

APPENDIX A: BOARD OF DIRECTOR'S AGREEMENT (2024-25)

The Vanguard School Mission

The mission of The Vanguard School is to help guide students in the development of their character and academic potential through academically rigorous, content-rich educational programs.

Introduction

Every member of The Vanguard School Board of Directors shall be committed to the mission of the School. All decisions by the Board and the Executive Director shall be made to further the principles of the mission statement. In addition, members of the Board shall be fully committed to the charter school concept.

The purpose of the Board is to set the general direction and policy of the School, not to manage it on a daily basis. Rather, the Executive Director and other administrators manage the School by implementing the policies the Board has enacted. Furthermore, Directors shall foster a positive relationship with The Vanguard School faculty and staff, parents, students, the school's chartering authority, and the community at large in Colorado Springs. The Board selects and evaluates the Executive Director, oversees the finances of the School, recruits and orients high-quality candidates to serve on the Board, and ensures effective, long-range planning. All Board decisions should be made within the parameters of the School's Articles of Incorporation, Bylaws, and previously enacted policies.

Qualifications for Board membership shall also include but not be limited to:

- (a) an interest in managing and supporting charter schools and in raising funds and heightening public awareness thereof;
- (b) enthusiasm for the School and conviction in their purpose and mission;
- (c) willingness to give time and energy to the Corporation;
- (d) special skills to address specific management and needs of the Corporation;
- (e) willingness to accept and support decisions democratically made;
- (f) ability to represent the Corporation and School to the community; and
- (g) willingness to sign the Board of Director's Agreement at the time of application, and annually thereafter.

Prior Board experience is helpful but not required. Placing a high value on professionalism and the success of the School is mandatory. The motivation for serving on the Board must be a desire to serve the School's vision and mission in order to facilitate the educational success of its students.

All Directors are required to attend a yearly Board strategic planning session at which the prior year shall be reviewed and evaluated and the goals for the upcoming year shall be created.

Directors are expected to fully participate in the School's board education and training program, designed to make the Board as informed and effective as possible.

Directors shall attend all Board meetings as well as all meetings for those committees on which they serve. Directors may be absent from such meetings only for a serious reason.

Directors must keep in mind that they set the tone for the School and that public relations is one of their key roles. In all decisions, the Directors shall place the best interests of the School first.

Behavioral Expectations

Directors shall abide by the Open Meetings Law, Colo. Rev. Stat. § 24-6-401 et seq. The Open Meetings Law makes it illegal for three or more Directors to gather and discuss Board business, policy, actions, or resolutions, unless they have gathered at a Board meeting for which notice has been properly posted at least 24 hours prior to the meeting. "Meeting" with other Directors is defined as any communication in person, by telephone, by electronic mail, or through any other means. The Open Meetings Law also governs how executive sessions must be conducted. Board business should almost always be conducted in public, and thus executive sessions of the Board should be rare. It is appropriate, however, for the Board to meet in executive session occasionally, e.g., to discuss personnel matters, individual students, or negotiations, and to receive advice from the School's attorney.

It is expected that all Directors will conduct themselves in a professional fashion at all Board and School functions. Directors should consider issues on their merits and not be distracted by personal concerns or make ad hominem attacks on other Directors, administrators, parents, students, or anyone else. Good judgment and discernment should be the hallmarks for service of any Director.

A Director shall respect and listen to ideas being presented by other Directors or anyone else speaking to the Board. It should be understood that a diversity of opinions, respectfully considered, will lead to sound judgment and the solutions necessary for the effective governance of the School. Directors shall encourage each other to fulfill their Board responsibilities to their fullest potential.

The Vanguard School has a Grievance Policy. It shall guide the resolution of disputes within the school community. Thus, should a parent or employee come to a Director to complain about someone else within the school community, the Director should remind the person of the School's Grievance Policy and that all Board matters should be heard by the entire Board at a properly-called Board meeting. The Grievance Policy recommends that the persons actually involved in the grievance will meet together in the first instance to try to informally resolve the problem with each other prior to enlisting the assistance of anyone else in the School.

Directors shall commit to resolving conflict with each other directly. Almost always, Directors should not share the conflict with anyone else, except as necessary to follow the Dispute Resolution Policy. Inherent in serving as a Director is the prospect of disagreeing with others about important matters. Directors are expected to be able to conduct themselves professionally and appropriately through all such disagreements.

Directors shall exemplify integrity, honesty, and respect. Dedication and commitment to the vision and mission of The Vanguard School and the charter school movement shall be a top priority for Directors. Directors shall be expected to identify conflicts of interest and determine how to resolve them, employing the School's Conflict of Interest Policy as appropriate.

The Board shall appoint the Executive Director, who shall serve as an advisory, non-voting member of the Board. The Board shall set the policies for The Vanguard School while the Executive Director and the rest of the administration manage the School on a day-to-day basis by implementing those policies. Annually, the Board shall evaluate the performance of the Executive Director. The Executive Director, in turn, has the authority to hire and fire all members of the faculty and staff, and evaluate and discipline them as necessary. The Board shall not become involved in personnel matters except as prescribed by School policy, e.g., the Grievance Policy. The Executive Director reports directly to the Board and serves at the pleasure of the Board.

Directors should remember that derogatory statements in a public forum are almost always counter-productive. Each individual Director and the Executive Director pledge to each other that they will speak constructively and respectfully to each other and shall not engage in gossip or faction-building.

Directors shall be mindful of the different roles they play: parent, volunteer, Director, etc. Directors shall not use their position of authority when acting in their roles as parent or volunteer. With humility, each Director shall serve the best interests of the School. Directors shall remember that they possess no individual authority; it is only as a collective Board that any of them have authority. Directors shall also remember that attempting to manage or influence operations of the School when acting as an individual will almost always cause problems.

Responsibilities of the Board of Directors

1. The Board shall determine the School's mission and purpose. The Board shall create and review the School's mission statement and any other statements that articulate the School's goals, means for achieving those goals, and primary constituents served.
2. The Board shall carefully search for and select the most qualified individual for the position of Executive Director, who will serve as the chief administrator. The Board will delineate in writing the responsibilities for the Executive Director and then evaluate this person's performance against that written framework.
3. The Board shall provide proper financial oversight. In consultation with the Business Manager and Executive Director, the Board will develop and approve the annual budget as well as ensure that proper financial controls are in place.
4. One of the Board's most important responsibilities will be to provide adequate resources for the School to fulfill its mission. This will require careful stewardship and oversight of the School's budget.
5. The Board shall ensure legal and ethical integrity, and it must maintain accountability of everyone else in the School through the proper chain of command. The Board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. The Board must ensure effective long-range planning. The Board must actively participate in the overall planning process and, with proper coordination with administration, assist in implementing and monitoring the plan's goals.
7. The Board must recruit and orient new Board members and periodically assess its own performance.
8. The Board is responsible for continually enhancing the School's public standing. The Board must clearly articulate the School's mission, accomplishments, and goals to the public and garner support from the community.

School Standards

The Board and administration are committed to these aspects of our school and expect all future members of our leadership to share that commitment and work to advance them:

- Pursue the achievement of our Mission due to its timeless, universal aims
- Support the active development of our student's good character (virtue) through modeling, instruction, correction, and habituation specifically around the Keys to Success and the Cardinal Virtues
- Share an underlying belief in support of the instruction of universal truth / objective values
- Provide a Classical Education / Judeo-Christian, Greco-Roman Heritage

- Content:
 - Classic works from the Western Tradition
 - Original sources
 - Coordinated humanities courses
 - Latin instruction
 - Approach / Intent:
 - A coherent presentation of multiple disciplines and their connection with one another
 - Learning directly from the wisdom of the ages
 - Focus on the “why” of life, and how to live well
 - Unwavering opposition to any attempt, whether external (state-mandated “progressive” programs) or internal (dissenting parents, students, or staff members), to change the classical nature of our curriculum; and more generally, opposition to attempts to wrest curricular and administrative decisions from Vanguard decision makers
- The ideas and aims incorporated in Core Knowledge – content-driven curriculum (if not strict adherence to every part of Core Knowledge)
- The belief that: If a student hasn't learned, the teacher hasn't taught.
- Support of Instructional Coaching
- The importance of teaching the unique principles upon which our country was founded, the Exceptionalism of our founding documents, the freedoms they guarantee, and the responsibilities they require

The following items have been deemed to be non-negotiable by the Board:

- Uniforms in grades K-8 and a decorous standard of dress in grades 9-12
- A standard of professional behavior and decorous dress for staff members
- Starting each day with the Pledge of Allegiance
- Weekly assemblies as a way to reinforce our school's culture
- Maintaining a closed campus to reinforce an internal focus and sense of oneness
- Length of school year at not less than 176 days or not less than 1139 hours of instructional time

By signing below, each Director is attesting to the fact that he or she has read the 2024-25 Board of Directors Agreement and agrees to abide by it.

Alisha Bond Director, The Vanguard School 8/28/2024
Alisha Bond Date

Matt Hughes Director, The Vanguard School 6-12-2024
Matt Hughes Date

Eric Katzung Director, The Vanguard School 6-12-2024
Eric Katzung Date

Eric Koppisch Director, The Vanguard School 6-12-2024
Eric Koppisch Date

Kurt Peters Director, The Vanguard School 8-28-24
Kurt Peters Date

Official Copy