speakers who were not heard in favor of the recommendation and the number of those opposed.

- Each speaker will join the BOARD, sitting in a circle, to make a public comment. When finished speaking, they will return to the audience.
- Any public comment may be interrupted at any time on motion of any one member of the BOARD or the Executive Director. If interrupted, the BOARD then shall decide whether it should continue to hear the speaker in public meeting, whether it should hear the speaker in private closed session, or whether it should refuse to continue hearing the speaker at all.

# Written Communication to the Elevate School Board

All written communication, including email, addressed to the BOARD should be related to the [BOARD'S purpose](#) of ensuring student outcomes, compliance and oversight, and BOARD Development. Any other issues or concerns are best directed to designated [Elevate Staff](#).

The public should address written communication, including emails, to the BOARD CHAIRPERSON, who will then share the written communication with all BOARD MEMBERS. The BOARD CHAIRPERSON may refer the written communication to the Executive Director for investigation and preparation of a proposed written response which shall be presented to the BOARD. The BOARD CHAIRPERSON may then either respond directly or request that the Executive Director respond to the communication. No written communication will be read publicly during the BOARD Meeting.

# Elevate School Board Policies and Resolutions

[Board Policies and Resolutions](#) can be found on the Elevate School Website.  
[Elevate's current LCAP can be viewed here.](#)

## Policies and Resolutions

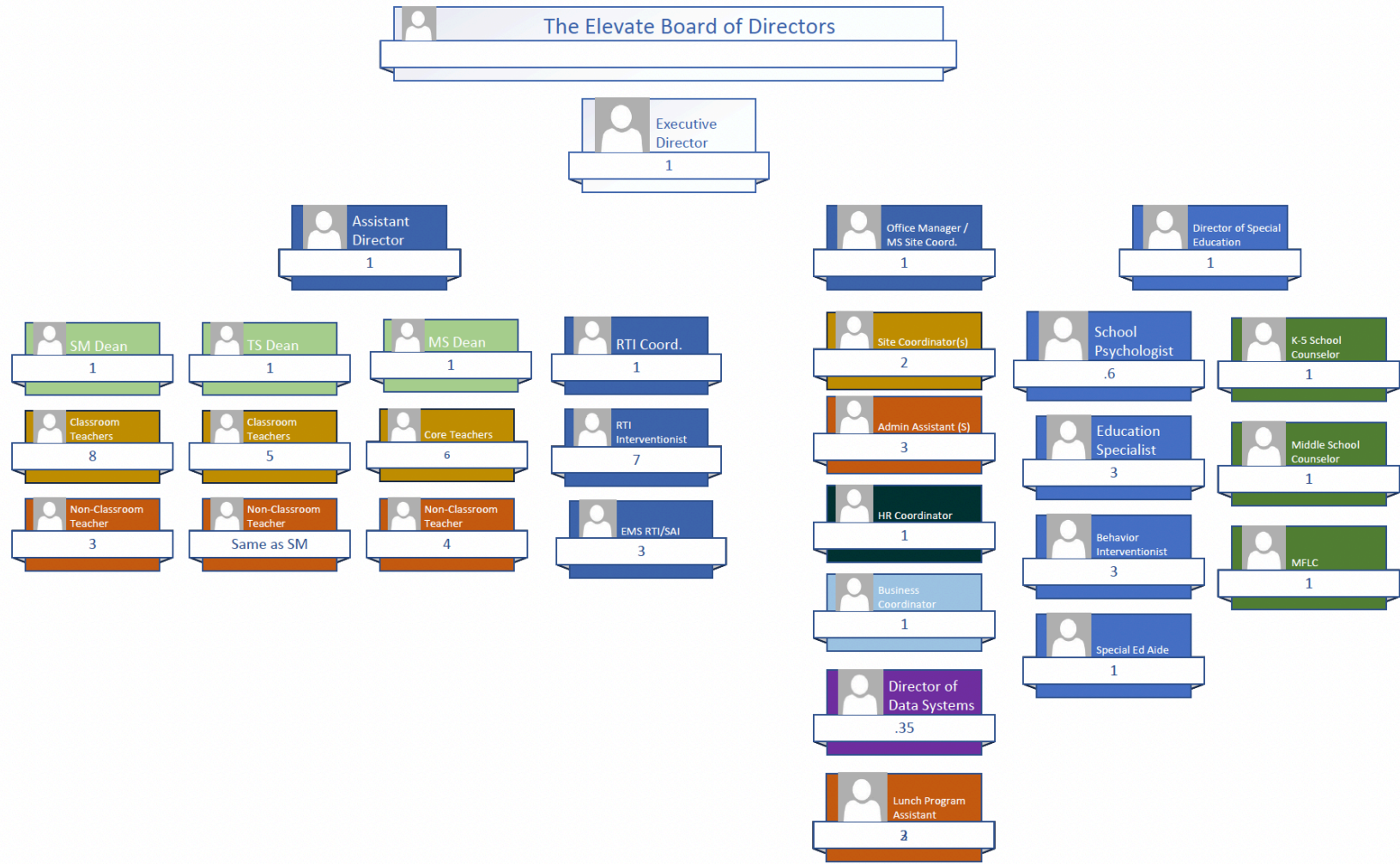
### **Elevate School Resolution No. 2020-1**

- [BP0001 Special Education Policy](#)
- [BP0002 Homeless Youth Policy](#)
- [BP1312.3 Uniform Complain Policy and Procedures](#)
- [BP3001 Free and Reduced Price Meal Policy](#)
- [BP5005 Student Freedom of Speech and Expression Policy](#)
- [BP5006 Cell Phones Smartphones Pagers Other Electronic Signaling Devices ...](#)
- [BP5007 Use of Information Learned From Social Media Policy](#)
- [BP5008 Suicide Prevention Policy](#)
- [BP5125 Educational Records and Student Information Policy](#)
- [BP5145.71 Elevate Title IX Harassment Intimidation Discrimination and Bully...](#)
- [BP6001 Independent Study Policy](#)
- [BP6002 Policy Procedures and Parent Rights](#)
- [BP6003 Foster Youth Policy](#)
- [BP6004 Elevate Human Trafficking Policy](#)
- [BP6005 2022 Parent and Family Engagement Policy.docx](#)
- [Conflict of Interest Code](#)
- [Discipline Policy](#)
- [Meal Charge Policy](#)
- [Rights and Responsibilities Regarding Filing a Title IX Complaint](#)
- [Signed Elevate Bylaws](#)
- [Student Handbook 2021-2022](#)
- [Wellness Policy](#)

*\*Last updated May 2023*

# Elevate School Organizational Chart

*updated for the 2022-2023 school year*



# Elevate School Board Member Recruitment & Onboarding Processes

The BOARD CHAIRPERSON is responsible for designing and running a BOARD MEMBER recruiting process. The BOARD CHAIRPERSON will appoint a committee to assist with the process. We seek a process that is consistent, fair, and ensures we get the people on the BOARD with the expertise and skills needed to meet our strategic goals. Following are the guidelines for the BOARD MEMBER recruiting process:

- Have a clear understanding of the ELEVATE SCHOOL BOARD duties and Strategic Plan.
- Determine the number of members that are needed to accomplish the BOARD'S duties and Strategic Plan.
- Understand BOARD MEMBER succession.
  - What are the dates that each officer will complete BOARD service?
  - Which BOARD MEMBERS' terms expire in the next one and two years?
- Assess the composition of the current BOARD in regard to qualities and skills. This should be done by creating a BOARD inventory sheet to track current BOARD MEMBERS' strengths and characteristics.
- While there is no mandate, it is strongly encouraged and recommended that at least one (1) parent of an Elevate student serve on the BOARD.
- Determine the quality and skill gaps that need to be filled in order to achieve the Elevate Strategic Plan over the next three years. The BOARD should be diverse, and not too heavily weighted or under weighted in any key area. Skills may include, but are not limited to:
  - Background in elementary and/or middle school education curriculum, assessment, and/or leaders
  - Experience with the inner workings of nonprofit corporations
  - Experience with nonprofit finance, preferable with educational finances
  - Proven track record of successful business dealings
  - Experience in community outreach and/or public relations
  - Legal experience
  - Experience in the Military
  - Experience in Real Estate, Facilities, or Construction
  - Prior Board Experience
  - Experience in Governance, Leadership, or Strategic Planning
  - Experience in Human Resources
  - Experience in Communications/Marketing
  - Representation of our Student Demographics, including a preference for parent representation on the BOARD

- Compare current composition to future needs, and create a recruiting priorities list.
- Recruit candidates via the following methods:
  - Post the ELEVATE SCHOOL BOARD MEMBER Position job description on the Elevate School website as a landing page that allows interested candidates to apply.
  - Promote the open position in various internal communication channels, such as the school website homepage, the newsletter and physical posters/banners posted at the school.
  - Identifying possible candidates from the personal and professional networks of the current board members, school staff, and the school community.
- All interested candidates must submit an application.
- Two BOARD MEMBERS select the top candidates from the application pool to progress to the interview stage. Share the candidates' resumes and bios and any other available background information with the BOARD.
- Invite top candidates to attend and observe a BOARD MEETING
- A BOARD MEMBER notifies applicants who were not selected to progress to the interview stage, thanking them for their application.
- Interview the top candidates through the following process:
  - A BOARD MEMBER contacts the top candidates via phone, email, and/or text to schedule the first formal interview.
  - Two BOARD MEMBERS conduct the first formal interview using these suggested interview questions:
    - Have you been on a board before?
    - What do you do at your current place of employment?
    - What value do you feel you could bring to the board and school?
    - Are you a strategic thinker, or an implementer, or as something else?
    - In terms of board roles, are you more Chairperson, Vice Chair, Treasurer, Secretary
    - Plan to be in San Diego for a while?
    - Any questions for us about the board, the responsibilities or the school?
  - Invite the candidate to the Elevate Leadership Day (if timings allow).
  - Share key information and documentation, to include:
    - BOARD MEMBER Agreement
    - Bylaws
    - BOARD meeting schedule for the year
    - BOARD Manual
    - Strategic Plan
  - Have the top candidates meet with the Executive Director and take a tour of the school.



- The BOARD CHAIRPERSON conduct a second formal interview using these suggested interview questions:
  - Why are you interested in serving on a charter school board?
  - Have you served on other boards before? If so, what are a few aspects of your board service that were notably positive or negative for you?
  - Why does this particular school board appeal to you?
  - What skills, networks, experiences, and other assets will you bring to this board? How will this school benefit from your participation on the board?
  - Can you meet the requirements stated in our Board Member Agreement? In particular, how much time do you anticipate being able to devote to board service?
  - What questions do you have about this board, our expectations for board members, or anything else regarding becoming a member of this board
  
- Conduct a Raptor and/or Livescan background check on the recommended candidate(s) .
  
- The BOARD CHAIRPERSON/Executive Director will bring forth a recommendation to the board of the top candidate(s) for approval.
  
- Offer the BOARD position(s) to the top candidate(s).
  
- Within the first 30 days, the new BOARD MEMBER must complete the following orientation:
  - Ensure the new BOARD MEMBER has read the schools key documents.
  - Meet with an existing BOARD MEMBER to discuss questions.
  - Meet with the Executive Director to discuss any additional questions.
  - Meet with designated school staff members to get an Elevate email, access to Board on Track, and fill out Form 700.
  - Email Bio to designated school staff member.
  - Skim last year of BOARD Meeting agendas and documents found on Board on Track.
  - Read, sign, and bring the BOARD MEMBER Agreement to the first BOARD Meeting.

# Executive Director Job Description

## Job Description Executive Director



### The Role of the Executive Director

*The Executive Director is the leader of the Charter School, providing the instructional, operational, financial and administrative direction necessary to ensure the success of the Charter School. This necessitates developing and maintaining close working relationships with all school-wide constituencies including parents, guardians, families, students, faculty, staff, other administrators, advisors, trustees, governmental entities, community members and strategic partners. The Executive Director works with and oversees all teachers and staff to ensure that the educational program is implemented in a manner that maximizes student-learning experiences. In fulfilling these goals, the Executive Director reports directly to and works in conjunction with the Board of Directors. The Board of Directors is responsible for determining and overseeing the Executive Director's precise job description and duties. As appropriate and necessary, certain duties may be delegated to key staff members.*

### Essential Duties and Responsibilities

- Ensure Elevate School enacts its mission
- Communicate and report to the Board of Directors
- Lead and provide direction for the School Leadership Team
- Ensure an effective system is established and followed to provide feedback to and evaluate teachers and staff
- Oversee school finances (with back office, as appropriate) to ensure financial stability and sustainability
- Engage with district staff to guide Elevate's long-term facility acquisition process
- Communicate with parents, recruit new families and students, and assure families of academic growth
- Ensure an effective system is established and followed to develop high-quality professional development/learning
- Identify the staffing needs of Elevate School and other staff development as needed
- Interview and make employee hiring, promotion, discipline, and/or dismissal decision, and report to the Board
- Ensure compliance with all applicable state and federal laws and help secure local grants
- Empower office staff to take appropriate steps to ensure full and regular student attendance in accordance with school policies
- Complete and submit required documents as requested or required by the charter and/or Board of Directors and/or the District
- Ensure the establishment and maintenance of a system to handle organizational tasks such as student records, teacher records, teacher credentialing information, contemporaneous attendance logs, purchasing, budgets, and timetables
- Ensure effective safety and security protocols are established and followed at each school campus
- Promote Elevate School in the community and promote positive public relations and interact effectively with media
- Attend District Administrative meetings as requested by the District and stay in direct contact with the District regarding changes, progress, etc.
- Maintain up-to-date financial records
- Provide all necessary financial reports as required for proper attendance reporting
- Liaise with the Elevate School Foundation to communicate areas of need and procure additional resources to support education program
- Develop the school annual performance report and the SARC
- Ensure the timely completion, reporting, and submission of annual independent fiscal audit
- Ensure an effective system is established and followed which utilizes Restorative Practices when school staff respond to student behaviors; if necessary, participate in the suspension and expulsion process
- Participate in IEP meetings as necessary

### Qualifications and Experience

- Bachelor's Degree in Business or Education; Master's degree or equivalent preferred
- Preliminary or Professional California Administrative Services Credential
- Strong commitment to the mission of Elevate School
- Experience in education or business leadership, strategic planning, staff development, board relations, financial management and operations
- Commitment to ongoing professional learning and development
- Deep love for students and a passion to see them succeed
- Motivational and energetic leader with a commitment to developing, training, and retaining high quality teachers
- Skill in facilitating growth and development in teams
- Entrepreneurial thinking and strategic vision
- Excellent oral and written communication skills with ability to clearly communicate to multiple, diverse constituencies
- Understanding and practice Steven Covey's Seven Habits of Highly Effective People
- Background clearance from the FBI/DOJ
- Proof of negative TB test
- First aid certificate

*\*Last updated June 2022*

# Executive Director Evaluation Process

## **1. Meeting at Annual Board Retreat Prior to the Start of the School Year**

In a closed session as part of the Annual BOARD Retreat, the BOARD and the Executive Director shall meet to review preliminary state academic performance data related to the Executive Director's goals from the prior year. They will also review, modify as needed, and approve the [Executive Director Summative Evaluation form](#) and set specific goals with metrics for the upcoming school year. There will be at least one goal targeting the growth of a student group to ensure equitable access, opportunities, and outcomes for our students.

## **2. Mid-Year Meeting Regarding Annual Review of Executive Director**

The BOARD CHAIRPERSON will agendize a mid-year review of the Executive Director's goal progress for a closed session during the regular January BOARD meeting or later. At this meeting, the BOARD will discuss and commence the summative annual evaluation of the Executive Director.

## **3. Executive Director Self-Evaluation Component**

Prior to the June BOARD meeting, the Executive Director will prepare a [self-evaluation on the Executive Director Summative Evaluation Form](#) and present it to the BOARD CHAIRPERSON for distribution to BOARD MEMBERS. At a minimum, the Executive Director's report will include:

- Summary results on the Executive Director's performance goals established at the Annual BOARD Retreat prior to the start of the school year
- Summary of progress on current year's School goals
- Report on student performance
- Any additional school or professional highlights the Executive Director believes will demonstrate effective performance

## **4. Board Member Completion of Summative Evaluation Form**

Following review of the Executive Director's self-evaluation and any other necessary input from BOARD discussion, BOARD MEMBERS will meet in a properly convened closed meeting during a June BOARD meeting, without the Executive Director present, to discuss their individual ratings and determine a consensus rating for each indicator. The BOARD Chair will record the BOARD's consensus ratings on a blank copy of the instrument.

### ***Evaluation Process for the Executive Director:***

1. From a review of the BOARD's composite ratings, the BOARD will identify:
  - a. Agreed upon areas of strength.
  - b. Agreed upon areas for improvement.
  - c. Any specific expectations the BOARD has regarding the Executive

Director's performance for the coming year.

2. For areas in which there is no clear agreement about a rating, the BOARD will discuss reasons for their varying ratings and try to reach consensus about what, if anything, the BOARD would like to see differently regarding that indicator in the coming year.
3. After reaching consensus about the Executive Director's performance ratings and desired improvements, the BOARD will discuss with the Executive Director the areas of strength, areas needing improvement, and possibly specific improvements.

**5. Consideration of Executive Director Response to Summative Evaluation:**

The Executive Director may respond to the BOARD's ratings in a properly agendized closed session.

**TRI-ANNUAL EVALUATION PROCESS**

Beginning in the first year of employment, and every three-years thereafter, a 360 degree review will be conducted by an outside agency in March. The 360 degree review will gather input from representatives of all educational partners with regards to the Executive Director's specific goals that year and general duties and responsibilities. Educational partners encompass Certificated and Classified staff, Administrative staff, parents, students, and community members.

The outside agency shall present its findings to the BOARD at the May BOARD meeting in a properly agendized closed session. A vote to accept or decline the evaluation will be taken by the BOARD, and the evaluation will then be shared with the Executive Director by the BOARD CHAIRPERSON, prior the June BOARD Meeting.

# **Elevate School Bylaws: Article VII Board of Directors**

*Approved 2019.6.18*

Section 1. GENERAL POWERS. Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, and subject to any limitations of the articles of incorporation or bylaws, the corporation's activities and affairs shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors ("Board").

Section 2. SPECIFIC POWERS. Without prejudice to the general powers set forth in Section 1 of these bylaws, but subject to the same limitations, the Board of Directors shall have the power to:

- a. Appoint and remove, at the pleasure of the Board of Directors, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the articles of incorporation, and these bylaws; fix their compensation; and require from them security for faithful service.
- b. Change the principal office or the principal business office in California from one location to another; cause the corporation to be qualified to conduct its activities in any other state, territory, dependency, or country; conduct its activities in or outside California.
- c. Borrow money and incur indebtedness on the corporation's behalf and cause to be executed and delivered for the corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.

Section 3. DESIGNATED DIRECTORS AND TERMS. The Board of Directors will consist of no less than five (5) voting members, but up to eleven (11). The Board recognizes the value of parent voice and shall endeavor to appoint parent Directors who are representative of our student demographics and have skills vital to the success of the Board. As the authorizing entity, San Diego Unified School District is entitled to a single representative on the Board of Directors pursuant to Education Code Section 47604(b). If the District chooses to appoint a representative, the Board shall appoint an additional director to ensure that the Board is maintained with an odd number of Directors. All directors shall have full voting rights, including any representative appointed by the charter authorizer as consistent with Education Code Section 47604(b).

Additionally, Board members will be individuals who are 21 or older and possess one or more of the following:

- Background in elementary and/or middle school education curriculum, assessment, and/or leadership
- Experience with the inner workings of nonprofit corporations
- Experience with nonprofit finance, preferable with educational finances
- Proven track record of successful business dealings
- Experience in community outreach and/or public relations

- Legal experience
- Experience in the Military
- Experience in Real Estate, Facilities, or Construction
- Prior Board Experience
- Experience in Governance, Leadership, or Strategic Planning
- Experience in Human Resources
- Experience in Communications/Marketing
- Representation of our Student Demographics, including a preference for parent representation on the Board<sup>2</sup>

The initial Board shall consist of seven (7) individuals serving staggered terms of service. In order to create staggered terms, no more than one-third of the existing members may be replaced annually. To accomplish this, the Chairman and Vice-Chairman of the Board, as well as one other Director, will serve a 5-year term. The Chief Financial Officer and Secretary will serve a 4-year term. Two other directors will serve a 3-year term.

Section 4. RESTRICTION ON INTERESTED PERSONS AS DIRECTORS. No persons serving on the Board of Directors may be interested persons. An interested person is (a) any person compensated by the corporation, or its lessor, for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person. The Board may adopt other policies circumscribing potential conflicts of interest.

Section 5. DIRECTORS' TERM. The term of office for members of the Board of Directors shall be three (3) years. Each board member will be allowed a maximum total of two terms of service to the Board. For the initial Board members, in order to create staggered terms of office, no more than one-third of the existing members may be replaced annually. Thus, one-third of the initial members of the Board of Directors will serve a three-year term, one-third will serve a four-year term, and one-third will serve a five-year term.

Section 6. NOMINATIONS BY COMMITTEE. The Chairman of the Board of Directors may appoint a committee to designate qualified candidates for election to the Board of Directors at least thirty (30) days before the date of any election of directors. The nominating committee shall make its report at least seven (7) days before the date of the election or at such other time as the Board of Directors may set and the Secretary shall forward to each Board member, with the notice of meeting required by these bylaws, a list of all candidates nominated by committee.

Section 7. USE OF CORPORATE FUNDS TO SUPPORT NOMINEE. If more people have been nominated for director than can be elected, no corporation funds may be expended to support a nominee without the Board's authorization.

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<sup>2</sup> Pending SDUSD approval of Material Revision

Section 8. EVENTS CAUSING VACANCIES ON BOARD. A vacancy or vacancies on the Board of Directors shall occur in the event of (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the Board of Directors of a vacancy in the office of a director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty under California Nonprofit Public Benefit Corporation Law, Chapter 2, Article 3; (c) the increase of the authorized number of directors; or (d) any Board member missing three (3) consecutive Board meetings.

Section 9. RESIGNATION OF DIRECTORS. Except as provided below, any director may resign by giving written notice to the Chairman of the Board, if any, or to the Executive Director, or the Secretary, or to the Board. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective. If a director's resignation is effective at a later time, the Board of Directors may elect a successor to take office as of the date when the resignation becomes effective.

Section 10. DIRECTOR MAY NOT RESIGN IF NO DIRECTOR REMAINS. Except on notice to the California Attorney General, no director may resign if the corporation would be left without a duly elected director or directors.

Section 11. REMOVAL OF DIRECTORS. Any director may be removed, with or without cause, by the vote of the majority of the entire Board at a special meeting called for that purpose, or at a regular meeting, provided that notice of that meeting and of the removal issue is given in compliance with the provisions of the Ralph M. Brown Act. (Chapter 9 (commencing with Section 54950) of Division 2 of Title 5 of the Government Code). Any vacancy caused by the removal of a director shall be filled as provided in Section 12.

Section 12 VACANCIES FILLED BY BOARD. Vacancies on the Board of Directors may be filled by majority approval of the Board.<sup>3</sup>

Section 13. NO VACANCY ON REDUCTION OF NUMBER OF DIRECTORS. Any reduction of the authorized number of directors shall not result in any directors being removed before his or her term of office expires.

Section 14. PLACE OF BOARD OF DIRECTORS MEETINGS. Meetings shall be held at the principal office of the Corporation. The Board of Directors may also designate that a meeting be held at any place within the granting agency's boundaries designated in the notice of the meeting. All meetings of the Board of Directors shall be called, held and conducted in accordance with the terms and provisions of the Brown Act.

Section 15. MEETINGS; ANNUAL MEETINGS. All meetings of the Board of Directors and its committees shall be called, noticed, and held in compliance with the provisions of the Brown Act. The Board of Directors shall meet annually for the purpose of organization, appointment of officers, and the transaction of such other business as may properly be brought before the meeting. This meeting shall be held at a time, date, and

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<sup>3</sup> Pending SDUSD approval of Material Revision



place as noticed by the Board of Directors in accordance with the Brown Act. Section 16. REGULAR MEETINGS. Regular meetings of the Board of Directors, including annual meetings, shall be held at such times and places as may from time to time be fixed by the Board of Directors. At least seventy-two (72) hours before a regular meeting, the Board of Directors, or its designee shall post an agenda containing a brief general description of each item of business to be transacted or discussed at the meeting.

Section 17. SPECIAL MEETINGS. Special meetings of the Board of Directors for any purpose may be called at any time by the Chairman of the Board of Directors, if there is such an officer, or a majority of the Board of Directors. If a Chairman of the Board has not been elected then the President is authorized to call a special meeting in place of the Chairman of the Board. The party calling a special meeting shall determine the place, date, and time thereof.

Section 18. NOTICE OF SPECIAL MEETINGS. In accordance with the Brown Act, special meetings of the Board of Directors may be held only after twenty-four (24) hours' notice is given to the public through the posting of an agenda. Directors shall also receive at least twenty-four (24) hours notice of the special meeting, in the manner:

- a. Any such notice shall be addressed or delivered to each director at the director's address as it is shown on the records of the Corporation, or as may have been given to the Corporation by the director for purposes of notice.
- b. Notice by mail shall be deemed received at the time a properly addressed written notice is deposited in the United States mail, postage prepaid. Any other written notice shall be deemed received at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or is actually transmitted by the person giving the notice by electronic means (including email) to the recipient. Oral notice shall be deemed received at the time it is communicated, in person or by telephone or wireless (cell) phone, to the recipient or to a person at the office of the recipient whom the person giving the notice has reason to believe will promptly communicate it to the receiver.
- c. The notice of special meeting shall state the time of the meeting, and the place if the place is other than the principal office of the Corporation, and the general nature of the business proposed to be transacted at the meeting. No business, other than the business the general nature of which was set forth in the notice of the meeting, may be transacted at a special meeting.

Section 19. QUORUM. A majority of the directors then in office shall constitute a quorum. All acts or decisions of the Board will be by majority vote of the directors in attendance, based upon the presence of a quorum. Should there be less than a majority of the directors present at any meeting, the meeting shall be adjourned. Directors may not vote by proxy.

Section 20. TELECONFERENCE MEETINGS. Members of the Board may participate in teleconference meetings so long as all of the following requirements in the Brown Act are complied with:

- a. At a minimum, a quorum of the members of the Board of Directors shall participate in the teleconference meeting from locations within the boundaries of the school district in which the Charter School operates;
- b. All votes taken during a teleconference meeting shall be by roll call;
- c. If the Board elects to use teleconferencing, it shall post agendas at all teleconference locations with each teleconference location being identified in the notice and agenda of the meeting;
- d. All locations where a member of the Board participates in a meeting via teleconference must be fully accessible to members of the public and shall be listed on the agenda;<sup>4</sup>
- e. Members of the public must be able to hear what is said during the meeting and shall be provided with an opportunity to address the Board directly at each teleconference location; and
- f. The agenda shall indicate that members of the public attending a meeting conducted via teleconference need not give their name when entering the conference call.<sup>5</sup>

21. ADJOURNMENT. A majority of the directors present, whether or not a quorum is present, may adjourn any Board of Directors meeting to another time or place. Notice of such adjournment to another time or place shall be given, prior to the time schedule for the continuation of the meeting, to the directors who were not present at the time of the adjournment, and to the public in the manner prescribed by any applicable public open meeting law.

Section 22. COMPENSATION AND REIMBURSEMENT. Directors may not receive compensation for their services as directors or officers, only such reimbursement of expenses as the Board of Directors may establish by resolution to be just and reasonable as to the corporation at the time that the resolution is adopted.

Section 23. CREATION AND POWERS OF COMMITTEES. The Board, by resolution adopted by a majority of the directors then in office, may create one or more committees of the Board, each consisting of two or more directors and no one who is not a director, to serve at the pleasure of the Board. Appointments to committees of the Board shall be by majority vote of the authorized number of directors. The Board may appoint one or more directors as alternate members of any such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board, to the extent provided in the Board of Directors' resolution, except that no committee may:

- a. Fill vacancies on the Board of Directors or any committee of the Board;
- b. Amend or repeal bylaws or adopt new bylaws;
- c. Amend or repeal any resolution of the Board that by its express terms is not so amendable or subject to repeal;
- d. Create any other committees of the Board or appoint the members of committees of the Board;
- e. Expend corporate funds to support a nominee for director if more people have been nominated for director than can be elected; or

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<sup>4</sup> This means that members of the Board who choose to use their homes or offices as teleconference locations must open these locations to the public and accommodate any members of the public who wish to attend the meeting at that location.

<sup>5</sup> The Brown Act prohibits requiring members of the public to provide their names as a condition of attendance at the meeting.

The Board may also create one or more advisory committees composed of directors and non-directors. It is the intent of the Board to encourage the participation and involvement of faculty, staff, parents, students and administrators through attending and participating in open committee meetings. The Board may establish, by resolution adopted by a majority of the directors then in office, advisory committees to serve at the pleasure of the Board.

Section 24. MEETINGS AND ACTION OF COMMITTEES. Meetings and actions of committees of the Board shall be governed by, held, and taken under the provisions of these bylaws concerning meetings, other Board actions, and the Brown Act, if applicable, except that the time for general meetings of such committees and the calling of special meetings of such committees may be set either by Board resolution or, if none, by resolution of the committee. The Board may adopt rules for the governance of any committee as long as the rules are consistent with these bylaws. If the Board of Directors has not adopted rules, the committee may do so.

Section 25. NON-LIABILITY OF BOARD MEMBERS. No Board Member shall be personally liable for the debts, liabilities, or other obligations of Elevate Schools.

Section 26. COMPLIANCE WITH LAWS GOVERNING STUDENT RECORDS. The Charter School and the Board shall comply with all applicable provisions of the Family Education Rights Privacy Act ("FERPA") as set forth in Title 20 of the United States Code Section 1232g and attendant regulations as they may be amended from time to time.

# **Elevate School Bylaws:**

## **Article VIII Officers of the Corporation**

*Approved 2019.6.18*

Section 1. OFFICES HELD. The officers of this corporation shall be a Chairman of the Board, Vice-Chair, a Secretary and a Chief Financial Officer. The officers, in addition to the corporate duties set forth in this Article VIII, may also have administrative duties as set forth in any applicable contract for employment or job specification.

Section 2. DUPLICATION OF OFFICE HOLDERS. Any number of offices may be held by the same person, except that neither the Secretary nor the Chief Financial Officer may serve concurrently as the Chairman of the Board.

Section 3. ELECTION OF OFFICERS. The officers of this corporation shall be chosen annually by the Board of Directors and shall serve at the pleasure of the Board, subject to the rights of any officer under any employment contract, if applicable.

Section 4. REMOVAL OF OFFICERS. Without prejudice to the rights of any officer under an employment contract, the Board may remove any officer with or without cause.

Section 5. RESIGNATION OF OFFICERS. Any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the corporation under any contract to which the officer is a party.

Section 6. VACANCIES IN OFFICE. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for normal appointment to that office, provided, however, that vacancies need not be filled on an annual basis.

Section 7. CHAIRMAN OF THE BOARD. The Chairman of the Board shall preside at the Board meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time. In the absence of the Chairman, the Vice-Chairman shall preside at Board meetings and shall exercise and perform such other powers and duties as the Board may assign from time to time.

Section 8. EXECUTIVE DIRECTOR. The Executive Director shall be the general manager of the corporation and shall supervise, direct, and control the corporation's activities, affairs, and officers as fully described in any applicable employment contract, agreement, or job specification. The Principal shall have such other powers and duties as the Board of Directors or the bylaws may require. The Principal shall not serve as an officer or as a Board member (director).

Section 9. SECRETARY. The Secretary shall keep or cause to be kept, at the corporation's principal office or such other place as the Board may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The

minutes of meetings shall include the time and place that the meeting was held; whether the meeting was annual, regular, special, or emergency and, if special or emergency, how authorized; the notice given; and the names of the directors present at Board and committee meetings.

The Secretary shall keep or cause to be kept, at the principal California office, a copy of the articles of incorporation and bylaws, as amended to date. The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board that these bylaws require to be given. The Secretary shall keep the corporate seal, if any, in safe custody and shall have such other powers and perform such other duties as the Board of Directors or the bylaws may require.

Section 10. CHIEF FINANCIAL OFFICER. The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the corporation's properties and transactions. The Chief Financial Officer shall send or cause to be given to directors such financial statements and reports as are required to be given by law, by these bylaws, or by the Board. The books of account shall be open to inspection by any director at all reasonable times. The Chief Financial Officer shall (a) deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board may designate; (b) disburse the corporation's funds as the Board may order; (c) render to the President, Chairman of the Board, if any, and the Board, when requested, an account of all transactions as Chief Financial Officer and of the financial condition of the corporation; and (d) have such other powers and other duties as the Board, contract, job specification, or the bylaws may require.

# Elevate School Board Membership Agreement

Elevate School BOARD OF DIRECTORS,

I, \_\_\_\_\_ understand that as a member of the BOARD OF DIRECTORS of Elevate School, I have legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

I have read, understand and am willing to comply with the Bylaws, Elevate Core Values and BOARD Norms, Code of Ethics, and BOARD MEMBER Performance Expectations that outline my responsibilities as a BOARD MEMBER.

If I ever find myself in a situation where I am unable to fulfill these expectations I will resign from the BOARD.

In turn, the organization will be responsible to me in several ways:

- I will be sent, without request, monthly financial statements and an update of organizational activities that allow me to meet the “prudent person” section of the law.
- The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working, and by offering me opportunities for professional development as a BOARD MEMBER.
- BOARD MEMBERS and the Executive Director will respond in a straightforward fashion to questions I have that are necessary to carry out my BOARD and committee-related responsibilities to this organization.
- BOARD MEMBERS and the Executive Director will work in good faith with me towards achievement of our goals.
- If the organization does not fulfill its commitments to me, I can call on the BOARD CHAIRPERSON and Executive Director to discuss these responsibilities.

\_\_\_\_\_  
Member, Board of Directors

Date: \_\_\_\_\_

\_\_\_\_\_  
Chairperson, Board of Directors

Date: \_\_\_\_\_

\_\_\_\_\_  
Executive Director

Date: \_\_\_\_\_