AMENDMENT REQUEST

Utah State Charter School Board

Charter schools are public schools governed by independent boards and held accountable to a legally binding written contractual agreement with their chartering entity. The Utah State Charter School Board (SCSB) is a statutory chartering entity charged with authorizing, monitoring, evaluating, and holding accountable charter schools to compliance with federal and state laws, rules, and regulations, and their contractual agreement. If a time comes when a charter school governing board requires a change to its charter, then the contractual agreement may be modified by mutual agreement of the chartering entity and the governing body of the school.

Amendment requests, including all required attachments and supporting documentation, are due electronically no later than three weeks prior to the upcoming State Charter School Board meeting. A schedule of State Charter School Board meetings can be found at http://schools.utah.gov/charterschools/State-Charter-School-Board.aspx. Incomplete requests will not be considered.

Prior to inclusion on the agenda, the State Charter School Board recommends charter school governing boards schedule an appointment with Charter School Section staff to discuss the request and provide clarification to any staff questions. Appointments can be scheduled by emailing marlies.burns@schools.utah.gov

1. Charter School C.S. Lewis Academy

   Website www.cslewisacademy.net

   Board Chair Harmony Jones Email bhjones04@gmail.com

   School Administrator Vickie Peterson Email vpeterson@cslewisacademy.net

2. The charter school is located in which school district? Nebo

3. Name(s) and title(s) of district personnel to whom you provided a copy of your entire amendment request, as well as the date of contact.

   Submitted to Rick Nielsen, Superintendent (person) who works at Nebo School District on 5/30/2014 and 7/2/2014 (date).

4. Duly elected or appointed governing board members of the school, with titles.
   Harmony Jones, CAO
   Rebecca Murray, Vice President
   Claire Robinson, Secretary
   Amy Marshall, Treasurer
   Jessica Anderson, Member
   Paul Michalczuk, Member
   Emily Wright, Member

5. School mission and purpose(s) (limited to one page):

The mission of C. S. Lewis Academy is to create a dynamic learning environment where students can develop a love of learning through self-critique and self-motivation. An intensive study of literature combined with a collaborative effort between parents, students, and educators will empower students to engage in independent and creative thinking, problem solving, and effective communication. C.S. Lewis Academy is committed to developing a diverse school community and to instilling values of responsibility, accountability, and respect.

School purpose:

1. Continue to improve student learning.
2. Encourage the use of different and innovative teaching methods.
3. Create new professional opportunities for educators that allow them to participate I designing and implementing the learning program.
4. Increase choice of learning opportunities for students.
5. Establish new models of schools and new forms of accountability that emphasize measurement of learning outcomes and the creation of innovative measurement tools.
6. Provide greater opportunities for parental involvement in management decisions at the school level.
7. Expand public school choice in areas where schools have been identified for improvement, corrective action or restructuring under the No Child Left Behind Act.

6. Requested amendment to charter (check all that apply). Provide requested details and supporting documentation in Attachment 1. If the request requires a budget, include it as Attachment 2. If the governing board has developed a corrective action plan, include it as Attachment 3.

Requires Utah State Board of Education (USBE) Approval (2 months)

__X__ **Change to school mission or purpose(s).** Include a redline version showing new additions and ~~removed language~~ in school mission and/or purpose(s). Describe the process the governing board followed when making this decision, as well as why a change to mission and/or purpose(s) is necessary for the governing board to meet the terms and conditions in its contractual agreement.

It is apparent that several aspects of the charter are unnecessarily restrictive and limit the school's ability to utilize the most effective methods of meeting the charter's purpose. On March 14, 2014 a parent meeting was held where parental concerns about items in the charter were raised. At that meeting some areas were discussed and an open invitation was issued to parents to participate in a committee to review and revise the charter. Work sessions were held on April 24, 2014 and May 29, 2014 with parental involvement at both work sessions. At the May 15, 2014 Governing Board Meeting, the committee reported on the progress of the charter revisions and the need for further work sessions. Several additional work sessions are planned to include as many parents as possible to assist with refining the charter to better suit the needs of C.S. Lewis Academy's families.

_____ **Waiver from Board Rule** _____(include rule number and title). Describe why the waiver is necessary to meet the mission of the school and help the governing board meet the terms and conditions in its contractual agreement.

_____ **Expansion of student enrollment.** Indicate the number of students in grade K, 1 – 6, 7 – 8, and 9 – 12 being requested. Describe whether or not this expansion of student enrollment will require a new facility or a significant structural change to an existing facility (i.e., requires a USOE facility project number)? If so, provide a detailed facility plan (e.g., floor plans, date when the documents pertaining to the financing of the facility project will be submitted to USOE for advice, date when the necessary pre-construction documents will be submitted to USOE for a project number, date the facility project will be completed, etc.). Also provide a copy of the projected budget for all years where student growth is planned.

New students requested (duplicate grade band enrollment information for all school years that new students are requested)

SY_____ Grade K: _____ Grades 7 – 8: _____
Grades 1-6: _____ Grades 9-12: _____

_____ **Expansion of grade levels served, if requested grades will include students in different weighted pupil unit grade level category.** Indicate the new grade levels being requested. Describe whether or not this expansion of grades served will require a new facility or a significant structural change to an existing facility (i.e., requires a USOE facility project number)? If so, provide a detailed facility plan (e.g., floor plans, date when the documents pertaining to the financing of the facility project will be submitted to USOE for advice, date when the necessary pre-construction documents will be submitted to USOE for a project number, date the facility project will be completed, etc.). Also provide a copy of the projected budget for all years where grade level expansion is planned.

New grades requested – check all that apply (duplicate information for all school years that new grades are requested)

SY_____ Grade K: _____ Grades 7 – 8: _____
Grades 1-6: _____ Grades 9-12: _____

_____ **Revolving Loan.** If school is recommended by the Charter School Revolving Account Committee for a loan, then the recommendation requires both SCSB and USBE approval. Loan documentation to the SCSB and USBE will be provided by Charter School Section staff. No additional documentation is required.

Requires State Charter School Board Approval with discussion at meeting (1 month)

_____ **Change to educational program or methods of instruction.** Provide supporting documentation of new, evidence-based choice, as well as anticipated improvement in student performance.

_____ **Relocating to a new school district** (operational school) **or municipality** (planning school). Operational schools must provide evidence supporting the decision to move, including the projected impact on enrollment. Planning schools must provide a detailed market analysis of newly proposed location, including corresponding capital facility plan and revised budget for the planning year and first three operational years.

_____ **Matriculation agreement.** Describe the purpose for the matriculation agreement and provide a copy of the school's proposed matriculation agreement signed by all participating charter school(s).

Requires State Charter School Board Approval via consent calendar (1 month)

_____ **Change to contractual agreement performance measures.** Include a redline version showing new additions and ~~removed language~~ in contractual agreement performance measures and provide supporting documentation for the requested change.

_____ **Postponement of opening year.** Describe the reason for postponing the school's opening year. Provide a copy of the revised budget for the planning year and first three operational years. Include additional supporting documentation as necessary.

_____ **Change to Bylaws specific to number of board members or board member election / appointment process.** Include a redline version showing new additions and ~~removed language~~ in Bylaws.

Requires Executive Director approval (up to 1 month)

_____ **Change name of school.** Provide the school's proposed new name and provide a statement of understanding of requirement to submit paperwork for and receive change of name with IRS.

_____ **Decrease grades served or student enrollment.** Summarize the governing board's discussion that led to the decision to reduce grade levels or number of students served.

_____ **Technical corrections.** Include a redline version showing new additions and ~~removed language~~. Technical corrections include changes such as spelling, grammar, title for school

employees, name of committees / groups, etc. It may also include re-ordering sections of the application for improved readability and use by the governing board.

_____ **Acceleration of approved growth model, with no additional students.** Briefly describe the need for an acceleration of growth model approved for a future school year.

__X__ **Other.** Please describe amendment requests that do not fall into any identified category above. Provide details and supporting documentation as appropriate. Additional information may be requested following review and request may require SCSB or USBE approval.

Fiscal Procedures – The fiscal procedures outlined in the charter required an operational level of board involvement. It is the board's intent to take on a governing role rather than manage the day to day operations of the school. The charter revisions included provide administration the flexibility to take care of the day to day functions of the school, operating within the confines of the approved budget.

Board Member Elections – Due to a lack of interest from the school community in the spring months, it was deemed necessary to change board elections to the fall. The composition of the board was revised to allow appointments of individuals rather than a fully elected board and to include the appointment of an individual who had long-term involvement with the school.

Academy Committees – The committees listed in the bylaws were designed by the founding board to ensure that the school started properly and that procedures were implemented so the school would run at its best. After the founding board established the procedures, future boards felt that administration should be tasked with the duties of several of the committees, reporting as needed to the board. The proposed revision allows for committees to be formed, according to the school's need, at any given time.

Monitoring Program of Instruction – The proposed changes will allow the academy's director to more realistically meet the expectations of the charter.

Employee Evaluation – The proposed changes will allow the academy's director to more realistically meet the expectations of the charter.

7. Complete *Minimum Standard* and *Charter Contractual Agreement Goal* tables and provide statement of school adherence to State Charter School Board minimum standards and charter agreement, as found in R277-481 and contractual agreement, respectively. If the school is not meeting any of the SCSB minimum standards or any of its charter contract agreement goals, include governing board corrective action plan as appropriate as Attachment 3. (Corrective action plan(s) limited to two pages.)

Minimum standards

Indicator – Board performance & stewardship			
Measure	**Metric**	**Performance 2012**	**Performance 2013**
Ethical conduct	Number of board violations of statute, State Board rule, or charter agreement as of date of amendment request submission.	0	0
Regulatory and reporting compliance	Percentage of teachers properly licensed and endorsed for teaching assignment as of date of amendment request submission.	100%	100%
Regulatory and reporting compliance	Percentage of employees and board members with completed criminal background checks as of date of amendment request submission.		Employees 100% Board 71%

Indicator – Financial performance and sustainability			
Audit findings or recommendations	Number of material findings, financial condition findings, or repeated significant findings in prior fiscal year	0	0
Current assets to total annual operating expenses	Current Assets ÷ (Total Annual Operating Expenses ÷ 360)	49.78	103.98

Charter Contractual Agreement goals

Instructions: Insert all charter school goals found in your charter agreement with the State Charter School Board which are not found in other indicator areas. Make certain to include the section and page number where these measures, metrics, and board goals can be found. Also, include the fiscal year for the board performance value. Insert rows as needed.

Measure	Metric	Board Goal	Performance 2012	Performance 2013
None	N/A	N/A		

8. Additional information you would like the SCSB to consider:

Harmony Jones
Governing Board Chair Signature

7/02/14
Date

Vicki Pu
Charter School Principal/Director

7-2-14
Date

The best place to learn the professional development needs of teachers is from teachers themselves. At C.S. Lewis Academy, we will provide each teacher with the tools they need to be successful in the classroom. The Academy will provide its teachers with these tools in various ways; for example, the Academy's principal will conduct teacher observations and provide substantive feedback. In coordination with the principal's feedback, teachers will be provided the following: funds to attend conferences and workshops to sharpen their skills in areas of concern, opportunities to obtain advanced educational certifications, mentors with whom the teacher will regularly discuss instructional improvements and suggestions, and/or personal feedback from evaluators on their curriculum and instruction will be provided. Although this list is not exhaustive, it represents the Academy's approach to professional opportunities for its teachers. Through in-service, workshops, advanced educational courses, and a variety of other opportunities, teachers will be provided with the opportunity to have ownership in what they teach.

4. **Increase choice of learning opportunities for students:**
C.S. Lewis Academy recognizes the importance of a balanced education that meets the needs of each student. With this understanding, each classroom teacher will be trained to understand the different ways students learn. Using Marie Carbo's Learning Styles Inventory, developed at the National Reading Institute, student will have a profile completed in the method of instruction that best meets his/her learning style. No single reading method is best for every child; individual strengths and interests vary widely. Teachers will instruct their class so that their reading program accommodates their students' varying reading styles. In all other subjects, attention will be given to the individual nature of student learning and an understanding that all students have different strengths and weaknesses when it comes to their individual learning style. Visual, auditory, tactical, global, kinesthetic, and analytic strategies will be incorporated into lessons to give students an increased choice of learning styles in their education. Classroom computers, books, art projects, music, writing, and reading will be integrated into lesson plans to connect what students are learning to the real world.

5. ~~**Establish new models of schools and new forms of accountability that emphasize measurement of learning outcomes and the creation of innovative measurement tools.**~~
~~The role a good teacher plays cannot be overemphasized in its ability to enhance student achievement. Administrators, educators and parents at C.S. Lewis Academy are intent on holding teachers accountable for the success or failure of their students and finding reliable ways to assess teacher effectiveness. All teachers at the Academy will be held accountable for their students' performance, and teachers who fail to perform will be dismissed in order to ensure student success. (See "Dismissal Procedures" below). The Academy's approach to accountability will emphasize early intervention, peer review, and recognition of exemplary teachers who will serve as mentors or lead teachers. The Academy will reward exemplary teachers by giving them leadership roles that provide extra compensation and opportunities to improve their teaching. Each teacher will write a development plan that aligns with the state core curriculum content standards and the Academy's mission and goals. These plans~~

~~include, but are not limited to, teacher and student objectives, implementation strategies, and ideas for pursuing professional growth, assessment, and reflection. Teachers will select three to four people who serve as "critical friends" throughout the yearly process, and they will meet regularly with the teacher to discuss the plan, assess progress toward the teacher's goals and help the teacher find resources and address instructional and learning issues. The Academy's principal is an automatic member of each peer review team along with fellow teachers. The team may also include parents, community members or university professors - anyone the teacher believes can assist him/her with the plan.~~

~~The Academy recognizes that there are barriers to tying student performance to teacher evaluation (some involving technical issues, others involving political and philosophical issues). However, the Academy believes teacher accountability is a vital role in student performance and will provide incentives for those teachers who find ways to improve student achievement. Below are a few ideas to achieve this goal.~~

- ~~Set realistic targets for improvement. These goals include, but are not limited to, students reading on grade level or improving one grade level each year, and preparing each student to pass the state's End-of Level and UP ASS tests. If teachers are held accountable and understand they must make larger gains, the Academy's teachers will rise to the challenge and create an educational environment conducive to higher student achievement.~~

- ~~Tie assessments to clear curricula. If teachers are confronted with a centralized testing program but given no accompanying curriculum, they will have a strong incentive to use the test as a surrogate curriculum framework--again increasing the possibility of inappropriate teaching to the test.~~

- ~~Design assessments to minimize inflation. For example, sampling systematically from subject areas may lessen Inflation or it may be necessary to eliminate the reuse of test questions.~~

6. **Provide greater opportunities for parental involvement in management decisions at the school level. (See also 53A-1a-508 (3)(h)).**

Consistent school-home communication is a critical component of student success. If parents are to be an integral part of their child's education, they need to become involved in their child's education. Partnerships among schools, parents, and the community are essential in creating a thriving school community. The Academy will invite parents to participate in school matters through volunteerism, parent helpers, community council, school improvement committees, activities committees, etc. We will encourage parents to volunteer their service in activities, curriculum development, field trips and all other aspects of the educational day. Additionally, and perhaps the most substantive opportunity for parental involvement in management decisions, parents may seek membership on the Academy's Board of Directors or participate on an Academy Committee. See a/so "Opportunities for Parental Involvement."

Fiscal Procedures

Instructions: The school's fiscal procedures. These may include policies around the governing board's budget process, limits on appropriations, budget reports, the school's policy on making appropriations in excess of estimated revenue, expendable revenue, policy around undistributed reserves, policies around inter-fund transfers, and policies around emergency expenditures. *53A-1* a-*508(3)(q)*

C.S. Lewis Academy will maintain its accounting records using The State office of Education guidelines for Budgeting, Accounting, and Auditing for Utah School Districts and in accordance with all applicable federal, state, and local laws and regulations and ensure such records are available to the State or other interested parties, as requested from time to time. The Academy's financial reporting will be in accordance with Generally Accepted Accounting Principles (GAAP), which include Generally Accepted Governmental Auditing Standards. Under the direction of the board, the principal shall be ultimately responsible for filling out and submitting reports to the state board as set forth in the Utah Charter School Act.

An annual independent financial audit of the school's records will be conducted in accordance with the Academy's charter contract. One and three-year budgets will be created and maintained. The Academy will maintain a comparison of actual expenditures to budgeted expenses. The Academy reserves the right to re-allocate funds from one line item to another if purchasing practices or conservation result in an expenditure different than that budgeted. Undistributed reserves will be properly reallocated according to the direction of the board. A slush fund will be established to add financial stability to the Academy's budget. Emergency expenditure will be drawn from this fund after board approval.

The board of directors shall, in conjunction with the principal, develop and adopt a budget each March for the following school year. These budgets will support the school's mission and stated goals. To that end these budgets must:

a. Contain enough detail to enable reasonably accurate projections of revenues and expenses, separation of capital and operational items, cash flow, and subsequent audit trial.

b. Balance- Appropriations must be planned in a way so that they equal or are less than anticipated revenues.

c. Be in line with board-stated priorities.

The Academy will hire a Business Manager who will provide payroll management services for all Academy staff. The Academy's payroll services will function in a manner similar to those provided for other state and district employees, including the preparation of W-2's, filing of taxes and any other reports that are required by state and federal law.

Fixed assets will be acquired and disposed of only upon proper authorizations, and will be adequately safeguarded and properly recorded. The school will establish and adhere to a set of effective internal accounting controls that will be administered by the board of directors under the direction of the treasurer, who will be responsible to insure proper accounting controls are implemented and utilized. The school will operate in a manner which insures its long-term financial strength:

a. The school will operate in the black.
b. Cash will be managed in a way that ensures maximum liquidity, and safety.
c. Contributions will be used only for the reason the donations were given.

d. Payroll and other debt obligations will be paid in a timely manner.

Cash Receipts Procedures

a. ~~Any money turned into the office must be accompanied by a form signed by the depositor stating the amount being turned in.~~ Any cash collected in the classroom shall be turned in to the front office, along with the 'Cash Receipts Verification Form'. The cash shall be counted by any second party employee, confirming the amount and the 'Cash Receipts Verification Form' signed by both people.

b. ~~The form and money are deposited with the Board Secretary.~~ Any cash that is collected in the classroom, including but not limited to book orders, class trips, events, etc, which may be collected over a period of time, shall be sealed and stored overnight in the safe at the front office.

c. ~~The Board Secretary verifies the amount turned in, signs the form, and gives the form and money to the Board Treasurer.~~ Any cash collected at the front office shall be counted by two people. The 'Cash Receipts Verification Form' shall be filled out and signed by both people.

d. ~~The Board Treasurer prepares the deposit and takes it to the bank. If Treasurer is not available, the secretary or the principal can prepare and take the deposit to the bank.~~ The deposit shall be prepared by the Front Office and taken to the bank within three (3) days of the receipt of payment.

e. The 'Cash Receipts Verification Form', along with any substantiating documentation (i.e. check stubs, invoice copies, etc), and deposit receipt are filed with the Business Manager.

Disbursement Procedure

a. Checks are prepared ~~no less than once a week~~ on a weekly basis, if needed.

b. Checks are prepared by the ~~Board Treasurer~~ Business Office.

c. ~~All checks require two (2) signatures and are subject to the additional restraints provided in this section.~~ Checks are prepared for all obligations for which there is proper documentation of approval as evidenced by a properly approved invoice, and/or purchase order form.

~~d. Checks are prepared for all current obligations for which there is proper documentation of approval:~~ Checks are then compared to supporting documentation (invoices, requisition forms, etc) and signed.

~~i) For checks to individuals, there must be an approved purchase requisition, and an invoice with a different approved signature than that which appears on the requisition.~~

~~ii) For checks to companies, there must be an approved purchase requisition, and an invoice with different approved signature than that which appears on the requisition.~~

~~iii) For various ongoing items (such as utilities and periodic billings on previously approved obligations) there must be an approved signature on the invoice.~~

~~e. Checks are then signed by the Board Treasurer and another Board member, unless the Treasurer is one of the signatures that authorized the requisition or the payment. In that case, the check will be signed by the Board's Chief Administrative Officer and one of the other officers on the board, provided that their signatures did not authorize the requisition or the payment.~~ Bank account signers shall be the School Director, Business Manager, Board Treasurer, and Board Chief Administrative Officer. With a majority vote of the Board, one additional board member may be added as a bank account signer, if it is determined that the Board Treasurer and/or Board Chief Administrative Officer may have difficulty coordinating with the School Director or Business Manager to sign checks.

Within thirty (30) of any of the above positions changing hands, the bank account signature card shall be updated to add new members and remove old members.

i. If the Business Manager's position is filled by an outside vendor, another member of the administrative team shall be designated as a check signer in place of the Business Manager.

ii. At no time shall the Business Manager's signature be the only signature on any check.

iii. Checks less than $1,000 require only one (1) signature and are subject to the additional restraints provided in this section.

iv. All checks greater than $1,000 and up to $5,000 require any two (2) signatures and are subject to the additional restraints provided in this section.

v. Checks greater than $5,000 require two (2) signatures, one of which must be a Board Member.

~~f. In situations where the Treasurer is unavailable and circumstances require a check to be signed immediately, the Board's Chief Administrative Officer or any of the other officers on the board will sign checks.~~

~~g. Once the checks are signed, they are given directly to the Board Secretary to distribute.~~

f. It is the responsibility of the Business Office to mail or otherwise distribute all signed checks.

g. Once checks have been signed, the Check Detail report shall be submitted to the Board Finance Committee.

Reconciliation Procedure

a. Bank accounts shall be reconciled by the Business Office on a monthly basis. At no time shall the bank reconciliations be completed after the last day of the month following the statement date.
b. Upon completion of the bank reconciliation, the Business Manager shall submit copies of bank statements and reconciliation reports to the Board Finance Committee for review.

C.S. Lewis Purchasing Procedure

a. ~~Fill out requisition form.~~ The Purchase Order Form must be completed for all purchases, in accordance with the procurement policy.

b. ~~Obtain~~ Once all necessary signature(s)* have been obtained on the ~~requisition~~ purchase order, it will be submitted ~~and turn it in~~ to the Business Office.

c. ~~The Board Treasurer makes a copy of the requisition and returns it to the requester (along with a purchase order if necessary) to process the order.~~

~~d.~~ c. When the order is received, either sign the packing slip or sign the requisition and mark it "received" before returning it to the Business Office. When a packing slip is available, it shall be attached to the purchase order form before submitting to the Business Office.

~~e. If the school is billed directly for the purchase, your job is complete.~~

~~f. If you paid for the purchase, fill out a green check request, attach all receipts, and turn it into the Business Office.~~ d. If an employee pays for a previously approved item from personal funds, all receipts will be attached to the reimbursement form, in accordance with the Employee Reimbursement Policy, and submitted to the Business Office.

***Signatures needed on the ~~pink requisition~~ Purchase Order Form are as follows:**

i) ~~If the purchase is under $500, then you need one of the following signatures: the Chief Administrative Officer, the Treasurer, or one of the officers on the board.~~ Purchases under $5,000 require the approval of the Department Head and School Director.

ii) ~~If the purchase is between $500 and $2,500 then you need two of the above signatures, with one of those signatures being one of the four officers of the Board.~~ If the purchase is between $5,000 and $25,000 it must have the approval of the Board Finance Committee, which shall be deemed approved by a simple majority vote of all committee members, in addition to the School Director's approval. It will be the responsibility of the Business Manager to ensure that the documents are placed on the Board Finance Committee meeting agenda.

iii) ~~If the purchase is over $2,500, three of the above signatures are required.~~ If the purchase is over $25,000 it must have the approval of the Governing Board. It will be the responsibility of the Business Manager to ensure that the documents are placed on the Board meeting agenda.

iv) Contracted payments, made on a regular basis, where the contract total and/or regular payment amount exceeds the amounts outlined in paragraphs I through iii will require initial approval as outlined above, but will not require additional approval each time the contracted payment is made.

shall see that all notices of upcoming meetings are duly posted in accordance with the provisions of these Bylaws or as required by law, and shall perform such other duties as from time-to-time may be assigned by the CAO.

Treasurer
The Treasurer shall have general supervision of the financial affairs of the Academy, subject to Board concurrence, and shall have power to disburse funds, sign checks, drafts or other payments of money, and make or cause to be made monthly financial statements to the Board. The Treasurer shall also perform such other duties as may from time-to-time be assigned by the CAO.

Board Member Elections

See Academy Bylaws, section 4.4

Board Member Elections
Following the expiration of each Initial Board Member's Term, Academy Board elections shall begin during the ~~first week in May~~ third week in September of the year in which a term or terms have expired and all subsequent elections shall be held in the month of May September. Elections shall extend for a ~~ten~~ seven-day period beginning on the ~~Wednesday of the first full week of May, until the Friday of the following week~~ third Tuesday in September and ending on the following Monday. During this election period, the hours for voting shall be from the beginning of the school day until one half hour after the school day has ended~~; however, there shall be no less than two days in which the hours provided for voting shall extend until 7:00 p.m~~. If the first or last day designated for voting falls on a legal holiday, then the election period will begin or end on the following business day.

Election Advertising
The Academy Board shall advertise for Board candidates during the ~~first week of April~~ month of August. Upon request, the Board shall provide interested candidates with Board Member Application forms and Candidate Information forms. Candidates must complete these forms and return them to any member of the Board via front desk staff by the end of the ~~second~~ first full week in ~~April~~ September. The Board shall publish a list of candidates and their corresponding forms ~~not less than two (2) weeks prior to the scheduled election~~ during the second week of September.

Voting Restrictions
Each Academy family will be accorded one vote per available position. Proxy voting is prohibited.

Election Outcomes
Those candidates receiving the most votes will fill the available seats in the Academy Board. In the event of a tie vote for a position, a second ballot will be cast for that position only, with only the tied candidates eligible for the position. Should a second tie occur, a result will be obtained by flipping a coin.

to provide students' with confidence in their literacy skills that will assist them throughout their lives;

to encourage self motivation and responsibility by providing interesting, worthwhile, and creative learning opportunities through distinctive approaches that stimulate curiosity and creativity within each student;

to nurture the creative abilities of each student;

to foster a sense of self worth within all students;

to incorporate practices and pursue opportunities that foster parental involvement in students' educational experiences;

to strive to achieve student performance levels that demonstrate each students progress as evidenced by the Academy's State Test scores and/or other standardized tests.

ARTICLE III
MEMBERS

3.1 Academy Members. The Academy's Members shall consist of the parents or legal guardians of any student enrolled as a student at the Academy.

ARTICLE IV
GOVERNANCE

4.1 Governing Body. A board of directors (the "Academy Board" or the "Board") shall govern the Academy. The Academy Board shall consist of seven (7) voting members who will be comprised of no less than five (5) ~~parents of enrolled Academy students~~ Academy Members and ~~a maximum of~~ no more than two (2) local community/business leaders.

4.2 Academy Board Membership. Excluding the Initial Board Membership, the Academy Board shall consist of voting members who have been appointed by the Board or elected by the ~~parents of the children enrolled at the~~ Academy Members. Four (4) Academy Board position shall be filled by appointment of the Academy Board with the three (3) remaining positions to be filled by Academy Member election. One (1) of the four (4) Board-appointed positions ~~shall be exempt from a term limit; this position~~ must be occupied by a founding member of CSLA or an Academy Member with no less than 5 years of experience with the school ~~and who has at least one (1) child attending the school at the time of appointment to the position~~. Board members shall serve for a maximum of two consecutive terms; with at least two years passing before being eligible to serve on the board again. If a position on the Board should become available due to resignation or removal of a Board member, the Academy Board shall appoint someone to fill the remainder of the open term. Time served in fulfillment of another person's Board term shall not be counted toward a person's two-term service limit. Elections taking place in an even-numbered year will have two (2) appointed positions and ~~one~~ two (~~1~~2) elected position, and elections taking place in an odd-numbered year will have ~~one~~ two (~~1~~2) appointed position and one~~two~~ (~~2~~1) elected positions to fill. All Board members must sign a Board Member Code of Conduct agreement prior to serving. Only one Academy family member may serve on

the Board at any given time. No Board member may receive remuneration for Board service. No employee of the Academy may serve as a voting Board member.

4.2.1 Initial Board Membership. The "Initial Board" is defined as the first Board of Directors established after incorporation of C.S. Lewis Academy in FY 2006. The Initial Board shall consist of seven (7) Board Members appointed by the Academy's Founders.

4.2.2 Appointing and Removal of lnitial Board Members. Appointed board members shall be chosen and appointed by a majority vote of the Academy's Founders. Removal of an appointed board member shall be accomplished by a majority vote

For more information regarding teacher responsibilities, See "Qualifications to be Required of Teachers" below.

Instructional Assistants will be responsible for providing daily clerical and instructional support for classroom teachers, as well as any other duties as shall be assigned by the teachers, allowing teachers additional time for lesson planning and teaching. Additionally, a literacy staff comprised of instructional assistants who are dedicated to the Academy's emphasis on reading and writing, will be used by teachers in furtherance of the Academy's literacy focus.

An instructional assistant will be hired, will be an essential part of our literacy team, and have an active role in teaching reading and writing. The instructional assistant/librarian will be responsible for the day-to-day activities in the Academy's media center, and will regularly read stories to children during reading time and assist them when needed in the library.

Academy Committees

~~A key component of the Academy's operational structure is a minimum of five parent member/board member/teacher committees. Committee membership consists of parents, teachers, and community leaders and provides them the opportunity to actively participate together in an effort to fulfill both daily and long-term responsibilities. Committees will have the opportunity to ensure that the daily application of the Academy's operational structure aligns with the Academy's educational philosophy, mission statement and special emphasis as outlined in its charter. Additionally, committees will help shape the activities and projects of the school. *See* Academy Bylaws, Article VII "Committees."~~ Committees will be formed and dissolved as needed and in compliance with state guidelines. Minutes from all committee meetings will be kept for reference purposes. (See Academy Bylaws, Article VII “Committees”).

6.3 Vice President. The Vice President shall have all the powers and perform the duties of the CAO in the absence or disability of the CAO. The Vice President shall perform such other duties as from time-to-time may be assigned by the CAO. The Vice President shall take full responsibility for organizing and overseeing elections to the Academy Board, except in those instances where the Vice President's involvement in the elections could constitute a conflict of interest, in which case the CAO shall appoint another Board member to oversee the elections.

6.4 Secretary. The Secretary shall keep or cause to be kept full minutes of all meetings of the Academy Board, including a record of each member's attendance, and all acts and votes of the Board. The minutes shall be kept in one or more bound books, and shall be available in the Principal Office for inspection by members of the public. The Secretary shall see that all notices of upcoming meetings are duly posted in accordance with the provisions of these Bylaws or as required by law, and shall perform such other duties as from time-to-time may be assigned by the CAO.

6.5 Treasurer. The Treasurer shall have general supervision of the financial affairs of the Academy, subject to Board concurrence, and shall have power to disburse funds, sign checks, drafts or other payments of money, and make or cause to be made monthly financial statements to the Board. The Treasurer shall also perform such other duties as may from time-to-time be assigned by the CAO.

6.6 Officer Removal and Resignation. Any Officer may resign at any time by providing written notice to the CAO or the Secretary of the Academy Board. Such resignation shall take effect at the time specified therein; and, unless otherwise stated therein, the acceptance of such resignation shall not be necessary to make it effective. Any Board Officer may be removed from office (but not from membership on the Board) at any time, provided just cause exists and in the Board's judgment, the best interests of the Academy are served by the removal. Removal is accomplished by a majority vote of the Board members, and whenever.

ARTICLE VII

COMMITTEES

7.1 Designation of Committees. The Academy Board may, from time to time, by resolution, designate such committees of its members as it may deem appropriate in carrying out its duties, responsibilities, functions and powers. The membership of each committee designated ~~hereunder~~ shall include at least one (1) Board member or one (1) Board appointed member. Those elected to the Board will be expected to serve on a minimum of one (1) committee. No committee member shall receive compensation for services rendered to the Academy as a committee member; ~~provided,~~ however, ~~that~~ committee members may be reimbursed for expenses incurred in performance of their duties as committee members and, except as otherwise provided by these Bylaws, may be compensated for services rendered to the Association other than in their capacities as committee members.

7.2 Proceedings of Committees. Each designated committee ~~designated hereunder by the Academy Board~~ may appoint its own presiding and recording officers and may ~~meet at such places and times upon such notice as such committee may from time to time determine~~ hold scheduled meetings as convenient for the members of the committee. Each committee shall keep a record of its proceedings and shall regularly report such proceedings to the Board.

7.3 Quorum and Manner of Acting. At each meeting of any designated committee ~~designated hereunder by the Academy Board~~, the presence of members constituting at least two-thirds (2/3) of the authorized membership of such committees shall constitute a quorum for the transaction of business, and the act of a majority of the members present at any meeting at which a quorum is present shall be the act of such committee. The members of any designated committee ~~designated by the Board hereunder~~ shall act only as a committee, and the individual members thereof shall have no powers as such.

7.4 Resignation and Removal. Any member of any designated committee ~~designated hereunder by the Academy Board~~ may resign at any time by delivering a written resignation either to a member of the Board or to the presiding officer of the committee of which the person is a member. Unless otherwise specified therein, such resignation shall take effect upon delivery. The Board may at any time, for or without cause, remove any member of any designated committee ~~designated by it hereunder~~.

7.5 Vacancies. If any vacancy should occur in any committee due to disqualification, death, resignation, removal, or otherwise, the remaining members shall, until the filling of such vacancy, constitute the then total authorized membership of the committee and, provided that two (2) or more members are remaining, may continue to act. Such vacancy may be filled at any meeting of the Academy's Board members.

7.6 Standing Committees. ~~The following committees will be standing committees of the Academy Board and will operate on an advisory basis. Faculty Committee (one Board member plus additional parent members); Discipline and Dress Code Committee (one Board member plus additional parent members and staff members); Safety Committee (one Board member plus additional parent members, staff and community members); Accountability Committee (one Board member plus additional parent members and staff members); Curriculum Committee (one Board member plus additional parent members and staff members). The Board will appoint standing committee members from among Academy parents, and may also appoint Academy staff members. The Board may also establish ad hoc committees if it determines that such action is in the best interests of the Academy and its goals and objectives.~~ Standing committees will be formed as needed to maintain compliance with state regulations.

7.6.1 ~~Faculty Committee. The Faculty Committee will assist the Principal in gathering parent feedback on teacher performance. The parent feedback shall be collected only by the Principal, used as part of the Principal's review of the classroom performance of all teachers (full and part-time), summarized for the Academy Board and may be used as a factor in determining performance-based bonuses and/or contract renewals. The Faculty Committee is also responsible for assisting~~

~~the Board in the process of interviewing candidates for administrative and instructional positions at the Academy.~~

7.6.1 Finance Committee. The finance committee will be comprised of the Board Treasurer and one other board member, and will be scheduled to meet on a monthly basis with the business manager and the school director. This committee will keep minutes of each meeting and report to the Academy Board.

~~7.6.2 Discipline and Dress Code Committee. The Discipline and Dress Code Committee monitors discipline and dress code concerns, develops recommendations relating to discipline and dress code polices and issues, and reports its findings and recommendations to the Academy Board for Review and action.~~

~~7.6.3 Safety Committee. The Safety Committee monitors safety concerns, develops recommendations relating to school safety related policies and issues, and reports its findings and recommendations to the Academy Board for review and action.~~

~~7.6.4 Accountability Committee. The Accountability Committee is an advisory committee charged with monitoring the Academy's fulfillment of its special emphasis, mission, goals, and objectives as stated in the Academy's charter. This committee is responsible for: (a) overseeing the development and adoption of student performance goals and school improvement plan; (b) developing and circulating parent questionnaires designed to assess parents' satisfaction with the operation of the school and the performance of the administration and Academy Board; and (c) assisting the Board and administration in the process of educational audits, school assessments, and the like.~~

~~7.6.5 Curriculum Committee. The Curriculum Committee reviews the Academy's curriculum and researches and recommends instructional resources and materials, library, media and computer programs in an effort to improve the Academy's academic performance and ensure the Academy's instructional program aligns with its educational philosophy, mission statement, and special emphasis. The Curriculum Committee forwards such recommendations to the Academy Board for review and action.~~

~~7.6.6 Elections Committee. The Elections Committee assists the Vice President and the Board in recruiting parents, guardians, and community/business leaders to serve as Academy Board member. Also, the Elections Committee assists the Board in organizing and overseeing elections.~~

ARTICLE VIII
TERMINATION OF BOARD MEMBERSHIP

8.1 Removal of Board Member. Membership on the Academy Board may be terminated without the consent of the subject Board member, provided a minimum of one (1) week notice is given to the subject member in a properly published and posted agenda, and provided just cause exists and in the Board's judgment, the best interests of the Academy

are served by the removal. Removal of a Board member is established by a vote of five (5) Board members.

• Using the Open Court Reading program, this lesson can be incorporated and stressed when the concept is covered in the curriculum.

• Parent involvement is an important component of our program and activities will be included in take home materials for parents to reinforce concepts taught at school.

• The Utah Core Curriculum standards will be integrated into the school curriculum as an integral part of each unit lesson plan. Lesson plans will take into account the core curriculum, character education, parental involvement, and teacher developed concepts to be taught.

• Professional Development sessions will focus on curriculum and instruction. Teachers will be given strategies on how to develop lesson plans across the curriculum that incorporate several core objectives in each lesson.

• Summative assessments will be in the form of observation, teacher initiated activities, question and answer, as well as written responses to specific questions.

Monitoring Program of Instruction

Instructions: Discussion and examples of how the Program of Instruction will be monitored. How the school and staff will disseminate information regarding student performance to track students' progress toward mastery of the Utah Core curriculum over time. How the school will ensure that teachers integrate standards into instructional practices.

The Academy's principal will serve as the instructional leader of the school and will assume the responsibility for implementing the schools strategic plan. The principal's primary responsibility is to ensure that the vision and mission of the Academy is implemented at the classroom level. This will be accomplished through staff observations, teacher evaluations, instruction in staff meeting, professional development training, as well as other methodologies at his/her disposal. The primary focus will be on monitoring the development of unit lesson plans and assuring they are aligned with the Utah state core curriculum. Announced and unannounced visits to the classroom will be part of the principal's regular duties. ~~and will be conducted on a daily basis.~~

The Academy will use record sheets in ~~every~~ classrooms to monitor students and show their academic progress over time. ~~The student record sheets will show each student's day-to-day progress through the material.~~ Teachers will be expected to keep a Student Record Sheet for each student and to record quantitative information (test scores, observations, daily work, etc.), as well as narrative comments about qualitative issues (work habits, etc.) ~~every day. This information is crucial for writing the "Progress and Performance" and "Comprehensive Assessment" sections of the students' evaluations. The Student Record Sheets are part of the SEP and placed in the students' folders and kept on file. This information is vital in monitoring student progress toward mastery and to be used in parent teacher conferences as well as assisting in placement purposes.~~

Employee Evaluation

Instructions: The school's policy and procedures regarding employee evaluation. These may include frequency, components, and staffing for evaluation, remediation, notice, and criteria. 53A-1a-508(3)(r)(ii)

School policy regarding employee evaluations:

1. All employees will receive at least one formal and one informal evaluation per calendar year. ~~Provisional teachers will be evaluated at least three times during the calendar year (two formal one informal).~~
2. Each employee will meet in a pre-conference with the ~~building~~ administrator ~~at~~ one day prior to their evaluation to go over lesson plans and to express any ~~for~~ special considerations to be aware of.
3. A post-conference will be held ~~no longer than one week~~ in a timely manner after the formal evaluation ~~was held~~.
4. ~~Remediation will be suggested and a mentor teacher provided to~~ A teacher mentor will help ~~the~~ teachers make the required changes or improvements.
5. ~~Teachers will be required to observe other teachers in practice on a yearly basis as part of the evaluative process.~~
6. ~~Parents and peer reviews will be an annual part of the teacher evaluation process and considered in retaining teachers.~~
7. A parent suggestion box will be used for parents to express concerns on school curriculum and instruction ~~and will be considered in teacher performance evaluations~~.
8. Improvement plans will be evaluated on an as-needed basis to help teachers acquire mastery level skills in their instruction, discipline, and curriculum development.
9. A pre-determined evaluation as well as the methodology used will be introduced to all teachers at the beginning of the school year so they understand the purpose and methods they will be evaluated against.

~~Parents will also play an important role regarding employee evaluation by completing two teacher evaluation surveys each year.~~

The director will evaluate on an annual basis the needs of the faculty and staff. The director will determine teacher development needs and report the needs to the board. The report and recommendations shall be in compliance with state and federal laws.

• Set realistic targets for improvement.
•Tie assessments to clear curricula.
• Design assessments to accurately reflect student progress.