

POLICY GOVERNANCE BOARD (CARVER MODEL) INTRODUCTION

The board governs through policies that establish organizational aims (ends), governance approach, and management limitations and define the Board/Director relationship. The Director has broad freedom to determine the means that will be used to achieve organizational aims. The Director reports to the full Board. It does not use committees but may use task teams to assist the Board in specific aspects of its work.

The Board governs through policies that establish:

- * Organizational aims (ends)
- * Governance approach
- * Management limitations
- * Board/Director relationship

It is the Board's responsibility to define desired ends or outcomes (mission and objectives) and the Director's responsibility to define and implement the means for achieving these. The Board is also responsible for establishing limitations on management authority and defining the governing process itself (board structure and processes). It does this through establishment of policies. "because policies permeate and dominate all aspects of organizational life (and) present the most powerful lever for the exercise of leadership". (Carver, 1990, p. 28)

This approach is commonly referred to as the 'Carver Model'. Volunteer Board members set the organizational mission, direction and general policies governing operations. It advocates that boards focus their attention on "what human needs are (to be) satisfied, for whom, and at what cost." (Carver, 1990, p.193). The Board, rather than the Director, leads this process.

The Director reports to the whole board and only the full board provides direction. The Board 'speaks with one voice' in its direction to the Director and on all other matters within its areas of responsibility. The Director has broad freedom to determine the means that will be used to achieve organizational ends. All operational matters are delegated to the Director. The Board monitors and holds the Director accountable for compliance with its policies. (reprinted from the INSTITUTE ON GOVERNANCE)

POLICY TYPE: GOVERNANCE PROCESS

How the Board operates.

GP-1

POLICY TITLE: Governance Commitment

The North Routt Community Charter School exists to serve the North Routt Fire Protection District and others in the community of interest who also support the mission, vision, and ends of the North Routt Community Charter School. This Board acts on behalf of these people and acts in a manner, which is consistent with the vision and mission of the North Routt Community Charter School.

Revised April 2011

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in July, Oct, Jan, April

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

Accordingly:

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.
2. The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The board's discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability. Although the board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
5. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling its commitments.
6. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-DIRECTOR Linkage categories.

Revised

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in July, Oct, Jan, April

The job of the board is to represent and lead the school by determining and demanding appropriate and excellent organizational performance. To distinguish the board's own unique job from the jobs of the Director and staff. The board will concentrate its efforts on the following:

1. The link between the ownership and the operational organization.
2. Written governing policies that address the broadest levels of all-organizational decisions and situations.
 - a. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b. Executive Limitations: Constraints on executive authority, which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the board conceives, carries out, and monitors its own task.
 - d. Board-Director Linkage: How power is delegated and its proper use monitored; the Director role, authority and accountability.
3. Assurance of successful Director performance.
 - a. The Board will provide the Director's annual contract.

Revised July 2003

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in July, Oct, Jan, April

The board will follow an annual agenda, which includes linkage to the ownership, explicit governing policy review, and assurance of Director performance:

1. The cycle will conclude each year on the last day of (September) so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
2. The cycle will start with the board's development of its agenda for the next year.
 - a. The Board will develop a calendar that will reflect ownership linkages.
 - b. Governance education, and education related to Ends determination, to be held during the balance of the year.
3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
4. Director monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
5. Annual monitoring schedule will be included on monthly Board meeting agenda.

Revised July 2003

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Aug, Nov, Feb, May

GP-4A

<i>Month</i>	<i>GP</i>	<i>BDL</i>	<i>Ends</i>	<i>EL</i>	<i>Other</i>
July	1,2,3	1,2			
August	4,5,6		3,4	2,10	
September	7,8,9		5	4,5	
October	1,2,3		1,2	1,7	
November	4,5,6		3,4		
December	7,8,9		5	4,5,8	
January	1,2,3	1,2,3,4,5	1,2		
February	4,5,6		3,4	9,10	
March	7,8,9		5	4,5	
April	1,2,3		1,2		
May	4,5,6		3,4		
June	7,8,9	1,2,3,4,5	5	2,3,4,5,6,8	

Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Aug, Nov, Feb, May

The President assures the integrity of the board's process, and occasionally represents the Board to outside parties.

Accordingly:

1. The assigned result of the President's job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
2. Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor. Deliberation will be fair, open, and thorough, but also timely, orderly.
3. The President may delegate to other Board members authority to chair a meeting, when appropriate, but will remain accountable for their conduct.
4. The President is responsible for signing all contracts, and legal documents, as required by law.
5. The President will only act within the Policies defined by the Board. The President will refrain from exercising any authority as an individual to supervise or direct the director.
6. The President is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

Revised March 2011

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Aug, Nov, Feb, May

The board commits itself and its members to ethical, professional, and lawful conduct.

1. Members must have loyalty to the ownership, un-conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. Members will annually disclose their involvement with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - b. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself from only the vote.
 - c. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates.
3. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the DIRECTOR or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - c. Except for participation in board deliberation about whether reasonable interpretation of board policy has been achieved by the Director, members will not express individual judgments of performance of employees of the Director. Members will not publicly make or express individual negative judgments about director or staff performance. Any such judgments of director performance will be made openly by the board meeting in Executive Session as appropriate.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for board deliberation.

Revised March 2011
Adopted January 2000
Monitoring Method: Board self-assessment
Monitoring Frequency: Quarterly in Aug, Nov, Feb, May

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

Accordingly:

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
 2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the DIRECTOR.
 3. Board committees cannot exercise authority over staff. Because the DIRECTOR works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
 4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
 5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
 6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the DIRECTOR.
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Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Sept, Dec, March, June

A committee is a board committee only if its existence and charge come from the board, regardless whether board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Sept, Dec, March, June

As required by law, Board members shall disclose certain items received in connection with serving on the Board. Board members receiving such items must file a report for the preceding calendar year with the county clerk and recorder on forms supplied by the secretary of state on or before January 15 of each year. The report must contain the name of the person from whom the reportable item was received, its value and the date of receipt.

1. Items, which must be reported, include the following:
 - a. Any money received including a loan, advance or guarantee of a loan with a value of \$25 or more.
 - b. Any gift of any item of real or personal property other than money with a value of \$50 or more.
 - c. Any loan of real or personal property if the value of the loan is \$50 or more. "Value of the loan" means the cost saved or avoided by the Board member by not borrowing, leasing or purchasing comparable property from a source available to the general public.
 - d. Any payment for a speech, appearance or publication.
 - e. Tickets to a sporting , recreational , educational or cultural event with a value of \$50 or more for a single event or a series of tickets to sporting events of a specific team during a season or to cultural events of a specific company with a total value of \$100 or more.
 - f. Payment of , or reimbursement for actual and necessary expenses for travel and lodging for attendance at a convention or other meeting at which the Board member or candidate for the Board is scheduled to participate unless the payment for such expenditures is made from public funds or from the funds of any association of public officials or public entities.
2. The financial disclosure need not include the following:
 - a. A contribution or contribution in kind that already has been reported pursuant to the Fair Campaign Practices Act.
 - b. Any item of perishable or non-permanent value including meals unless such item is required to be reported under paragraph 1. e. above.
 - c. A non-pecuniary award publicly presented by an organization in recognition of public service.
 - d. Payment of or reimbursement for actual or necessary expenses for travel and lodging for attendance at a convention in which the individual is scheduled to participate if the payment or reimbursement is made from public funds or from the funds of any association of public officials or public entities.
 - e. Payment of salary from employment including other government employment.
3. To avoid misunderstanding about the value of an item, the donor must furnish the Board member with a written statement of the dollar value of the item when it is given.
4. Board members who do not receive any reportable items are not required to file a report.

Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Sept, Dec, March, June

POLICY TYPE: BOARD-DIRECTOR LINKAGE

How the Board/Director relationship is defined.

BDL-1

POLICY TITLE: Governance-Management Connection

The board's sole official connection to the operational organization, its achievements and conduct will be through a Director.

Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Bi-Annually in January & June

Only officially passed motions of the Board are binding on the Director.

1. In the case of board members or committees requesting information or assistance without board authorization, the DIRECTOR can refuse such requests that require, in the Director's opinion, a material amount of staff time or funds or is disruptive.
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Revised January 2000

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Bi-Annually in January & June

The Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Director.

Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the DIRECTOR.
2. The board will not evaluate, either formally or informally, any staff other than the DIRECTOR.
 - a. The director will have two formal reviews, one in December, the second one at the end of the school year.
3. The board will view Director performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board-proscribed means will be viewed as successful Director performance.

Revised July 2003

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Bi-Annually in January & June

The board will instruct the Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the DIRECTOR to use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the DIRECTOR to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest; most general level to more defined levels, and will be called Ends policies.
2. The board will develop policies that limit the latitude the DIRECTOR may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the DIRECTOR uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the DIRECTOR is authorized to establish all administrative policies and procedures and make all decisions, take all actions, establish all practices and develop all activities.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and DIRECTOR domains. By doing so, the board changes the latitude of choice given to the DIRECTOR. But as long as any particular delegation is in place, the board will respect and support the Director's choices.

Revised January 2011

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Bi-Annually in January & June

Systematic and rigorous monitoring of DIRECTOR job performance will be solely against organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met.
2. The board will acquire monitoring data by one or more of three methods: (A) By internal report, in which the DIRECTOR discloses compliance information to the board, (B) By external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (C) By direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable DIRECTOR interpretation of the board policy being monitored. The board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by board members or by the board as a whole.
4. All policies that instruct the DIRECTOR will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. Financial Planning/Budgeting Frequency to be monthly and Financial Condition & Activities Frequency to be monthly.

<i>Policy</i>	<i>Method</i>	<i>Frequency</i>
Treatment of Consumers	Internal	Bi-Annually
Treatment of Staff	Internal	Annually
Financial Planning/Budgeting	Internal	Quarterly
Financial Condition & Activities	Internal	Quarterly
	External	Annually
Emergency Director Succession	Internal	Annually
Compensation & Benefits	Internal	Annually
	External	Bi-annually
Communication & Support	Direct Inspection	Bi- Annually

Revised January 2011

Adopted January 2000

Monitoring Method: Board self-assessment

Monitoring Frequency: Bi-Annually in January & June

POLICY TYPE: EXECUTIVE LIMITATIONS

Policies about Director means.

EL-1

POLICY TITLE: Executive Constraint

The DIRECTOR shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, unethical, disrespectful, unsafe, imprudent or in violation of Charter Board Policy or Charter Contract.

Revised

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Annually in October

With respect to interactions with Students, Parents, and community, the DIRECTOR shall not cause or allow conditions, procedures, or decisions, which are unsafe, undignified, or unnecessarily intrusive.

Accordingly, the Director may not:

1. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect confidential information.
2. Fail to know the Laws, Regulations, Policies and Procedures governing educational institutions and facilities.
3. Fail to establish with students, parents and community a clear understanding of what may or may not be expected from the service offered, and inform them of policies and procedures.
4. Fail to provide for effective handling of grievances and complaints specifically involving all parties directly affected by the complaint.

Revised

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Bi-Annually in August & June

With respect to the treatment of paid and volunteer staff, the DIRECTOR may not cause or allow conditions, which are unfair, disrespectful or unclear.

Accordingly, the Director may not:

1. Fail to operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for non-disruptive expression of dissent.
3. Prevent staff from grieving to the board when (A) internal grievance procedures have been exhausted and (B) the employee alleges that board policy has been violated to his or her detriment.
4. Fail to protect confidential information.
5. Fail to provide staff with an opportunity to become familiar with their rights under this policy.
6. Fail to provide staff with documented training & education, including but not limited to NRCCS Policies, adopted RE-2 Policies and NRCCS Board Policies.

Revised July 2003

Adopted July 2003

Monitoring Method: Director's Report

Monitoring Frequency: Annually in June

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The school fiscal year ends June 31, and the preliminary budget is from July 31 - October 30.

Accordingly, the Director may not:

1. Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Fail to provide for governance costs in all budget planning.

Revised March 2011

Adopted January 2000

Monitoring Method: Director's Report

Monitoring Frequency: Quarterly in Sept., Dec., March, June

With respect to the actual, ongoing financial condition and activities, the DIRECTOR shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Accordingly, the Director may not:

1. Use any long-term reserves.
2. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
5. Make a single purchase or commitment of greater than \$10,000. Splitting orders to avoid this limit is not acceptable.
6. Acquire, encumber or dispose of real property of a value greater than the limit set in the Charter.
7. Fail to aggressively pursue receivables after a reasonable grace period.

Revised January 2000

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Quarterly in Sept., Dec., March, June

In order to protect the board from sudden loss of DIRECTOR services, the DIRECTOR will have a plan for continuance of all aspects of the Director position.

Revised January 2000

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Annually in June

The DIRECTOR shall not allow assets to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked.

Accordingly, the Director may not:

1. Fail to insure against theft and casualty losses to at least 80% percent replacement value and against liability losses to board members, staff and the organization itself in an amount greater than the average for comparable organizations.
2. Allow un-bonded personnel access to material amounts of funds.
3. Fail to take reasonable steps to ensure that the facilities and equipment are not subject to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Fail to protect intellectual property, information and files from loss or significant damage.
6. Receive, process or disburse funds under controls, which are insufficient to meet generally accepted accounting procedures.
7. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
8. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

Revised January 2000
Adopted January 2000
Monitoring Method: Directors Report
Monitoring Frequency: Annually in October

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the DIRECTOR shall not cause or allow jeopardy to fiscal integrity or to public image.

Accordingly, the Director may not:

1. Change his or her own compensation and benefits, except, as his or her benefits are consistent with a package for all other employees.
 2. Promise or imply permanent or guaranteed employment.
 3. Establish current compensation and benefits, which deviate materially from the geographic or professional market for the skills, employed.
 4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year.
 5. Establish or change pension benefits so as to cause unpredictable or inequitable situations.
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Revised January 2000

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Bi-Annual in December & June

The DIRECTOR shall not permit the board to be uninformed or unsupported in its pursuit of it's vision.

Accordingly, the Director may not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring DIRECTOR Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
3. Fail to advise the board if, in the Director's opinion, the board is not in compliance with its own policies on Governance Process and Board-Director Linkage, particularly in the case of board behavior, which is detrimental to the work relationship between the board and the Director.
4. Fail to gather for the board as many staff and external points of view, issues and options as the board determines it needs for fully informed board choices.
5. Present information in unnecessarily complex or lengthy form.
6. Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
7. Fail to supply for the consent agenda all items delegated to the DIRECTOR yet required by law or contract to be board-approved, along with the minimum amount of supporting data necessary to keep the board informed.

Revised January 2000

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Annually in February

The DIRECTOR may not enter into any grant or contract, unless it emphasizes the production of ends and the avoidance of unacceptable means.

Revised January 2000

Adopted January 2000

Monitoring Method: Directors Report

Monitoring Frequency: Bi-Annual in August & February

POLICY TYPE: ENDS

The goals of NRCCS: What results, for whom, and at what cost.

Ends-1

POLICY TITLE: Global

The students will have a life-long passion for learning and will recognize their place in and potential to affect the local and global communities to which they belong.

Revised January 2004

Adopted February 12, 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: T.B.D.

The students have a strong basic core of academic knowledge.

1. Each student will meet or exceed individually established academic standards for performance in all content areas based on the Colorado Content Standards. The content areas shall include, but not be limited to:

Language Arts
Mathematics
The Arts
Social Studies
Science
Technology
Physical Education

2. Each student's skills will meet or exceed individually established standards for analysis, critical thinking, and presentation.

3. Each student will have the capacity and confidence to make decisions and use time wisely.

4. Each student will have the tools and the ability to learn, acquire, and evaluate information as needed through a variety of resources and current technologies.

5. Each student will have the ability to evaluate and value the quality of his/her own work, striving for excellence.

6. Each student will have the capability to recognize and appreciate the relevance of academic content and its intrinsic value in his/her life.

Revised February 2004

Adopted March 11, 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: T.B.D.

Students are self-confident and have personal visions and goals.

1. Each student will discover his/her own talents, and celebrate those strengths by striving for excellence in every endeavor.
2. Each student will exercise self-discipline and focus on achieving individually established dreams and goals.
3. Each student will have the self-esteem necessary to live with dignity and be proud of his/her accomplishments.
4. Each student will know that knowledge is a powerful and essential tool to succeed in any aspiration.

Revised April 2004

Adopted May 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in July, Oct, Jan, April

Students are socially responsible leaders who use their core values and individual talents to inspire others throughout their lives.

Revised April 2004

Adopted May 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Aug, Nov, Feb, May

The school is a model of community stewardship.

1. The school will be a resource for the betterment of the North Routt community members.

Areas of enrichment may include:

Continuing Education
Wellness
Technology Access

2. The school will be a hub for regional communication and the sharing of ideas.
 3. The school will be a source of local pride that welcomes new members to our community.
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Revised April 2004

Adopted May 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: Quarterly in Sept, Dec, March, June