



Board of Directors Policy Manual

Official School Policies as adopted by the Board of Directors of Free Horizon Montessori

Free Horizon Montessori
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1 Definitions

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

- “Administration” shall mean school personnel who participate in the day-to-day leadership and management of school operations, instruction, and decorum, including the Principal or designee, Assistant Principal, Director of Operations, and Director of Finance and Advancement.
- “Agreement” shall mean the FHM School Governance Agreement originally signed on September 28, 2018 between the FHM Board and the District and as further amended, modified, supplemented, or restated from time to time.
- “Board” shall mean the Board of Directors of Free Horizon Montessori (FHM).
- “Director” shall mean an individual member of the FHM Board of Directors.
- “District” shall mean the Jefferson County School District R-1, commonly referred to as “Jeffco Public Schools”, “Jefferson County School District R-1, Jefferson County Public Schools, or “Jeffco”.
- “Faculty” shall mean teachers holding appropriate credentials as described in more detail in the Innovation Plan and Governance Agreement.
- “FHM” or “school” shall mean Free Horizon Montessori.
- “Guiding Regulation” shall mean any legal or regulatory mandate issued.
- “Innovation Plan” shall mean the FHM Innovation Plan, approved by the State Board of Education on June 14, 2018 and as further amended, modified, supplemented, or restated from time to time.
- “Member” shall mean each parent or legal guardian of a child enrolled at the school and a currently employed FHM staff member in accordance with the FHM Bylaws.
- “Policy” shall mean the written principles directing and limiting actions in pursuit of long-term goals. Policies contained herein shall address what must be done in keeping with FHM’s contract with the Jefferson County School District.
- “Procedure” shall mean the course of action, instructions, or rules to be followed in accomplishing a task. Procedures contained herein describe how the policies must be expedited.
- “School” shall mean Free Horizon Montessori, a District option school with innovation status in Jefferson County School District R-1.
- “Staff” shall mean school personnel who are not members of the Board, Administration, or Faculty.
- C.R.S. refers to Colorado law as referenced in the Colorado Revised Statutes.

- U.S.C. refers to United States law as referenced in the United States Code.

2The School

This section provides a brief overview of Free Horizon Montessori.

Mission, Vision, and Motto

Mission Statement: Through the Montessori philosophy, we inspire every child to learn and grow as a responsible global citizen in a collaborative, peaceful, and safe environment.

Vision Statement: We seek to transform our community by developing students who pursue their full potential, understand their global responsibilities, and respect others, self, and the environment.

Motto: Montessori for the 21st Century: A Place to Learn, A Place to Belong.

Adopted:	Inception
Revised:	March 12, 2007, October 2009, September 2011, November 2012, April 2019
Guiding Authority:	Board of Directors

2.1 Legal Status

Free Horizon Montessori is a Jefferson County School District contract and option school with innovation status and a Colorado Nonprofit Corporation. Free Horizon Montessori operates pursuant to an Innovation Plan approved by the State Board of Education on June 14, 2018, the FHM School Governance Agreement originally signed by the District on September 28, 2018, applicable law, and District policies. Free Horizon Montessori incorporated as a nonprofit corporation under the Colorado Nonprofit Corporation Act on December 24, 2001. Under the Innovation Plan and the Governance Agreement, the District has contracted with the FHM as a nonprofit corporation to run an innovation school. However, while Free Horizon Montessori operates as a Colorado nonprofit corporation for governance and administrative purposes, Free Horizon Montessori is a public school within the District, and its status as a nonprofit corporation does not affect its status as a public school.

Adopted:	Inception
Revised:	November 2012, April 2019
Guiding Authority:	C.R.S. 7-121-101 Colorado Revised Nonprofit Corporation Act C.R.S. 22-32-122 Contract services, equipment, and supplies The Colorado Innovation Schools Act of 2008 (Senate Bill 08-130) The FHM Innovation Plan The FHM School Governance Agreement Jefferson County School District Policies

2.2 Nondiscrimination

Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national

origin, religion, gender identity, disability, marital status, sexual orientation or veteran status 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. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Free Horizon Montessori shall strive to maintain this policy and remain in compliance with Federal and State law and Jefferson County School District policies with regard to educational equity.

Adopted:	Inception
Revised:	March 2015, April 2019
Guiding Authority:	Jefferson County School District Policy AC- Discrimination Statement and General Complaint Process Title IX of the Education Amendments of 1972, 20 U.S.C. 168 Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. 621 et seq. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 701 et seq. Americans with Disabilities Act, 42 U.S.C. 1201 et. seq. Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e C.R.S. 24-34-301 et seq. C.R.S. 24-34-402

2.3 Articles of Incorporation

The Free Horizon Montessori Articles of Incorporation shall guide the structure and governance of FHM and are incorporated herein by reference.

Adopted:	Inception
Revised:	
Guiding Authority:	C.R.S. 7-122-101:107 Revised Nonprofit Corporation Act

2.4 Bylaws

The Free Horizon Montessori Bylaws shall guide the structure and governance of FHM and are incorporated herein by reference. Definitions and terminology used herein are to be interpreted as consistent with the Bylaws. If any conflicts in terminology between the Bylaws and the policies are identified, the Board of Directors shall be responsible for resolving them.

Adopted:	Inception
Revised:	
Guiding Authority:	C.R.S. 7-122-101:107 Revised Nonprofit Corporation Act

2.5 Precedence

While the Board of Directors and the Governance Committee work diligently to ensure this Policy Manual is in line with the identified guiding authorities and other Free Horizon Montessori documents, if a conflict should arise, the following order of precedence shall be followed:

1. Federal and State law and constitution
2. Articles of Incorporation
3. FHM Bylaws
4. Board of Directors Policy Manual
5. The Innovation Plan
6. The School Governance Agreement
7. FHM Employee Manual
8. FHM Student and Parent Handbook

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors

3 The Board of Directors

The following sections describe the policies associated with the Board of Directors and its operations.

3.1 Purpose and Responsibilities

The primary obligation of FHM Board is to advance the mission and vision of FHM and support the long-term success of its students and the school through strategic planning and governance. The School Governance Agreement outlines responsibilities of the FHM Board in accordance with the Innovation Plan, applicable law, and District policy.

In general, the Board of Directors is responsible for ensuring the academic program of Free Horizon Montessori is successful, that FHM is faithful to the terms of the FHM School Governance Agreement, and that FHM is a viable organization.

The specific responsibilities of the Board are to:

- Determine and promote the mission of FHM.
 - Create and periodically review the mission statement:

Free Horizon Montessori Board of Directors Policy Manual

- Serves as a guide to organizational planning, Board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources.
 - Shall be used to assess all activities, programs, and services to ensure that FHM endeavors do not drift away from its original purpose.
- Understand and support the mission of FHM.
- Board members are encouraged to give an annual financial contribution and support FHM at the level that is personally meaningful.
- Select, support, and review the performance of the Principal.
 - When needed, undertake a search process and hire a Principal.
 - Provide frequent and constructive feedback to the Principal, keeping lines of communication open.
 - Maintain clear roles and responsibilities between the Board and the Administration.
 - Publicly acknowledge accomplishments.
 - Provide an annual written performance review.
- Ensure effective organizational planning through the development and annual review of a Strategic plan.
 - Approve the strategic plan annually that includes concrete, measurable goals consistent with the FHM Innovation Plan.
 - Periodically review progress in achieving the outcomes and goals.
- Manage resources effectively.
 - Approve the annual budget.
 - Monitor budget implementation through periodic financial reports.
 - Approve personnel compensation philosophy, strategies and goals.
 - Ensure adequate liability insurance is in force to cover the Board.
- Enhance FHM's public standing.
 - Promote and support the Montessori philosophy of the school.
 - Serve as ambassadors and advocates of FHM.
 - As appropriate, participate in or attend meetings with the Jefferson County School District and Colorado Department of Education.
 - Investigate promotional and partnership opportunities.

- Ensure legal and ethical integrity and maintain accountability.
 - Establish policies to guide FHM Directors.
 - Adhere to the provisions of the FHM Bylaws and Articles of Incorporation.
 - Ensure compliance with all federal, state, and local government regulations.
 - Ensure FHM is compliant with all terms and conditions of the School Governance Agreement and the Innovation Plan.
 - Execute legal documents obligating FHM resources as applicable.
- Recruit and orient new Directors and assess Board performance.
 - Define Director needs in terms of skill, experience and diversity.
 - Review credentials of and recruit prospective nominees.
 - Provide for new Director orientation.
 - Conduct an annual evaluation of the full Board of Directors and individual Directors.
- Ensure Free Horizon is operating in a manner that is responsive to both District requirements and Members of Free Horizon.
 - Operate with transparency, according to Colorado Open Meetings (Sunshine) and Open Records Laws.
 - Respond to complaints regarding curriculum in a manner established in Free Horizon Policy Manual.

Adopted:	Inception
Revised:	November 2012, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Open Meetings (Sunshine) Law C.R.S. 24-6-401+ Colorado Public Records Law C.R.S. 24-72-201+ The FHM Innovation Plan The FHM School Governance Agreement

3.2 Code of Conduct

All members of the Board of Directors must be determined not to pose any known risk to the safety of children or risk to the financial standing of the school. Background checks of all people applying to serve on the Board of Directors are executed through standard school practices by the school's Human Resources representative and reviewed by the President of the Board of Directors. A person is ineligible to run for the Board of Directors if he/she has been convicted of committing a sexual offense against a child. Candidate's qualification based on this background check is then communicated by Human

Resources to the Governance Committee prior to being recommended for the Board of Directors. The expense of the background check will be paid by the potential Board member, unless they cannot afford it.

Each Director shall, prior to commencing their duties, agree that as a condition of their service, they will:

- Behave in an ethical, professional, and lawful manner, and therefore:
 - Make proper use of authority and observe appropriate decorum.
 - Be guided by the FHM mission.
- Observe the role of the Board in governance and policy development and respect the role of administration in day-to-day management of the school and, therefore not purport personally to direct any staff member or student at the school, or to communicate, outside of official Board processes, judgments on the administration's or any teacher's performance.
- Respect the integrity of the Board process, and therefore:
 - Listen, speak honestly, and share all relevant information with other Directors in a courteous manner.
 - Respect the opinions of others.
 - Address issues, not personalities, and thus not make disparaging remarks, in or out of meetings, about other Directors, administrators, teachers, or FHM.
 - Once a vote has been taken, accept and respect the decision of the group and support its implementation (presumption of assent).
 - Except when carrying out delegated duties, not purport to conduct FHM business outside of Board meetings.
 - Except as otherwise explicitly authorized, not attempt to speak for FHM, or represent FHM, provided that the Board President may represent the Board in appropriate meetings and functions and communicate the results of such meetings to the Board as a whole.
- Act for the benefit of the school, and therefore:
 - Not use a Board position for the economic advantage of self, relatives, friends, or for any business in which he or she has an interest.
 - Not use a Board position to benefit any organization other than FHM.
 - Not anticipate any quid pro quo between staff and administration associated with membership on the Board of Directors.
 - Disclose any conflict of interest in accordance with Board policy; newly elected Directors shall sign the "Conflict of Interest Form" and "Confidentiality Agreement" during their first regular Board meeting after the election. Additionally, each Director shall sign

“Conflict of Interest Form” and “Confidentiality Agreement” annually at the beginning of each school year.

- Actively manage any conflicts that arise included but not limited to recusal when necessary.
- Respect confidentiality and protect and maintain the proper confidences of FHM, and therefore:
 - Under no circumstances reveal any family or student confidential information including family addresses, phone numbers, email addresses or other contact information.
 - Under no circumstances disclose to others properly confidential deliberations of the Board.
- Promptly notify the Board of any change that may affect eligibility to serve or willingness or ability to abide by the Board Code of Conduct.

In accordance with the Bylaws, Board members serve without salary or other compensation, but may be reimbursed for any necessary expenses incurred by them in performing their duties as Directors.

Adopted:	Inception
Revised:	May 2015; October 2015; April 2016; May 2016, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation The FHM School Governance Agreement

3.3 Composition

The Free Horizon Montessori Board of Directors is optimally comprised of seven elected members. The Principal shall serve as an Ex-Officio member. The elected members shall be voting members. The Director of Finance and Advancement will join Board of Directors meetings to provide monthly updates.

Two staff liaisons will join Board of Directors meetings to provide monthly updates, as in keeping with Communications and Conflict Resolution policies. The liaisons are to be selected by the staff in accordance with the Employee Manual. It is highly desired that a Montessori certified lead teacher be one of the liaisons.

Directors serve a 3-year term unless they are filling a vacancy and serving out the predecessor’s remaining term. In accordance with the Bylaws, the Board shall elect four (4) officers (President, Vice President, Treasurer, and Secretary) annually. The Board shall then appoint the remaining Directors at Large to serve on Board committees or fill other roles as determined by the Board.

Adopted:	Inception
Revised:	October 2009; September 2010; April 2015; April 2016, April 2019
Guiding Authority:	FHM Bylaws

	FHM Articles of Incorporation
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3.4 Board Positions

This section outlines qualifications and responsibilities of specific Board of Director positions described in this Policy Manual.

Adopted:	Inception
Revised:	
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.1 Officers

It is preferred that the candidates for the officers of the Board (President, Vice President, Treasurer or Secretary) have served on the Board for one year or have at least one year of Board governance experience. They shall commit to completing a minimum of 8 hours of a school board governance training within the next two years. They shall have a track record of collaborative leadership at the school, working with fellow Directors and leadership teams to fulfill the obligations of the Board. They must be familiar with the FHM School Governance Agreement and the Innovation Plan and the roles and responsibilities of the Board and the Administration. Officers shall not serve in additional roles within the school that will, by the nature of that alternate role, require time that will detract from completion of their primary responsibilities to the Board.

Adopted:	Inception
Revised:	April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.1.1 President

The President represents FHM subject to the instructions of the Board of Directors. The President's responsibilities are to:

- Ensure the Board reviews and updates the Strategic Plan annually.
- Coordinate and deliver Principal Evaluation.
- Act as primary Principal contact for the Board of Directors.
- Ensure a financial vision is maintained with a 3 to 5 year plan.

- Ensure the Board reviews annual and long-term financial status periodically.
- Act as point of contact for conflicts that have exhausted the chain-of-command of the school and have adhered to the Conflict Resolution Policy in Section 15 of this manual.
- Ensure all Directors fulfill their obligations.
- Preside over and run all meetings of the Board of Directors.
- Execute all legally binding documents on behalf of FHM.
- Provide support at key committee meetings.
- Present to the internal and external community.
- Act as FHM Board liaison to Jeffco School Board and Cabinet.
- Attend community events.
- Document procedures, tools and methods of the position and orient successor volunteers.
- Perform all other duties incident to the office of President of the Board of Directors and may perform other duties as requested by the Board and agreed to by the President.

Adopted:	Inception
Revised:	September 2011, November 2012, December 2013, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.1.2 Vice President

The Vice President shall assist the President and perform such duties that may be assigned by the Board of Directors. Specific responsibilities are to:

- Serve in the absence or disability of and at the direction of the President.
- Serve as the Board liaison to the external community, establishing relations by marketing of the school to outside organizations including representing the school to businesses and community organizations.
- Actively seek out and foster strategic alliances with other schools.
- Represent Free Horizon Montessori and attend Board meetings for the Jefferson County School District as needed.
- Document procedures, tools and methods of the position and orient successor volunteers.

- Monitor other district, education, and school websites and provide regular reports to the Board regarding activities and events that affect FHM.

Adopted:	Inception
Revised:	September 2010, December 2013, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.1.3 Secretary

The Secretary’s responsibilities are to:

- Serve in the absence or disability of, and at the direction of the President and the Vice President.
- Serve as point of contact for agenda development and Board of Director packet assembly and distribution.
- Provide appropriate notice for all meetings of the Board to assigned school staff member in accordance with the Colorado Open Meetings Law.
- Compile minutes of all meetings of the Board.
- Provide minutes to the assigned school staff member to be shared with the Jeffco School District quarterly.
- Maintain Board of Directors annual calendar.
- Serve as custodian of the Board records, including but not limited to the Bylaws, Articles of Incorporation, Policy Manual, meeting minutes, contracts and any updates to the FHM School Governance agreement and/or Innovation Plan.
- Maintain a current listing of all Directors’ names, addresses, contact information, terms and manners of election, and their annual signed “Conflict of Interest” and “Confidentiality Agreement” forms.
- Document procedures, tools and methods of the position and orient successor volunteers.
- Perform all duties incident to the office of Secretary and such other duties as from time to time may be requested by the Board.

Adopted:	Inception
Revised:	September 2010, December 2013, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation

	Board of Directors Open Meetings (Sunshine) Law C.R.S. 24-6-401+
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3.4.1.4 Treasurer

The Treasurer is the principal financial officer of Free Horizon Montessori. The Treasurer represents FHM subject to the instructions of the Board of Directors. Specific responsibilities are to:

- Provide oversight of all FHM’s funds, securities, evidences of indebtedness and other personal property.
- Review financial status indicators with the Finance Committee periodically, including but not limited to, account balance(s), year-to-date budget to actual comparisons and end-of-year projections.
- Present the financial position of FHM and financial reports to the Board at least quarterly or as requested by the Board.
- Ensure the development and presentation of the annual budget to the Board for approval prior to submission to the Jefferson County School District.
- Ensure the development and presentation of the long-term budget projections (3 to 10 year budgets) periodically and as requested by the Board.
- Serve as Liaison to the Finance Committee.
- Document procedures, tool and methods of the position and orient successor volunteers.
- Perform all duties incident to the office of Treasurer and such other duties as from time to time that may be requested by the Board.
- Serve in the absence or disability of, and at the direction of the President, the Vice President and the Secretary.

Adopted:	Inception
Revised:	September 2010, December 2013, October 2015, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors C.R.S. 22-44 et seq.

3.4.2 Directors

Each Director that is not an Officer shall be a Director at Large and aligned with one of the following based on their skills and interests expressed. They shall serve as Board Liaisons but in no case shall there be more than two Directors per committee.

Adopted:	Inception
Revised:	April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.2.1 Backup to the Secretary

The Backup to the Secretary shall assist in compiling and disseminating the Board packet, noticing the meetings, preparing meeting minutes, and posting to the website and shall assist with organization and maintenance of Board documents. Document procedures, tool and methods of the position and orient successor volunteers. This position may serve in the absence or disability of, and at the direction of the Secretary. Desired experience/skills include proficiency with MS Office and Adobe software, strong organizational skills, detail orientation, and excellent written communication skills.

Adopted:	Inception
Revised:	December 2013
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.2.2 Backup to the Treasurer and Chair of the Finance Committee

The Backup to the Treasurer serves as Chair of the Finance Committee, ensuring the Board expectations of the committee are met. The Backup to the Treasurer shall also assist in preparing, reviewing and presenting financial status reports to the Board. Document procedures, tools and methods of the position and orient successor volunteers. This position may serve in the absence or disability of, and at the direction of the Treasurer. Desired experience/skills include creation and management of budgets, accounting, asset management; proficiency in Excel, detail orientation, and strong organizational and interpersonal communication skills.

Adopted:	Inception
Revised:	December 2013
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.2.3 Board Liaison to the Facility Committee

The Board Liaison to the Facility Committee shall represent that the Board’s expectations of the Committee are met and the activities of the Committee are in the purview of the strategic plan. The Board Liaison(s) to the Facility Committee shall maintain a high level of knowledge of the Facilities Development Master Plan and Board Policy Manual and stay current with best practices for facilities management. Document procedures, tools and methods of the position and orient successor volunteers. Desired experience/skills include asset management, construction management, government or nonprofit management, capital campaign work. Facilities Committee members will ideally have general understanding and basic knowledge of school operations and the interplay school leadership stakeholders, as well as knowledge of Free Horizon Montessori’s strategic planning goals and objectives.

Adopted:	Inception
Revised:	April 2019
Repealed:	December 2010
Reinstated	October 2015
Guiding Authority	Board of Directors

3.4.2.4 Board Liaison to the Governance Committee

The Board Liaison(s) to the Governance Committee shall represent that the Board’s expectations of the Committee are met and the activities of the Committee are in the purview of the strategic plan. The Board Liaison(s) to the Governance Committee shall maintain a high level of knowledge of the Bylaws, Articles of Incorporation, Board Policy Manual, the FHM Governance Agreement and the Innovation Plan, and stay current with best practices for school governance. Document procedures, tools and methods of the position and orient successor volunteers. Desired experience/skills include policy writing, organizational structure, and/or governance; excellent organizational; and interpersonal and written communication skills.

Adopted:	Inception
Revised:	November 2012, December 2013, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors

3.4.2.5 Board Liaison to the School Accountability Committee

The Board Liaison to the School Accountability Committee shall represent that the Board’s expectations of the Committee are met and the activities of the Committee are in the purview of the strategic plan. The Board Liaison to the School Accountability Committee shall maintain a high level of knowledge of Colorado School Accountability statutes (C.R.S. 22-11-401 et seq.) and school accountability plans (i.e., performance plans, improvement plans, priority improvement plans, and turnaround plans). Document

procedures, tools and methods of the position and orient successor volunteers. Desired experience/skills include survey preparation, data interpretation and presentation, and interpersonal and written communication skills.

Adopted:	November 2012
Revised:	December 2013, April 2019
Guiding Authority:	FHM Bylaws FHM Articles of Incorporation Board of Directors C.R.S. 22-11-401 et seq.

3.5 Elections

This section outlines the election requirements for different Board positions.

3.5.1 Staff Liaison

Two staff liaisons will join Board of Directors meetings to provide monthly updates, as in keeping with school Communications and Conflict Resolution policies. The liaisons are to be selected by the staff and serve terms in accordance with the current FHM Employee Manual. It is highly desired that Montessori certification and lead teacher be representative of the liaisons.

Adopted:	Inception
Revised:	
Repealed:	December 2010
Reinstated:	October 2015
Guiding Authority:	Board of Directors

3.5.2 Directors

The Governance Committee shall organize and administer the election of Directors to the Free Horizon Montessori Board. The Governance Committee may recruit and recommend candidates to the Board and the FHM community members. In accordance with the Bylaws, the Governance Committee does not have the authority to fill Board vacancies. No Board candidate, spouse of a Board candidate, or Director running for re-election, shall organize, oversee, or administer a Board election.

Candidacy shall be by self-nomination through submission of a letter of interest and an abbreviated resume to the Governance Committee by the posted deadline. Candidates may not be employed by FHM, or be immediate family members of FHM employees, board members or other candidates. The Governance Committee may extend this deadline if an insufficient number of candidates are nominated by this date.

The Governance Committee shall maintain and update as necessary the process for collecting the information from potential candidates to support the election process and distributing information to the FHM community members to facilitate the election itself. Candidates should attend the Annual Meeting

and make themselves available to respond to inquiries of FHM community members, either in person, electronically or both.

Each eligible FHM member will be accorded a maximum of one vote per available Board member position. If a person falls into more than one category of voter eligibility, he/she will be allowed a maximum of one vote. The voting process shall assure that each eligible member may cast only one ballot. Should the eligibility of any voter wishing to vote be questioned, the Governance Committee shall determine the voter's eligibility in accordance with these rules and make the appropriate recommendation to the Board. The Board shall make the final decision on voter eligibility.

All election ballots shall be secret unless all candidates agree to forego the privilege. Each ballot or other approved voting mechanism, including electronic ballot, shall designate all candidates in alphabetical order and shall clearly state the number of Directors to be elected. The ballot shall provide an option for members to cast a vote of "Yes" or "No" for each candidate. FHM members may cast their vote at designated times prior to or at the Annual Meeting or at the election meeting. Electronic voting may be incorporated as long as it is not the only method of voting, ensures adherence to voting policies via the FHM Policy Manual and Bylaws and does not limit member participation. Proxy voting is prohibited.

Upon closing of the election, the Governance Committee shall tally the votes from the ballots cast at the Annual Meeting, from the absentee ballots, and electronic ballots, with results provided before conclusion of the Annual Meeting. Only candidates with more "Yes" than "No" votes will be considered for a Director's position. Of those candidates, candidates with the most "Yes" votes are elected to the board until all board seats are filled. In the event of insufficient candidates with more "Yes" votes than "No" votes, the President of the Board shall declare a vacancy and follow procedures outlined in 3.7 Vacancies to fill the open Director's position until the next election. No votes shall be counted from any ballot containing more "Yes" votes than available seats. If a member votes "Yes" for fewer choices than positions to be elected, the vote is legal and those votes count. A vote of both "Yes" and "No" for any candidate shall be ignored. In the event of a tie vote for a position, a second ballot will be cast for that position at the Annual Meeting.

Results must be verifiable. Ballots and vote results shall be held in accordance with the Document Retention policy and available for inspection.

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. The terms of outgoing Directors expire at the start of the next regularly scheduled Board meeting. Newly elected Directors are expected to attend the same regularly scheduled Board meeting, at which time the three (3) year term shall begin. Board members complete a school board governance training as outlined in section 3.4.1 of this manual.

Adopted:	Inception
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Revised:	October 2009, September 2010, September 2011, April 2016, April 2019
Guiding Authority:	C.R.S. 7-127-101:301 Revised Nonprofit Corporation Act, Member meetings and voting C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law FHM Bylaws

3.6 Officer Selection

The officers of the Board of Directors shall be elected or appointed by the Directors at each regularly scheduled May Board of Directors meeting or at any other regular or special meeting should the need arise. Board officers serve a one (1) year term and may be re-elected.

Nominations for officers will be taken in the following order: (1) President, (2) Vice President, (3) Secretary, and (4) Treasurer. All nominations for a particular office shall be taken at one time and, upon motion and with majority approval by the Board, the nominations for such office will be closed. Following the close of nominations for a particular office, a discussion period will be allowed and then anonymous written vote is taken for each position and tallied by a non-voting meeting participant. Each Director can vote for one candidate per position. The candidate who receives the most votes is awarded the office. In the event of a tie, voting shall repeat until a majority vote is achieved.

Adopted:	Inception
Revised:	October 2009, September 2010, April 2019
Guiding Authority:	FHM Bylaws Article V

3.7 Vacancies

In the event a Director resigns, is removed, or for any other reason is unable to complete the term of service, the President of the Board shall declare a vacancy.

The Governance Committee shall recruit and accept letters of interest and resumes from all eligible candidates interested in being appointed to the Board to fill the remaining term of the Director. The Governance Committee will submit a copy of the letter of interest and resume from each Board candidate to the Board for inclusion in the Board packets for the Board meeting where potential appointment of a Director will occur. A special meeting shall be called or a special notice of the vote shall be posted for the next regular Board meeting. The Board shall determine whether to select from the candidate(s) presented and vote to fill the vacancy for the remaining term of the former Director. The appointed Director shall take the former Director’s seat on the Board to serve the balance of the former Director’s term. Newly appointed Directors shall sign the “FHM Confidentiality Agreement and “Conflict of Interest” forms.

Adopted:	Inception
Revised:	October 2009, April 2019
Guiding Authority:	FHM Bylaws Article V

3.8 Decision Making

All actions shall fall within the parameters and uphold the principles of the mission statement. Accordingly, in making any decision, the Board, Administration, faculty, and staff shall consider the decision in the context of FHM’s mission statement and from the members’ perspective, always keeping in mind that parents should have a meaningful voice in their child’s education. This must be done while operating under policies that provide for governance of the operation of the School in a manner consistent with FHM School Governance Agreement.

Adopted:	Inception
Revised:	October 2009, October 2015, April 2019
Guiding Authority:	The FHM School Governance Agreement FHM Bylaws

3.9 Policy Making

The Board shall be solely responsible for adopting, revising, and repealing policies for Free Horizon Montessori. Policy action by the Board of Directors shall be accomplished as set forth in the Bylaws and Governance Agreement as described below.

Adopted:	Inception
Revised:	October 2009, April 2019
Guiding Authority:	FHM Bylaws The FHM School Governance Agreement

3.9.1 Making Policy Changes

Only a Director may motion the Board to adopt, revise, or repeal a FHM policy (“policy change”). Recommendations for a policy change may be made to the Board by any Director; member of the Administration, faculty, or staff; or member by submitting the recommendation to any Director. Policy suggestions not in compliance with the nondiscrimination policies outlined within this Policy Manual will not be considered. If the change is being recommended by a Director, that Director shall motion for the 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.

Following debate and any amendments to the policy change, the Board shall vote on its approval on first reading. 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. If the policy change is not approved on first reading, the matter shall not be considered again unless a new proposed policy change is submitted in accordance with this Policy for first reading at a future Board meeting.

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. If the policy change is approved on second reading, it shall become the policy of FHM effective immediately or as specified upon approval.

Upon approval of new and revised policies, updates shall be made to this Policy Manual in the appropriate section with a notation of the date of adoption and/or revision. Upon approval of a repealed policy, the appropriate text shall be stricken from this Policy Manual leaving only the word “Repealed” followed by the original section title and the dates of adoption, revision, and repeal. As necessary, the table of contents shall also be updated any time changes are made to this Policy Manual.

Per FHM Governance Agreement, the FHM Board shall submit the initial school policy manual to the District Board for approval on or before June 30, 2019. The FHM Board may update the School policy on an annual basis thereafter by submitting proposed revisions to the District Board for review and approval on or before June 1.

Adopted:	Inception
Revised:	October 2009, April 2019
Guiding Authority:	FHM Bylaws The FHM School Governance Agreement

3.9.2 Emergency Policy Changes

Upon a three-fourths (3/4) vote of the Directors present at a regular or special meeting called for that purpose, an emergency may be declared for purposes of establishing a policy or approving a policy change. 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. Emergency policy manual changes shall be submitted to the District Board for review and approval.

Adopted:	November 9, 2000
Revised:	August 11, 2004, October 2009, April 2019
Guiding Authority:	FHM Bylaws The FHM School Governance Agreement

3.9.3 Board Procedures

This Policy Manual outlines the policies, or the principles, to be used in FHM operations and governance. As needed for clarity, consistency or ease of execution, the detailed process or procedure to ensure proper execution of the policy will be documented and included in or referenced from the appropriate section or sections of this Policy Manual. The Board of Directors may delegate the procedure to a committee of the Board. All proposed procedures shall be presented to the Board of Directors to determine whether the proposed Procedure is properly delegated to the respective committee, or whether it is more appropriate

for inclusion in the Policy Manual in accordance with Section 3.9.1. Referenced procedures will be maintained by the respective committees of the Board.

Adopted:	September 2010
Revised:	
Guiding Authority:	Board of Directors

3.10 Review of Administrative Policies

Policies determined to be administrative in nature need not be reviewed or approved by the Board in advance of issuance except as required by law. When, in the opinion of the Principal, there is a potential for strong member, student, faculty, or staff reaction, the policy or regulation should be brought to the attention of the Board in advance.

As appropriate, administrative policies should reference existing Board of Director policies.

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 and shall require the Principal to revise or withdraw any administrative policies proposed or issued only when, in the Board’s judgment, such policies are inconsistent with the Innovation Plan, The Governance Agreement, the school’s mission, vision, and motto, Board’s policies, District’s policies, or applicable law.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	FHM Bylaws The FHM School Governance Agreement The FHM Innovation Plan

3.11 Self-Evaluation

The Free Horizon Montessori Board of Directors believes that the efficiency and performance of the Board itself directly affects the efficiency and performance of the school as a whole. Therefore, the Board will conduct an annual evaluation of its performance and progress on the strategic plan.

The following guidelines will apply to the Board self-evaluation:

- The evaluation shall be a positive, constructive process, aimed at improvement rather than criticism.
- The evaluation shall be conducted using a formal written evaluation tool which shall include progress measures on the strategic plan.
- Board members shall evaluate the Board as a whole and not individuals on the Board.

Board self-evaluation forms shall be distributed in January of each year. The Governance Committee will present the results at regular March meeting. It is required for all current Directors to participate in the evaluation.

The Board self-evaluation discussion shall not be limited to those items that appear on the form. Free discussion and informal comments among Directors and former Directors are valuable. Specific suggestions for improvement are encouraged.

Adopted:	Inception
Revised:	October 2009, April 2019
Guiding Authority:	Board of Directors

3.12 Conflict of Interest

It is the intent of this policy to protect public trust placed in the Board of Directors of Free Horizon Montessori. For the purpose of this policy, a “conflict of interest” is any matter in which a Board member has any direct or indirect personal or monetary interest that is definite and demonstrable. (Also see Section 3.2, Code of Conduct.)

In the event of a conflict of interest, the Board may decide whether the interested Director may vote on, or be present during the discussion or deliberations with respect to, such contract or transaction. The minutes of the meeting shall reflect the disclosure made, the vote thereon and, the abstention from voting and participation. The Board shall not approve any matter in which a Director has an interest unless it is fair to Free Horizon Montessori and a majority of the disinterested Directors approve the transaction.

Adopted:	Inception
Revised:	April 2019
Guiding Authority:	FHM Bylaws Colorado Revised Nonprofit Corporation Act, C.R.S. 7-128-501 Conflict of Interest Form

3.13 Resignation and Removal of Directors

This section outlines situations where Directors leave their terms before their term expires.

3.13.1 Resignation

In accordance with the Bylaws, any Director may resign at any time by giving written notice to the President or Secretary. Such resignation shall take effect at the time specified therein; and unless specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Adopted:	Inception
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Revised:	April 2019
Guiding Authority:	FHM Bylaws Colorado Revised Nonprofit Corporation Act C.R.S. 7-128-108 Removal of Directors

3.13.2 Removal

In accordance with the Bylaws, any Director may be removed by the Board of Directors if, in their judgment, the best interests of FHM are served by the removal.

A Director will be removed under the following circumstances:

- Absence from two consecutive Board meetings without prior notification to the Board President.
- If the Director is found to have disclosed confidential information or violation of conflict of interest
- If the Director is found to have violated one of the Jefferson County “Five Zero Tolerance Policies” regarding:
 - Nondiscrimination
 - Failure to Report Child Abuse
 - Harassment
 - Drug Free Workplace
 - Violence in the Workplace

Removal of a Director for a crime punishable as a felony or related to misappropriation of funds or theft must be reported to the District.

Adopted:	Inception
Revised:	October 2015, April 2019
Guiding Authority:	The FHM School Governance Agreement FHM Bylaws Colorado Revised Nonprofit Corporation Act C.R.S. 7-128-108 Removal of Directors Jefferson County School District Policy AC - Discrimination Statement and General Complaint Process Jefferson County School District Policy GBAA - Harassment of Employees Harassment in the Work Place Jefferson County School District Policy JBB - Harassment of Students Jefferson County School District Policy GBEC - Drug Free Work Place Jefferson County School District Policy GBEF - Violence in the Work Place

3.14 Meetings

This section outlines the types of meetings conducted by the Board of Directors.

3.14.1 General

The Board serves at the pleasure of, and represents, the members. Therefore, all business conducted in Board meetings is public and subject to the Colorado Open Meetings Law (C.R.S. 25-6-402). Accordingly, all members of the school community are cordially invited to attend all meetings of the Board. A time for public comment shall be a part of every regular Board meeting.

All meetings of the Board shall be posted in accordance with the Colorado Open Meetings Law (C.R.S. 25-6-402). Members shall be given no less than 24 hours' notice of any Board meeting.

Adopted:	Inception
Revised:	October 2009
Guiding Authority:	FHM Bylaws Colorado Revised Nonprofit Corporation Act C.R.S. 7-127-101 Annual & Regular Meetings C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.14.2 Regular Meetings

A schedule of planned Regular Meetings shall be published annually, at the beginning of the school year.

The President is responsible for establishing Board meeting agendas. Any Director wishing to put an item on the agenda must submit the item, with supporting documentation, to the President in the time frame established by the President.

Board meeting information documents shall be uploaded no later than one business day before the regularly scheduled Board meeting, although longer notification is preferred. Board packet materials that are not confidential or work product (as defined in C.R.S. 24-72-202 (6.5)) may be made available during the Board meeting for audience members.

Board meetings are conducted to carry on the business of the school in general accordance with Robert's Rules of Order. Voting may occur only when a quorum, defined as a majority of voting Board members, is in attendance.

The Principal and Staff Liaisons are expected to attend all FHM Board meetings. If they are unable to attend, they are expected to notify the President at least 24 hours prior to the meeting.

Adopted:	Inception
Revised:	October 2009, November 2012, April 2019
Guiding Authority:	FHM Bylaws Colorado Revised Nonprofit Corporation Act C.R.S. 7-127-101 Annual & Regular Meetings

	C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law
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3.14.3 Special Meetings

Special meetings of Board of Directors may be called at the request of the President or any two Directors. All meetings of the Board shall be posted and conducted in accordance with the Colorado Open Meetings Law (C.R.S. 24-6-402, also reference C.R.S. 22-32-108(4)). Members shall be given no less than 24 hours’ notice of any Board meeting.

Adopted:	Inception
Revised:	October 2009, November 2012
Guiding Authority:	FHM Bylaws C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.14.4 Annual Meetings

As required by Article 4 of the Bylaws, there shall be at least one Annual Meeting of the members, who are defined in article 3 of the FHM Bylaws). The Annual Meeting shall be held in the spring of each year. The agenda for the Annual Meeting may include, but shall not be limited to the following:

- Presentation by the Board of Directors of accomplishments in the areas of Board annual goals, Strategic Improvement Plans, Accountability Report, and Fundraising
- Recognition of contributions and/or contributing members.
- General elections to the Board of Directors

Adopted:	Inception
Revised:	October 2009, April 2019
Guiding Authority:	FHM Bylaws Colorado Revised Nonprofit Corporation Act C.R.S. 7-127-101 Annual & Regular Meetings C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.14.5 Executive Session

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 C.R.S. 24-6-402(III), et seq. An executive session may be called only upon the affirmative vote of two-thirds (2/3) of a quorum of Directors present. The Board may take no formal action in executive session. Executive sessions are recorded, and the records are kept in the Board's possession for 90 days and then destroyed in accordance with C.R.S. 24-6-402(III)(d.5)(I)(A) and 24-6-402(III)(E)(ii).

Adopted:	Inception
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Revised:	October 2009, November 2012, April 2019
Guiding Authority:	C.R.S. 24-6-402, 3(a) Open Meetings – Colorado Sunshine Law

3.14.6 Public Participation at Board Meetings

Because Board meetings are conducted following the guidelines set forth in the Robert’s Rules of Order and convene with a planned agenda, they are not held for the purpose of public debate or discussion. Accordingly, public participation will be welcome according to Robert’s Rules of Order so that the Board may expedite the agenda within a reasonable time.

A public comment period will be provided at each regular meeting of the Board. If public comment is provided in writing to the Board of Directors, it will be distributed to Directors in the Board meeting materials and will not be read in the meeting unless specifically requested. Written comments provided anonymously will not be distributed and will be discarded without review or deliberation.

Persons who wish to make requests, presentations, or proposals to the Board should direct any inquiry to the Principal or the President of the Board, who shall respond according to the following:

- The person shall provide written information to the Principal or the Board President at least two weeks prior to the regular meeting of the Board. If presented to the Principal less than two weeks prior to the upcoming regular meeting of the Board, the Principal shall decide whether to make a special request of the President to include the item in the upcoming regular Board meeting or to wait until the next month’s regular Board meeting.
- 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. Note that seeking to add issues to the agenda via the Board of Director President cannot circumvent the Conflict Resolution Policy.
- 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.
- If so requested by any Director, the person may present additional information or provide clarification when the agenda item is discussed.

Adopted:	Inception
Revised:	October 2009, November 2011, November 2012, April 2019
Guiding Authority:	C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.15 Committees

This section outlines recognized committees that support the Board of Directors.

3.15.1 Advisory Committees

In accordance with the Bylaws, the Board may commission advisory committees at such times and for such purposes as the Board may deem necessary. Advisory committees are intended to fulfill a specific short term objective and will be dissolved upon accomplishing that charge. An advisory committee may be formed at the discretion of the Board with a two-thirds (2/3) majority vote.

At least one Director shall serve on each advisory committee but need not serve as the chairperson of the committee. The Director representative shall be responsible for ensuring the Advisory Committee Plan is presented to the Board for approval in a Board meeting.

An advisory committee may not proceed in conducting their charge until such time as the Board has approved the Advisory Committee Plan, which shall include, but shall not be limited to the following:

- The objective of the advisory committee.
- The authority of the advisory committee.
- The composition of the advisory committee.
- The selection and recruitment plan for advisory committee members.
- The advisory committee’s reporting requirements to the Board of Directors.
- The anticipated term of the advisory committee.
- The dissolution plan for the advisory committee.

All meetings of advisory committees shall be posted in accordance with the Colorado Open Meetings Law (C.R.S. 25-6-402). Members shall be given no less than 24 hours’ notice of any advisory committee meeting. Minutes of advisory committee meetings must be taken and promptly recorded.

Adopted:	Inception
Revised:	October 2009, September 2011
Guiding Authority:	FHM Bylaws C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.15.2 Standing Committees

Through a resolution adopted by the Board, the Board may designate from among its members one or more standing 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:

- Fill vacancies of the Board; or
- Amend the Bylaws.

Standing committees shall consider, advise upon, and make recommendations to the Board with respect to policies of Free Horizon Montessori or to pursue goals, goods, or services for FHM in accordance with the mission statement.

At least one Director shall serve on each standing committee but need not serve as the chairperson of the committee. Additional members or members to fill vacancies may be appointed by the Board from a list of volunteers at any regular or special meeting, following a submission of a written intent to serve on a committee along with a short candidate introduction to the Board’s President.

Each standing committee shall appoint its own chairperson and officers, as necessary, unless the Board expressly establishes such positions. The assigned Director shall have the rights and responsibilities to make decisions on behalf of the Board in meeting the goals of the committee. However, decision-making powers shall not extend to the committee, unless expressly granted by the Board.

All meetings of standing committees shall be posted in accordance with the Colorado Open Meetings Law (C.R.S. 25-6-402). Members shall be given no less than 24 hours’ notice of any standing committee meeting. Minutes of standing committee meetings must be taken and promptly recorded.

Standing committees may be dissolved by a two-thirds (2/3) majority vote of the Board if the group is not functioning as intended or otherwise requires restructuring to be performing the intended services.

Adopted:	Inception
Revised:	September 2011, April 2019
Guiding Authority:	Board of Directors C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

3.15.3 Standing Committee Descriptions

The following standing committees have been established for the Free Horizon Montessori Board of Directors.

3.15.3.1 School Accountability Committee

The School Accountability Committee (SAC), including elements of the membership and structure, is a statutory requirement and shall be established and function in accordance with Colorado Law C.R.S. 22-11-401, et seq. The general purpose of the Committee is to serve in an advisory role to the Principal. The Principal is responsible for implementing the accountability process in the school.

Pursuant to the referenced law, the purpose and responsibilities of the School Accountability Committee include:

- Identify resources required to implement strategies and provide written recommendations to the Principal and the Board of Directors regarding budgetary needs that are congruent with the annual academic achievement plans and the FHM Strategic Plan. (C.R.S. 22-11-402(1)(a)).

- Advise the Principal and the Board of Directors concerning the preparation of a school performance plan, improvement plan, priority improvement plan or a turnaround plan if any are required pursuant to C.R.S. 22-11-210, and to submit recommendations to the Principal and the Board of Directors, if applicable, concerning the contents of the applicable plan. (C.R.S. 22-11-402(1)(b&c))
- Meet at least quarterly to discuss whether school leadership, personnel, and infrastructure are advancing or impeding implementation of the public school's performance, improvement, priority improvement, or turnaround plan, whichever is applicable, or other progress pertinent to the FHM's accreditation contract with the Jefferson County School District. (C.R.S. 22-11-402(1)(d))
- Additionally, the Board of Directors requires this Committee to:
 - Be familiar with the Colorado "Education Accountability Act of 2009" (C.R.S. 22-11-101 et seq.) and advise the Board on opportunities and activities related thereto.
 - Advise the Principal in developing a plan to improve educational achievement, maximize graduation rates, and support school safety and a welcoming environment, aligned with the FHM strategic plan and state statute.
 - Develop and implement community surveys annually, and to compile and analyze survey results and present to the community at the Annual Meeting.
 - Collaborate with school leadership teams.
 - Provide a report to the Board of Directors at least every quarter.

Pursuant to C.R.S. 22-11-401(1), the School Accountability Committee shall be comprised of the following members, with the number of parent members exceeding the number of faculty members:

- Principal or his/her designee (1 person).
- Three (3) faculty members, ideally representing the Lower Elementary, Upper Elementary, and Middle School departments. In accordance with the statute, at least one (1) faculty member must be a teacher.
- Three (3) parents or legal guardians of students at the school. The three parent members shall respectively represent each grade-level program, to the extent possible.
- Board Liaison to the School Accountability Committee (1 person).
- At least one (1) parent member of an organization of parents, teachers, and students recognized by the school. This organization is commonly known as the Community Support Network.
- At least one (1) person from the larger community. This person need not be a parent or guardian of an enrolled student.

Pursuant to 22-11-401(1)(b), members of the School Accountability Committee shall be appointed by the Board of Directors from a list of volunteers. The Board of Directors shall, to the extent practicable, ensure the appointments to the School Accountability Committee reflect the student populations that are significantly represented within Free Horizon Montessori. If, after making good-faith efforts, an insufficient number of persons are willing to serve on the School Accountability Committee, an alternative membership plan shall be established that reflects the membership requirements herein as much as practicable (C.R.S. 22-11-401(4)(a)).

The Principal and Department Heads may serve consecutive terms. Parents and community members shall serve two-year terms. Each spring, the members of the School Accountability Committee shall select a Committee Chair for the subsequent year from the current parent representatives.

Adopted:	Inception
Revised:	September 2011, November 2012, October 2015
Guiding Authority:	C.R.S. 22-11-401 et seq.

3.15.3.2 Governance Committee

The purpose of the Governance Committee is to assume primary responsibility for matters pertaining to recommendations regarding Board recruitment, nominations, orientation, training, and evaluation in accordance with the Bylaws of the school as well as established Board policies. The Committee is also responsible for developing and revisions to the Board handbook as needed.

This Committee shall make recommendations to the Board to take action on the following:

- Revisions to the nomination/Board election procedures.
- Revisions to the procedures for Board recruitment.
- Recommend and keep current an orientation and training plan for new Directors in keeping with the requirements of the Contract.
- Develop and revise a Board handbook outlining the responsibilities of the Board and Directors, Board policies, and other relevant information.
- Assess and recommend Board training needs.
- Annually recommend methods for the Board self-evaluation.

On an annual basis, the Committee shall complete the following tasks:

- Document training completed by Directors.
- Analyze the skills and experience needed on the Board.

- Recruit members to serve as Directors of the Board and develop a slate of candidates for consideration by the membership.
- Coordinate training aspects of Board retreats with the Vice President as needed.
- Review the guiding authorities, the Board of Directors Policy Manual and FHM documentation such as the Employee and Student and Parent Handbooks to ensure consistency throughout, and when necessary, make recommendations to the Board for updates.
- Evaluate its work as a Committee and the objectives it has committed to and report on same to the Board.
- Provide periodic updates at regular Board meetings.

This Committee shall be comprised of at least one Director appointed by the Board President with the advice and consent of the Board (Board Liaison to the Governance Committee), a staff liaison selected by the staff in accordance with the Employee Manual and at least three (3) parents or legal guardians of students at the school.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	Board of Directors

3.15.3.3 Facilities Committee

The Facilities Committee has responsibility to perform work and complete tasks related to FHM’s strategic site use and development, and facilities’ master planning. The scope of and individual tasks comprising this work may vary based on the short- and long-term physical needs of the school.

This Committee shall be comprised of at least one member of the Board of Directors, the Director of Finance and Advancement, a representative of the Community Support Network (CSN) and up to two parents or legal guardians of students at the school.

Adopted:	Inception
Revised:	October 2009, April 2019
Repealed:	September 2010
Reinstated:	October 2015
Guiding Authority:	Board of Directors

3.15.3.4 Finance Committee

The Finance Committee has the responsibility to create the upcoming fiscal year budget; presenting budget recommendations to the Board; monitoring implementation of the approved budget on a regular

basis and recommending proposed budget revisions; and recommending to the Board appropriate policies for the management of the school’s assets.

The Committee shall be comprised of the Board Treasurer, the Board back-up to the Treasurer, the Principal, the Director of Finance and Advancement, and one parent or legal guardian of students at the school.

Adopted:	Inception
Revised:	October 2009, September 2010, November 2012, October 2015, April 2019
Guiding Authority:	The FHM School Governance Agreement C.R.S. 22-11-402(1)(a)

3.16 Communication Plan

The Free Horizon Montessori Board of Directors will communicate its activities and actions through the following methods:

- **Board of Directors Webpage:** The Board of Directors section of the FHM 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 the Bylaws.
- **Board Meeting Minutes:** Within sixty (60) days subsequent to a regular meeting of the Board, the Secretary, or their designee, shall provide signed, written minutes of the meeting for electronic distribution and shall make the same available publicly via posting to the Board of Director’s Webpage.
- **Email to Board Members:** Members of the corporation, staff, and faculty may contact the individual Board members using the email addresses published on the Board of Directors section of the FHM website. Each Director shall be responsible for maintaining a secure email account with which to conduct Board business. Directors shall acknowledge receipt of such email within seven (7) days, or as soon as practical, if the Director is traveling away from home. Board members’ emails used in school business are public records and shall be maintained in accordance with the Colorado State Archives Records Retention Manual. Email to Board members is not a substitute for following the “Conflict Resolution” policy as stated in this document.

Adopted:	Inception
Revised:	October 2009, November 2012, October 2015, April 2019
Guiding Authority:	C.R.S. 24-72-202 (6.5) Open Records C.R.S. 24-6-101:402 Open Meetings – Colorado Sunshine Law

4 Administrative Structure

In accordance with the FHM School Governance Agreement and to the extent permitted by law, the Free Horizon Montessori Board of Directors shall hire a Montessori-experienced Principal 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 the Board’s sole and absolute discretion, with or without cause.

The Principal shall be responsible for the day-to-day management and operation of the school, ensuring compliance with all applicable federal and state laws and regulations, district regulations and policies, and the FHM School Governance Agreement. The Board is responsible to establishing the position qualifications and maintaining a detailed job description for the Principal in the Employee Manual.

Adopted:	Inception
Revised:	October 2009, November 2012, December 2013, April 2019
Guiding Authority:	FHM Bylaws The FHM School Governance Agreement The FHM Innovation Plan

4.1 Qualifications

Repealed:	December 2013
Adopted:	October 2009
Revised:	November 2012
Guiding Authority:	Board of Directors

4.2 Annual Evaluation and Renewal of Annual Employment Agreement

Performance of the Principal shall be evaluated annually by the Board of Directors. The Board shall notify the Principal of its intent to either renew or terminate the Employment Agreement for the upcoming academic year commencing in August, in accordance with the following procedure.

A bilateral Letter of Intent shall be signed by both parties indicating their commitment to continue the Employment Agreement.

No later than December 31st annually, the Board shall complete a performance evaluation of the Principal and determine compensation for the upcoming contract term.

No later than January 31st annually, the Board shall offer the Principal an Employment Agreement for the upcoming contract term.

Activity	Who	Timeline
Principal presents list of desired goals and rationale for comment and discussions	Principal	February Board Meeting
Establish Evaluation Committee and decide whether to engage third party evaluator for 360 feedback for evaluation	Board President + one other Board member + Principal	August Board Meeting
Procure services of third-party evaluator (if desired)	Evaluation Committee	By September 30
Evaluation Committee and third-party evaluator meet with Principal, reviews progress toward yearly goals, reviews and renews evaluation tool and survey(s) to be used	Principal, Evaluation Committee and third-party evaluator	September/October
Gather data, review files, and interview faculty	Evaluation Committee + third party evaluator	Reasonable number of visits and/or meetings
Third party evaluator presents findings to committee and Principal (if engaged)	Third party evaluator	By November 30
Convene for Principal evaluation	Evaluation Committee + Principal + third party evaluator (if retained)	By November 30
Report to Board on Principal evaluation and letter of intent	Evaluation Committee	December Board meeting
Issue letter of intent for continued employment (if appropriate)	Board President	By December 31
Develop and negotiate compensation and contract structure	Evaluation Committee + Treasurer + Principal	Before January Board Meeting
Presentation of proposed contract (Annual Employment Agreement) for approval	Board President	January Board meeting

General guidelines for retaining a third-party evaluator:

A third-party evaluator should be retained when appropriate but may not be required every year. As a general rule, a third-party evaluator should be retained after the first full year of a Principal's service and again at the end of each three-year period (e.g., after the third, sixth, and ninth year in office). A third party evaluator should also be used if the school has two straight years of failing to meet adequate growth on state standardized testing (or equivalent standard), or the school finances are called into question by an internal or external audit source. The Board may also hire a third-party evaluator based on other relevant factors and circumstances present during the rating year.

Adopted:	Inception
Revised:	October 2010, November 2012, September 2014, October 2015, April 2019
Guiding Authority:	Board of Directors C.R.S. §22-9-106

4.3 Compensation

The Board shall determine the amount of the compensation paid to the Principal annually, which should be in keeping with the school’s current effective salary schedules. Annual increases/distributions, if any, shall consider:

- Performance/merit.
- Salary survey/competitive compensation.
- Longevity incentives.
- Cost of living adjustments.

It is the Board’s sole discretion on how the distributions, if any, shall be paid in any given year. It may be based on equal distributions, or any other proportionality, or in a lump sum payment when appropriate.

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019
Guiding Authority:	Board of Directors

5 Personnel

While all Free Horizon Montessori employees are employees of Jefferson County Public Schools, the FHM Governance Agreement gives the FHM Board the authority to hire and fire personnel, to the extent permitted by law. The Board delegates that authority to the FHM’s Principal, who shall be responsible for personnel matters, including employing its own Administration personnel, Faculty and Staff and establishing its own terms and conditions of employment, policies, rules and regulations providing training, evaluating and terminating employees. Free Horizon Montessori teachers, at time of hire, are required hold a current/valid Montessori Accreditation Council for Teacher Education (MACTE) Montessori Credential or a current/valid Colorado Teacher License at times of hire and throughout their employment. Teachers who do not have a current/valid Montessori Credential are required to enroll in a MACTE- accredited program and receive credentialing within two years. All personnel will be offered an Employment Agreement, which must be renewed annually with no promise of future employment.

The Principal is responsible for developing written policies and procedures in compliance with federal and state law concerning the recruitment, promotion, discipline and termination of personnel; methods for evaluating performance; and a plan for resolving employee-related problems, including complaint and conflict resolution procedures. Such policies and procedures not otherwise addressed in this Manual shall be documented in the FHM Employee Handbook. Each FHM Employee shall affirm their receipt and understanding of the handbook annually.

Adopted:	Inception
Revised:	September 2011, November 2012, April 2019
Guiding Authority:	FHM Employee Handbook The FHM Innovation Plan The FHM School Governance Agreement

5.1 At Will Employment

In accordance with employment law in the State of Colorado, all employment and compensation with Free Horizon Montessori is “at will.” This means that employment can be terminated, with or without cause, with or without notice, at any time, at the option of either FHM or the employee, except as otherwise provided by law or the Governance Agreement.

Adopted:	Inception
Revised:	April 2019
Guiding Authority:	The FHM Innovation Plan The FHM School Governance Agreement

5.2 Nondiscrimination

FHM complies with the Fair Labor Standards Act and follows the FHM’s Equal Opportunity Employment policy which states that Free Horizon Montessori affirms that no person shall, on the basis of race, creed, color, age, national origin, religion, gender identity, disability, marital status, sexual orientation or veteran status 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. Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or perception of the individual's sexual orientation.

Adopted:	Inception
Revised:	October 2015, April 2019
Guiding Authority:	Jefferson County School District Policy AC, Unlawful Discrimination/Equal Opportunity Jefferson County School District Policy GBA, Equal Employment Opportunity Title IX of the Education Amendments of 1972, 20 U.S.C. 1681 Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. 621 et seq. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 701 et seq. Americans with Disabilities Act, 42 U.S.C. 1201 et seq. Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e C.R.S. 24-34-301 through 24-34-308 C.R.S. 24-34-402

5.3 Harassment

In line with the Jefferson County School District Policy GBAA, Free Horizon Montessori is committed to providing a working and learning environment that is free from harassment, and it is the policy of the school that harassment in any form will not be tolerated. Management and supervisory personnel, at all levels, are responsible for taking reasonable and necessary action to prevent harassment. All members of the district community, employees, and students are required to promptly report conduct that could be in violation of this policy.

The school does not tolerate harassment by employees, supervisors, or non-employees based on sex (with or without sexual conduct), race, color, religion, national origin, age, disability, sexual orientation, or protected activity (opposition to prohibited discrimination or participation in the statutory complaint process). Sexual orientation is a person's orientation toward heterosexuality, homosexuality, bisexuality, or transgender status or perception of the individual's sexual orientation.

The Jefferson County School District Policy GBAA defines harassment and outlines procedures for reporting, investigation and appeal of complaint resolution.

Adopted:	Inception
Revised:	October 2009, November 2012, April 2019
Guiding Authority:	FHM Bylaws FHM Employee Handbook Jefferson County School District Policy GBAA, Harassment of Employees Jefferson County School District Policy AC, Unlawful Discrimination/Equal Opportunity

5.4 School Personnel Conflict of Interest

Any school personnel engaged in additional employment outside of Free Horizon Montessori shall notify the Principal. Such notification shall include the job responsibilities and time requirements of the outside employment. At no time shall any employee of FHM engage in any additional employment that would:

- Adversely affect their usefulness as employees of the school;
- Make time and/or energy demands upon the individual that interfere with their effectiveness in performing their duties;
- Compromise or embarrass the school;
- Adversely affect their employment status or professional standing; or
- In any way conflict with or violate professional ethics or FHM’s policies.

Faculty may not engage in any other employment or in any private business during the hours required to fulfill assigned educational duties.

Faculty may not engage in the provision of educational services outside of their school responsibilities or outside of school hours without notifying the Principal. The faculty member shall provide any advertisement for such services at his or her own expense and shall specifically state whether the services offered are endorsed, sanctioned, or sponsored by FHM.

Employees may not sell any books, supplies, musical instruments, or equipment to any student or members unless prior approval has been received from the Principal.

No administrator shall be responsible for the supervision and/or evaluation of a relative. If a conflict of interest shall arise, another supervisor will be assigned.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	FHM Bylaws FHM Employee Handbook Jefferson County School District Policy GBEA, Staff Conflicts of Interest

6 Students

6.1 Attendance

The Free Horizon Montessori attendance policy will follow current law and District policies.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	Jefferson County School District Code of Conduct Jefferson County School District Policy JEA, Compulsory Attendance Ages Jefferson County School District Policy JH, Student Absences & Excuses CDE Policy CCR 301-78 FHM Student and Parent Handbook Jeffco Public Schools Student and Parent Handbook

6.2 Rights and Responsibilities

All students are capable of learning and taking responsibility for their own education. The Montessori philosophy holds that students will learn respectful and responsible behavior for oneself, the environment and others. Students are responsible to know and observe school guidelines, rules and policies.

Free Horizon Montessori's students' rights and responsibilities are outlined in the current FHM Student and Parent Handbook and are in accordance with Jeffco policies and state law.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors

6.3 Discipline

Free Horizon Montessori adheres to the District's Code of Conduct and related policies. Additionally, general discipline falls under the purview of classroom management, and the supervising teacher is responsible to communicate and consistently limit inappropriate and unacceptable behavior. In extreme situations of destructive or dangerous behavior, the student may be brought directly to the Principal (or designee in his/her absence) to implement the formal discipline process. This process shall follow the Jefferson County Public Schools Code of Conduct, which includes restorative justice.

The Montessori philosophy holds that students will learn respectful and responsible behavior for oneself, the environment, and others. A safe environment that is conducive to learning is of utmost priority to FHM. All policies shall be in accordance with state law and applicable District policy.

Faculty and staff shall be supported in their efforts to discipline students. All personnel are expected to use FHM policies in disciplining students.

Detailed discipline policies are provided in the current FHM Guide to Conduct and Discipline, FHM Student and Parent Handbook, and FHM Employee Handbook.

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019
Guiding Authority:	Jefferson County Code of Conduct C.R.S. 22-33-106 Mandatory expulsion C.R.S. 22-33-106 Suspension District Policy JK - Student Discipline District Policy JKA - Use of Physical Intervention and Restraint District Policy JKDA/JKEA - Grounds for Suspension/Expulsion District Policy JKD/JKE1 - Student Suspension/Expulsion District Policy JKF - Educational Opportunities for Expelled Students District Policy JKG - Expulsion Prevention FHM Student and Parent Handbook FHM Guide to Conduct and Discipline Jeffco Public Schools Student and Family Handbook

6.4 Health

The FHM follows the state laws and District policy with regard to:

- Immunization requirements
- Sick children
- Distribution of medicine
- Events of accidental injury, including minor bumps and bruises.

More information about the health-related policies can be found in the District Student and Parent and Employee Handbook and/or the FHM Student and Parent and Employee Handbooks.

Adopted:	October 2009
Revised:	October 2015, April 2019
Guiding Authority:	C.R.S. 25-4-902 Immunization prior to attending school C.R.S. 25-4-901:909 School Entry Immunization Jefferson County School District Policy JLC - Student Health Services and Requirements Jefferson County School District Policy JLCB - Immunization of Students Jefferson County School District Policy JLCC - Communicable Diseases Jefferson County School District Policy JLCD - Administering Medicines to Students Jefferson County School District Policy JLCE - Administration of Medical Marijuana to Qualified Students

	FHM Student and Parent Handbook Jeffco Public Schools Student and Parent Handbook
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6.5 General Safety and Security

Health and safety are of the utmost concern for all students, parents, and employees. Upon recognition of a potentially dangerous or hazardous situation, employees must immediately report the situation to Administration.

Free Horizon Montessori’s policy and procedures concerning general safety and security, to include procedures for releasing students, are in accordance with district and state policies and are outlined in the current FHM Student and Parent and Employee Handbooks.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors FHM Student and Parent Handbook

6.6 School Closures

Generally, Free Horizon Montessori follows the Jefferson County School District policies for dealing with all emergencies and school closures, including delayed start policy. FHM reserves the right to close even when the District chooses to stay open.

All other emergency and evacuation plans are to be implemented by the Principal or their delegate and will be conducted with the utmost safety and concern for the members of the FHM community.

FHM’s emergency and school closure policies are in accordance with district and state policies and are outlined in the current FHM Student and Parent and Employee Handbooks.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors The FHM Innovation Plan The FHM School Governance Agreement Jefferson County District Policy EBCE - School Closings & Cancellations Jefferson County District Policy KDE - Emergency Management

7 Support Services

Free Horizon Montessori has the option to receive support services through the Jefferson County School District. The FHM Governance Agreement outlines the process of selection of support services available through the District. The list of services shall be reviewed regularly and adjusted as needed.

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019
Guiding Authority:	The FHM School Governance Agreement

8 Educational Program

Free Horizon Montessori is committed to a strong educational program that follows the philosophy and pedagogy of Dr. Maria Montessori. The school's commitment to quality Montessori education is demonstrated by its adherence to quality standards prescribed by the American Montessori Society ("AMS"), with a goal of achieving and maintaining AMS School Accreditation.

8.1 Instructional Goals and Objectives

Free Horizon Montessori is committed to a rigorous, whole-child oriented, Montessori-based, quality education for all students attending FHM. FHM emphasizes individualized, mastery-based instruction as opposed to strict curricular dictated education. In addition to traditional Montessori lessons, FHM uses many types of curricula to meet the needs of each child enrolled at the school and strive towards achievement of state academic standards in addition to the development of skills as described in the Jeffco Public Schools Strategic Plan.

More details regarding the instructional goals and objectives are contained in the FHM Innovation Plan.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	The FHM Innovation Plan The FHM School Governance Agreement FHM Student and Parent Handbook

8.2 Field Trips

During the course of the school year, the students of Free Horizon Montessori will have the opportunity to go on field trips away from the school. These field trips are to be instructional and contribute to the whole-child oriented, Montessori-based educational philosophy.

Field trips must comply with state and district standards. Detailed policies and procedures involving field trips are located in the current FHM and District Student and Parent and Employee Handbooks.

Adopted:	October 2009
Revised:	
Guiding Authority:	Board of Directors FHM Student and Parent Handbook Jeffco Public Schools Student and Parent Handbook

8.3 Curriculum Development

Free Horizon Montessori is committed to providing students with an education that incorporates Montessori philosophy with the rigor of Colorado state and Jefferson County standards. Curriculum development will adhere to and enhance the above goals, as described in the FHM Innovation Plan and

the FHM School Governance Agreement. The Principal will review, select and approve all learning resources that cover the scope and sequence of the above stated policies.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors The FHM Innovation Plan The FHM School Governance Agreement Jefferson County School District Policies

8.4 School Year and School Calendar

Free Horizon Montessori’s Principal shall draft and the Board shall approve FHM’s school year and school calendar as soon as practical before the end of the prior school year, but in no case later than the Board’s regular March meeting. The School’s annual calendar shall meet or exceed the instructional time and academic programming requirements of the American Montessori Society, Jefferson County School District and State of Colorado. Additional modified contact days may be scheduled for staff in-service and/or student assessment.

Adopted:	October 2009
Revised:	September 2010, November 2012, October 2015, April 2019
Guiding Authority:	Board of Directors Jefferson County School District Policy IC/ICA - District Calendar The FHM Innovation Plan The FHM School Governance Agreement

9 Enrollment

Free Horizon Montessori is a publicly funded, district option school with innovation status. FHM enrolls students in preschool through 8th grade in accordance with the FHM School Governance Agreement, Jefferson County School District Choice Enrollment Policy (JFBA), and with the criteria as set forth below. FHM may charge tuition for any programs or parts of programs not funded by state and/or District funding resources.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment The FHM School Governance Agreement

9.1 Space Availability

The Principal shall determine how many enrollment openings are available for each grade level.

Adopted:	October 2009
Revised:	November 2012
Guiding Authority:	Board of Directors

9.2 Application Criteria

All preschool through eighth grade students may apply for enrollment at Free Horizon Montessori. Half-day enrollment is available only to preschool and kindergarten students on a limited basis as space is available. The minimum age for preschool enrollment is three years of age by October 1 of a given school year. FHM fully complies with its nondiscrimination policy for enrollment of prospective students.

Adopted:	October 2009
Revised:	September 2011, October 2015, April 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment Jefferson County School District Policy JF - Student Admissions/Withdrawals from School Jefferson County School District Policy JF-E, Student Admissions/Withdrawals from School Jefferson County School District Policy JB R-1 - Equal Education Opportunities - Transgender Students Title IX of the Education Amendments of 1972, 20 U.S.C. 1681 Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. 621 et seq. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 701 et seq. Americans with Disabilities Act, 42 U.S.C. 1201 et seq.

	<p>Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d</p> <p>Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e</p> <p>C.R.S. 24-34-301 through 24-34-308</p> <p>C.R.S. 24-34-402</p> <p>The FHM School Governance Agreement</p>
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9.3 Process

The Free Horizon Montessori enrollment process shall be in accordance with the Jeffco Public Schools Choice Enrollment procedure as outlined on the Jeffco Public Schools Website.

Families wishing to re-enroll students at Free Horizon Montessori must actively accept continued enrollment at FHM by completing, signing, and submitting the re-enrollment form(s) as determined by administration by the posted deadline.

Families wishing to enroll students at FHM must complete and sign the Jeffco Choice Enrollment Application by the posted deadline. The application process must clearly state the potential student’s educational needs, including but not limited to: documentation of any Individual Education Plans, Individual Literacy Plans, Advanced Learning Plans, Discipline Plans, or any specialized assessments. In compliance with the Jeffco Choice Enrollment Policy, FHM shall review the educational needs of the potential student to ensure that it has the ability and resources necessary to meet the student’s educational needs.

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment

9.4 Priority

For each grade level from preschool through eighth grade, available enrollment openings shall be offered to students in the order of priority listed below. Should there be more potential students in a priority category than enrollment openings in a given grade level, enrollment shall be offered by random selection from that priority group for the affected grade level. Should all lists for the priority pools be exhausted and openings become available for any given grade level, the remaining openings shall be filled in order of the enrollment application receipt date.

- Re-enrolling students.
- Children of full-time FHM faculty and staff.
- Siblings of returning FHM students, as defined in the Jeffco enrollment policies; Multiples are defined as twins, triplets, quads, etc. If one or more of a multiple pair or set is enrolled in FHM,

the additional multiples (twin, triplets, etc.) shall automatically be enrolled into the respective grade.

- At the time of application, children who reside within the Pleasant View articulation area, as it existed during the 2016-17 school year, shall be allocated 10% of available openings of each grade level during Round One of the Choice Enrollment period as established by Jeffco Public Schools. If these spaces are unfilled during Round One of the Choice Enrollment period, they will be released for Round Two.
- Children residing within the Jefferson County School District.
- Children residing outside of the Jefferson County School District.

Adopted:	October 2009
Revised:	September 2011, April 2019, August 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment Board of Directors

9.5 Notification

Notification of space availability and acceptance procedures shall follow Jeffco Choice Enrollment policies.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment

9.6 Disciplinary Dis-enrollment

Per Jefferson County School District Policy JF - Student Admissions/Withdrawals from School, the school principal shall determine if students are eligible for admission into a school's educational programs. A student who is denied admission shall be entitled to a hearing in accordance with Board policy JKD/JKE-R-1, Student Suspension/Expulsion.

In general, students dis-enrolled from Free Horizon Montessori for disciplinary reasons shall not be allowed to re-enroll in FHM for at least one calendar year from the date of expulsion. After the one calendar year, the dis-enrolled student's parent or guardian may re-apply their child to the enrollment list. The dis-enrolled student is not considered part of the returning student priority category but may be re-enrolled as part of the next year's random selection as permitted by law, regulation, policy, and District directive.

Jefferson County School District Policy JKF - Educational Opportunities for Expelled Students addresses educational alternatives for expelled students.

Adopted:	October 2009
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Free Horizon Montessori Board of Directors Policy Manual

Revised:	April 2019
Guiding Authority:	Jefferson County School District Policy JFBA - District Choice Enrollment Jefferson County School District Policy JF - Student Admissions/Withdrawals from School District Policy JK - Student Discipline District Policy JKA - Use of Physical Intervention and Restraint District Policy JKDA/JKEA - Grounds for Suspension/Expulsion District Policy JKD/JKE1 - Student Suspension/Expulsion District Policy JKF - Educational Opportunities for Expelled Students District Policy JKG - Expulsion Prevention

10 Finance and Accounting

10.1 Administration

The Principal shall be responsible for properly accounting for all funds received and all expenses incurred in the operation of Free Horizon Montessori. The Principal shall exercise his/her responsibility to the highest ethical standards and shall conform to generally accepted principles for government accounting. Such accounting shall be done in a manner that is easily reviewed by the Board of Directors and lends itself to auditing.

Adopted:	October 2009
Revised:	November 2012
Guiding Authority:	Board of Directors

10.2 Reporting

Each month, upon receiving the financials from Jefferson County, the Director of Finance and Advancement shall compile the trending projection (i.e., actual financials to date and an updated projection of any remaining months for the fiscal year). The trending projection shall be reviewed by the Finance Committee at its regularly scheduled monthly meetings, and a summary prepared for the Board of Directors at their regular meetings at least quarterly and as necessary when significant financial changes require Board review and/or approval, or as requested by the President or Treasurer. Financial statements shall be made available to Directors in the Board packets prior to the meeting.

Director of Finance and Advancement shall fulfill financial reporting for the School as required per Colorado’s Public School Financial Transparency Act, under the oversight of the Board Treasurer.

Adopted:	October 2009
Revised:	September 2010, November 2012, October 2015, April 2019
Guiding Authority:	Board of Directors C.R.S. 22-44-304

10.3 Audits

FHM’s financial activities are subject to District’s audit policies and procedures applicable to public schools.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	Board of Directors C.R.S. 22-44 et seq.

10.4 Preparation and Adoption of Annual Operating Budget

The FHM School Governance Agreement authorizes the FHM Board to adopt and implement a school-specific budget consistent with applicable law and District budgeting practices for innovation schools. The FHM Governance agreement outlines the expected allocation of the annual state per pupil funding to the school for school-specific budgeting. The annual budget is the financial plan for the operation of Free Horizon Montessori. The annual operating budget shall be based on a fiscal year that runs from July 1 to June 30. It provides the framework for both expenditures and revenues for the fiscal year and translates the educational programs and goals of the schools into financial terms. The annual operating budget will also identify any anticipated projects or capital investments and the amount for an operating reserve requiring the use of carryforward funds. The operating budget should ultimately support the mission of FHM. The Board of Directors assigns joint responsibility to the Principal and Finance Committee for preparation of the budget. The annual budget for the upcoming fiscal year shall be submitted for review and preliminary approval by the Board during the regular February Board meeting. The final budget shall be presented for final approval by the Board prior to the regular May meeting and submitted to the District by the established deadline. Material adjustments to the annual operating budget or carryforward funds would require approval by a majority of the Board of Directors.

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019
Guiding Authority:	Board of Directors C.R.S. 22-44 et seq. The FHM School Governance Agreement

10.5 Purchasing Authority or carryforward funds

Free Horizon Montessori shall be its own purchasing authority. As an Option School with Innovation Status, FHM is expected to follow the purchasing policies and procedures established by Jefferson County School District. If there is a need to diverge from these policies and/or procedures, the Board of Directors will be consulted and a formal decision will be made if necessitated. All procurements shall be authorized in accordance with the following thresholds:

Position	Authorized Maximum Approval Level
Director of Finance and Advancement (and other staff as designated by the Principal)	\$5,000
Principal	\$25,000
Board of Directors	Over \$25,000

Adopted:	October 2009
Revised:	September 2010, November 2012, October 2018, April 2019

Guiding Authority:	Board of Directors The FHM Innovation Plan The FHM School Governance Agreement Jefferson County School District Policy DJ/DJA - Purchasing/Purchasing Authority Jefferson County School District Policy DJB - Purchasing Procedures Jefferson County School District Policy DJE - Bidding Procedures
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10.6 Purchasing Procedures

FHM can act as its own purchasing agent when applicable.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	Board of Directors

10.7 Approval Policy for Payments

In general, approval for a procurement also represents approval for the payments of such procurement, unless an authorized signature is required. The following individuals are authorized to sign voucher payments, purchase orders or contracts requiring signature:

Position	Authorized Maximum Approval Level
Director of Finance and Advancement (and other staff as designated by the Principal)	\$5,000
Principal	\$25,000
President of the Board of Directors	Over \$25,000

Adopted:	October 2009
Revised:	September 2010, November 2012, October 2018, April 2019
Guiding Authority:	Board of Directors

10.8 Reserve Policy

It is essential that the school maintains adequate levels of reserves to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures and similar circumstances. For budgeting purposes, a portion of the school's carryforward balances shall be designated as operating reserves. The amounts of the reserves shall be based on a recommendation from the Finance Committee and presented to the Board of Directors for discussion and approval as part of the preparation and adoption of the annual operating budget. Expending from the operating reserves should only be

considered in an emergency situation. Any expenditure requiring the use of operational reserves must be approved by the majority vote of the Board of Directors and a replenishment schedule shall be identified and approved by the Board of Directors in the following fiscal year’s budget.

Adopted:	October 2009
Revised:	December 2013, October 2015, April 2019
Guiding Authority:	Board of Directors Jefferson County School District Financial Policies

11 Media Relations

The District's communication services team serves as the primary contact for media outlets on behalf of the Board of Education, district, and schools. More information about the District's communication services, including contact information, can be found at the District's website.

It is the intent of Free Horizon Montessori to maintain a positive and honest relationship with the media. Media coverage of a District Option School of Innovation, Montessori Education, Public Education, and specifically FHM can be a vehicle that helps promote FHM. 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 following policy shall be utilized.

11.1 General Guidelines

Spokespersons shall be appointed by the Principal or the Board of Directors and must have received training and preparation. Additionally, the Principal and Board of Directors will ensure the staff and leadership teams are trained in managed communications.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Board of Directors

11.2 Managed Communications

For media coverage or interviews on an event or topic surrounding FHM or in the interest of FHM, the Principal, as appropriate, shall immediately advise the Board of Director President. The priority of sharing of media information with the District shall be at the discretion of the Principal (general information vs. emergency).

Adopted:	October 2009
Revised:	November 2012, October 2015, April 2019,
Guiding Authority:	Board of Directors

11.3 Privacy Policy

The Colorado Open Records Act (CORA) is a series of laws that allow public access to many government records including schools records. Two important exceptions to this general rule are requests for student records and portions of employee personnel files. The confidentiality rules and release procedures of academic records are protected by the Family Educational Rights and Privacy Act (FERPA) and are not subject to disclosure under CORA. Additionally, CORA prohibits schools from releasing parts of employee personnel files including, but not limited to: home addresses, telephone numbers, financial information, certain employee evaluation reports, letters of reference, and other information maintained because of

the employer-employee relationship. More information about District’s privacy policies can be found at <https://www.boarddocs.com/co/jeffco/board.nsf/Public>.

It is school’s policy to take every reasonable measure to protect student, member, administration, faculty, and staff privacy. Specifically:

- Personal information provided to the school is not provided to other entities or persons except as required by applicable law.
- Personal information or the likeness of a single individual shall be used in the school newsletters or other publications and on the website only with permission of the person or their parent or guardian.
- If a person objects by phone, letter, or e-mail to having their personal information or likeness or the personal information or likeness of their children published, then it shall be removed as soon as possible.

The school shall make student, member, administration, faculty, and staff privacy and their understanding of this policy a high priority.

Adopted:	October 2009
Revised:	April 2019
Guiding Authority:	FHM Employee Handbook Jefferson County School District Policy JRA/JRC - Student Records/Release of Information Jefferson County School District Policy GBJ- Personnel Records and Files Jefferson County School District Policy GBJA - Disclosure of Information to Prospective Employers Jefferson County School District Policy KDB- Records Retention and Open Records Requests 20 U.S.C. § 1232g Family Educational Rights & Privacy Act C.R.S. 22-1-123 Protection of Student Data

12 Document Retention

FHM recognizes that it is essential to retain all documents necessary for the operation of its business, accounting records, tax returns, documents necessary for potential IRS inquiries and audits, evidence of compliance with applicable district, local, state, and federal requirements, and all documents that might be relevant in pending, imminent, or reasonably foreseeable investigations or litigation.

FHM will follow document retention standards in alignment with the District's policies.

Adopted:	October 2009
Revised:	October 2015, April 2019
Guiding Authority:	Jefferson County School District Policy KDB - Records Retention and Open Records Requests

12.1 Document Retention Manager

The Free Horizon Montessori Principal shall appoint and maintain at all times a Document Retention Manager whose responsibilities are to maintain documentation necessary for effective FHM operations while keeping the costs and burden of document retention to the minimum required.

The Document Retention Manager shall review FHM's files on a minimum of an annual basis. Non-active files should be indexed and archived as appropriate. The date on which the documents no longer need to be retained in accordance with the document retention periods below shall be made clear.

Adopted:	October 2009
Revised:	November 2012, October 2015
Guiding Authority:	Jefferson County School District Policy KDB - Records Retention and Open Records Requests

12.2 Document Retention Periods

Free Horizon Montessori shall follow Jefferson County School District Policy KDB - Records Retention and Open Records Requests to establish retention periods for school records. The KDB policy refers to the Colorado School District Records Management Manual (records management manual) developed by the Colorado State Archives department to assist in determining appropriate retention periods for various types of district records.

Adopted:	October 2009
Revised:	November 2012, April 2019
Guiding Authority:	Jefferson County School District Policy KDB - Records Retention and Open Records Requests Colorado School Districts Records Management Manual

12.3 Suspension of Policy

In the event any employee or agent of Free Horizon Montessori becomes aware that litigation in which FHM would be a defendant *or* plaintiff is pending, imminent, or reasonably foreseeable, the employee or agent shall notify the Principal. The Principal shall notify the Board of Directors and the Document Retention Manager.

When the Document Retention Manager receives notice of potential litigation, he or she shall immediately suspend the destruction of documentation. The Board shall provide, in writing, information describing all documents, by category, which must be preserved for such litigation to the Document Retention Manager. The Document Retention Manager shall immediately take whatever steps are necessary to ensure that the listed documents are preserved. In coordination with the Board, the Document Retention Manager may continue with document destruction for those documents not on that list.

When the potential or actual litigation has been resolved or there is a change to the list of documents which must be retained for litigation, the Board shall notify the Document Retention Manager in writing that the full Document Retention Policy shall be re-instituted.

Adopted:	October 2009
Revised:	November 2012
Guiding Authority:	Board of Directors

12.4 Records Requests

The Colorado Open Records Act (CORA) is a series of laws that allow public access to many government records including schools district records. The District policies address the records retention, protocols for open records requests, as well as privacy policies. The District's communication services team serves as the primary contact for the public for any information requests regarding schools. Records requests can be made in writing or through the District's website.

Free Horizon Montessori may receive requests for records associated with routine business or to satisfy investigative needs. Any time a request for records is received, the FHM Principal and the Document Retention Manager will evaluate the request and the information contained in the record or records requested. The Principal and Document Retention Manager will decide if the release of the records is appropriate. If the Principal and Document Retention Manager do not agree on the appropriateness of record release or if the decision is that it is inappropriate to release the record, they will contact the Board President for further decision and action as appropriate.

Adopted:	September 2010
Revised:	November 2012, April 2019
Guiding Authority:	C.R.S. 24-72-202 (6.5) Open Records

	Jefferson County School District Policy KDB - Records Retention and Open Records Requests Jefferson County School District Policy JRA/JRC - Student Records/Release of Information Jefferson County School District Policy GBJ- Personnel Records and Files Jefferson County School District Policy GBJA - Disclosure of Information to Prospective Employers
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12.5 Standardized Procedure for File Naming of Share Documents

Adopted:	October 2014
Revised:	
Repealed	April 2019
Guiding Authority:	Board of Directors ISO 8601

13Facilities

Free Horizon Montessori is committed to providing quality education in an economical and efficient manner, and facilities are an integral part of the educational program as they have direct influence on learning and the performance of school personnel and students and indirect influence on attitudes and behavior and represent a major community investment.

While FHM is utilizing a school building provided and maintained by the District, The Board and the Principal participate in strategic facility planning to guide future improvements and enhancements that support school’s status as an option school with innovation status and the Montessori philosophy.

Adopted:	October 2009
Revised:	September 2010, November 2012, October 2015, April 2019
Guiding Authority:	Board of Directors The FHM School Governance Agreement

14 Non-School Based Public Elections

The Board of Directors, Administration and staff members representing Free Horizon Montessori shall not expend FHM resources in connection with supporting or opposing any candidate for political office or any issue in public election, nor may they take political positions on these issues in their official capacity or on FHM time or property. Directors shall never give the air of impropriety and shall act with caution.

This policy shall not be interpreted to preclude the payment of administrative costs of placing an issue before voters in a public election.

Adopted:	October 2009
Revised:	
Guiding Authority:	Board of Directors C.R.S. 1-45-101:118 Fair Campaign Practices Act

15 Conflict Resolution Policy

Free Horizon Montessori supports voluntary resolution of conflicts, problems, and concerns between two parties regardless of their positions or roles. FHM firmly believes most issues can be handled quickly and appropriately to everyone's satisfaction. The following conflict resolution policies should be followed in situations of concern:

- Any FHM member having concerns with another shall address that concern one-on-one with the person with whom they are having a problem. The member shall communicate the conflict to the involved parties in writing and shall solicit a response from the offending party.
- If a response and resolution are not established within a reasonable amount of time, the parties shall raise the concern with the Principal unless the concern involves the Principal (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.
 - If the parties cannot agree on a timeframe, they are required to bring the conflict to the Principal for the purpose of establishing the timeframe for resolution.
 - 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.
- If the concern is with the Principal and no response or resolution has been established from bringing the concern directly to the Principal, the person in conflict with the Principal may take the concern to the President of the Board of Directors. The President shall follow the same approach as outlined above.
- If conflicting parties and/or the Principal are not able to find resolution that is mutually agreed upon by all parties, then the Principal 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 in writing (a one page written statement describing specific concern, actions taken toward resolution and the desired outcome).
- The Board, in a regular or executive session, shall review any conflict(s) brought before it as requested and as permitted by law.
- If any conflict involves individual safety, a threat to the preservation or security of FHM's facilities, or a direct or blatant violation of school policies or procedures, the Board of Directors shall be notified immediately by the school Principal, school personnel, or a legal guardian. Any appeal of student disciplinary action by the Principal shall be heard and decided by the Board of Directors.

Conflict Resolution Process

Step No.	Step Title	Step Description	Responsible Party	Timeline / Due Date
1	Notification of Conflict	The Board of Directors will resolve any conflict not resolved directly by the parties. The Board of Directors will hear discipline appeals not involving expulsion. The Aggrieved Party will contact the Board President regarding the conflict or appeal.	Board President	Within 30 days of incident
2	A One Page Written Statement	The Board President shall require the Aggrieved Party to communicate the conflict to the involved parties in writing and shall solicit a response. The written statement from the Aggrieved Party will set the parameters for Board Consideration. Information not included in the written statement may not be considered by the Board of Directors during any subsequent hearing.	Board President, Aggrieved Party and Respondent	Within 10 days of initial contact, written response, if any, should be within 10 days
3	Referral for Board Action	If the conflict is not resolved through the written response or involves individual safety, a threat to the preservation or security of FHM's facilities, or a direct or blatant violation of school policies or procedures, the Board of Directors shall arrange to hear the conflict at regular or special meeting.	Board President	No later than 30 days from written response or within 45 days of the written complaint if no written response.
4	Notification to Involved Parties	Both parties shall be notified that the Board of Directors will hear and resolve the conflict. Ideally, the hearing will be scheduled when all parties can personally be in attendance.	Board President	No later than 30 days from written response or within 45 days of the written complaint if no written response.
5	Meeting Logistics	The Board President shall make arrangements for the Board of Directors to hear the conflict in accordance with the Open Meeting Law. A) Determine need for Executive Session in the cases where personnel or students will be discussed.	Board President & Board Secretary	No less than 3 days prior to meeting

		<p>B) If Executive Session is called for, make arrangements for private meeting space and recording device and materials.</p> <p>C) Post public notice of meeting and agenda with statutory citation for Executive Session, if appropriate.</p>		
6	Prepare Board Packet	Prior to the meeting, provide Board members with the written conflict description and response, and references to any guiding laws, policies, or other guidelines relevant to the conflict.	Board President	No less than 3 days prior to meeting
7	Board Hearing	<p>Whether a regular or special meeting of the Board of Directors, the meeting shall be called to order in accordance with the Open Meeting Law and Board of Directors protocol. Once the conflict agenda item is reached on the agenda, an Executive Session may need to be announced and privacy ensured.</p> <p>A) The Board President will begin the hearing by:</p> <ul style="list-style-type: none"> ● Reviewing the timeline of the issue and correspondence received; ● Summarizing the conflict presented to the Board; ● Referencing any guiding laws, policies, or other guidelines relevant to the conflict; ● Establishing parameters of consideration; ● Articulating the procedure to be followed during the meeting. <p>B) The aggrieved party will be asked to make a brief statement to the Board of Directors reiterating their position and their desired outcome</p> <p>C) The Respondent will be invited to make a brief statement to the Board of Directors reiterating their position and their desired outcome</p> <p>D) Board members may ask clarifying questions of both parties</p> <p>E) Board members may discuss and formulate a motion that preserves confidential information, if</p>	<p>Board President</p> <p>Board President</p> <p>Aggrieved Party</p> <p>Respondent</p> <p>All Board Members</p> <p>All Board Members</p>	<p>No more than 10 minutes</p> <p>No more than 10 minutes</p> <p>No more than 10 minutes</p> <p>5-20 minutes</p> <p>5-20 minutes</p>

		appropriate. (No voting may occur within Executive Session, only in an open meeting following an Executive Session)		
8	Board Action	<p>A) For non-discipline related conflicts, the Board of Directors may:</p> <p>B) Remand the conflict back to the Principal, with a directive to find a reasonable and quick resolution.</p> <p>C) Remand the conflict back to the two parties, with the Principal mediating the conflict.</p> <p>D) Mediate the conflict and render a decision to resolve the conflict.</p>		By meeting end
9	Board Action	<p>For discipline related conflicts or appeals, the Board of Directors may overturn or amend disciplinary actions of the Principal only when:</p> <p>A) The disciplinary action is shown to be a direct or blatant violation of school policies.</p> <p>B) The disciplinary action is shown to be arbitrary, capricious and not supported by any evidence.</p>	All Board members	By meeting end
10	Final Resolution	The FHM Board of Directors is the final authority. Decisions of the Board may not be appealed to the Jefferson County School District.		

Adopted:	October 2009
Revised:	September 2011, November 2012, April 2019
Guiding Authority:	Board of Directors The FHM School Governance Agreement