Academy of Collaborative Education

Governance Committee Meeting

Published on August 25, 2025 at 11:18 AM CDT

Date and Time

Wednesday August 27, 2025 at 3:30 PM CDT

Pursuant to Louisiana Open Meetings Law - La. R.S. 42:19, notice is hereby given to the members of the Board of Directors of Academy of Collaborative Education and to the general public that the Board will hold a regular, special, or re-scheduled meeting, open to the public as specified below. To ensure compliance with the Open Meeting Law, recipients of this message should not forward it to other Board members, and Board members should not reply to this message.

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**3:30 PM**
A.	Record Attendance		Amy Marcus	1 m
B.	Call the Meeting to Order		Holly Allen	1 m
C.	Approval of Committee Meeting Minutes Approval of the meeting minutes for the July Governance committee meeting.	Vote	Holly Allen	1 m
II.	**Governance**			**3:33 PM**
A.	Report: Executive Director Update	Discuss	Joellen Freeman	10 m

		Purpose	Presenter	Time

Executive Director Update on governance and related issues.

III. Progress Toward SMART Goals: 3:43 PM

A.	Governance SMART Goals for SY25-26	Vote	Holly Allen	10 m

Approve SMART Goals to be presented at the September 17th board meeting.

IV. Progress Toward Dashboard Goals: 3:53 PM

A.	Review of Board Composition	Discuss	Holly Allen	10 m

Governance will review:
Board Composition
Officer and trustee terms and expirations
3-year board analysis

The Governance Chair will share the 3-year Board Analysis with the board of directors at the September 17th monthly board meeting.

B.	Review and Revision of board job descriptions and bylaws	Discuss	Holly Allen	15 m

Revise board job descriptions and
Bylaws and revise, if necessary.

If the Governance Committee revises bylaws and/or job descriptions, the Governance Chair will bring them to the full board for approval at the September 17th monthly board meeting.

C.	EDSaE (Subcommittee of Governance)	Discuss	Amy Marcus	20 m

1. Review and approve a short-term and long-term ED succession plan with the ED.
*If approved, the EDSaE chair will present to the full board at the September board meeting.

2. Review the Annual ED Evaluation Process phases.
*If approved, the EDSaE chair will present to the full board at the September board meeting.

3. The ED Support and Evaluation committee will conduct its first "check-in" with the ED to review progress toward goals.

		Purpose	Presenter	Time
	*If approved, the EDSaE chair will present to the full board at the September board meeting.			
V.	**Action Items**			**4:38 PM**
A.	D.O.N.	Discuss	Anna Guthrie	5 m
	Decisions made:			
	Owners:			
	Next steps:			
VI.	**Other Business**			**4:43 PM**
A.	Committee Meeting Scheduling	Discuss	Holly Allen	2 m
VII.	**Closing Items**			**4:45 PM**
A.	Adjourn Meeting	Vote	Holly Allen	1 m

In accordance with the Americans with Disabilities Act, if you need special assistance at a public meeting of Academy of Collaborative Education, please contact Joellen Freeman at jcfreeman@aceforasd.orgdescribing the assistance that is necessary.

Coversheet

Approval of Committee Meeting Minutes

Section: I. Opening Items
Item: C. Approval of Committee Meeting Minutes
Purpose: Vote
Submitted by:
Related Material: 2025_07_14_governance_committee_meeting_minutes (1).pdf

DRAFT

Academy of Collaborative Education

Minutes

Governance Committee Meeting

Date and Time
Monday July 14, 2025 at 3:30 PM

Pursuant to Louisiana Open Meetings Law - La. R.S. 42:19, notice is hereby given to the members of the Board of Directors of Academy of Collaborative Education and to the general public that the Board will hold a regular, special, or re-scheduled meeting, open to the public as specified below. To ensure compliance with the Open Meeting Law, recipients of this message should not forward it to other Board members, and Board members should not reply to this message.

Committee Members Present
Amy Marcus (remote), Holly Allen (remote), Joellen Freeman, Kara Maggiore (remote)

Committee Members Absent
None

Committee Members who left before the meeting adjourned
Kara Maggiore

I. Opening Items

A. **Record Attendance**

B. **Call the Meeting to Order**

Kara Maggiore called a meeting of the Governance Committee of Academy of Collaborative Education to order on Monday Jul 14, 2025 at 3:32 PM.

C. Approval of Committee Meeting Minutes

Holly Allen made a motion to approve the minutes from Governance meeting on 06-10-25.
Kara Maggiore seconded the motion.
The committee **VOTED** unanimously to approve the motion.

II. Governance

A. Report: Executive Director Update

Middle School Expansion:
Joellen is moving forward with the Grace Episcopal Church option for the 6th grade.
Upgrades, such as delayed egresses and sprinklers throughout, will be required for safety, security, and compliance.
Most of these upgrades will be reimbursable through the CSP grant.
Legal costs relative to this option may also be reimbursable through CSP.
We will likely request a 3-year lease.
If the upgrades to their building are substantial, Joellen will also request that we pay no rent for those three years.

Student/Parent Handbook:
ACE will be required to enforce the LDOE's absenteeism policy, as stated more plainly in this updated version of the handbook.
The spirit of the policy is that children need to be present, especially for the core curriculum.
Since ACE offers the required therapies, when a student is pulled out of school to go for outside treatment, they must be counted as absent.
Joellen and Karen will send an email explaining the absenteeism policy, along with the new handbook, to all parents.

Kara Maggiore left.

B. Discussion: FY26 EdOps Financial Services Contract

The EdOps contract is for accounting and financial services for FY26 and, if approved by the board, will commence on August 1, 2025.

C. Discussion: Governance Committee Calendar

The committee discussed the proposed Annual Recurring Non-Exhaustive calendar of objectives and responsibilities.

These are items that will be visited each year by this committee and will be entered into BOT as tasks for this committee.

III. Action Items

A. Recommendation of EdOps SoW + Contract to Full Governing Board

Holly Allen made a motion to Approve the recommendation of the EsOps contract to the board for approval.
Joellen Freeman seconded the motion.
The committee **VOTED** to approve the motion.

B. Approve Governance Committee Content Calendar for FY26

Amy Marcus made a motion to accept the Governance Committee Contact Calendar for FY26.
Joellen Freeman seconded the motion.
The committee **VOTED** to approve the motion.
Joellen Freeman made a motion to Immediately install Holly Allen as the Governance Committee Chair.
Amy Marcus seconded the motion.
The committee **VOTED** to approve the motion.
Joellen Freeman made a motion to Immediately install Amy Marcus as the Governance Committee Secretary.
Holly Allen seconded the motion.
The committee **VOTED** to approve the motion.

IV. Other Business

A. Committee Meeting Scheduling

The Governance Committee will request that the board amend the FY26 Board and Committee Meeting Schedule to allow Governance to meet every fourth Wednesday at 3:30.

If approved, the committee's next meeting will be held on August 27, 2025, at 3:30 p.m.

B. Communication

ACE's Communication Plan was discussed.

ACE utilizes various channels to communicate with parents:
Website
Notes sent home in backpacks
Remind App
J-Campus

Email
Phone

A parent has requested the ACE board's bylaws to establish a Communications Committee and Plan.

It is this committee's opinion that while parents can certainly view the bylaws, the Communications Committee should be composed primarily of ACE staff.

V. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:06 PM.

Respectfully Submitted,
Amy Marcus

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Coversheet

Governance SMART Goals for SY25-26

Section: III. Progress Toward SMART Goals:
Item: A. Governance SMART Goals for SY25-26
Purpose: Vote
Submitted by:
Related Material: ACE Governance Committee Draft Goals for SY25-26.docx

ACE Governance Committee Draft Goals for SY25-26

Goal 1: Board Member Recruitment and Diversity

By June 30, 2026, the Governance Committee will recruit three new board members, ensuring that at least one member represents an underrepresented community group. This effort will enhance board diversity and align with ACE's mission of inclusivity and representation. Progress will be measured through scheduled and targeted outreach initiatives, as well as candidate evaluations.

Goal 2: Policy Review and Update

The committee will review and update all governance policies by June 30, 2026, to ensure compliance with current educational regulations and alignment with ACE's vision for innovative education. This will involve quarterly reviews, with each policy update documented and approved by the full board to ensure transparency and accountability.

Goal 3: Board Training and Development

The Governance Committee will develop and implement a comprehensive board training program by December 31, 2025, with biannual workshops focusing on leadership, governance best practices, and ACE's strategic priorities. Participation will be tracked to ensure 100% board member involvement, enhancing board effectiveness and alignment with ACE's goals.

Goal 4: Contract Oversight and Approval Process

By June 30, 2026, the Governance Committee will establish a comprehensive oversight and approval process for all school contracts, ensuring they align with ACE's mission and strategic objectives before presentation to the full board. This process will involve the development and implementation of a detailed review framework, which will include criteria for assessing contract alignment, compliance, and financial implications. The committee will achieve a 100% review rate of all contracts, with feedback loops established to ensure that any necessary revisions are addressed before submission to the board. Progress will be tracked through monthly committee meetings and documented approval records, reinforcing ACE's commitment to effective governance and organizational integrity.

Feedback Loops for Contract Oversight and Approval Process:

1. **Initial Contract Review:**
    - **The Governance Committee conducts an initial review of contracts, focusing on alignment with ACE's mission, compliance with regulations, and financial implications.**
    - **During this review, committee members provide feedback on any areas of concern or required revisions, documented in a standardized format.**
2. **Contract Revision and Resubmission:**
    - **Based on the committee's feedback, the contract is revised by the responsible party, such as legal counsel or the contract originator.**
    - **The revised contract is resubmitted to the committee for a second review. This ensures that initial concerns have been addressed adequately.**
3. **Approval and Recommendation:**
    - **Once the committee is satisfied with the contract, it recommends the contract for full board approval.**
    - **The committee prepares a summary of the review process and any changes made, which is presented along with the contract to the board.**
4. **Post-Approval Assessment:**
    - **After board approval and contract implementation, the committee conducts a post-approval assessment to evaluate the contract's performance against initial expectations.**
    - **Feedback is gathered from stakeholders involved in the contract execution to identify any unforeseen issues or successes.**
5. **Continuous Improvement:**
    - **Insights gained from the post-approval assessment are used to refine and improve future contract review processes.**
    - **The committee regularly updates its review criteria and processes based on past experiences, ensuring they remain relevant and practical.**
6. **Documentation and Reporting:**

- **All feedback, revisions, and assessments are documented and stored in a centralized system for transparency and historical reference.**
- **Regular reports are generated and shared with the board to keep them informed of the committee's oversight activities and any emerging trends or patterns.**

These feedback loops ensure that the contract approval process is not only thorough and aligned with ACE's strategic objectives but also a learning process that adapts and improves over time.

Coversheet

Review of Board Composition

Section: IV. Progress Toward Dashboard Goals:
Item: A. Review of Board Composition
Purpose: Discuss
Submitted by:
Related Material:
Terms for ACE Current Board Members.docx
8.16.25 ACE Governance Committee Board Member Recruiting Strategy (first draft).docx
Members Report .pdf

Terms for ACE Current Board Members

Amy Marcus

- Nov 01, 2022 — Nov 01, 2025

1st Term

Anna Grimmett

- Feb 19, 2025 — Feb 19, 2028

2nd Term

Davy Mize

- Mar 19, 2025 — Mar 19, 2026

1st Term

Holly Allen

- Apr 18, 2023 — Apr 18, 2026

1st Term

Latner McDonald

- Apr 28, 2024 — Apr 28, 2027

2nd Term

Richard Cannon

- Sep 04, 2024 — Sep 04, 2027

1st Term

ACE Governance Committee

Board Member Recruiting Strategy

Use the Members Report to conduct an inventory of the board, set a clear recruiting strategy, and follow a good process to gain appropriate alignment.

The Governance Committee bears the ultimate responsibility for recruiting trustees, organizing educational activities, orienting new trustees, and overseeing the board's well-being and operational effectiveness. This committee meets regularly to review the Members' Report and to create a prioritized list of needs for board expansion.

It's human nature to choose the easiest path by staying within familiar circles, recruiting friends and family who share their mission. But the board is the ED's strategic partner, responsible for fulfilling the charter's promises. It must be made up of highly effective leaders with the skills, expertise, temperament, and time to govern a multimillion-dollar public enterprise, not just well-meaning volunteers.

As our organization grows, the board will grow alongside it. The Governance Committee will need to carefully monitor the skills needed now and the skills your organization will require from trustees in the future. This involves knowing who is on the board, whose terms are ending, how many new seats you need to fill, and who you will need to recruit.

ACE Board Member Recruiting Strategy Table:

Question/Prompt	Focus	Answer
What are our goals?	mission, vision, and objectives	
What's a broad overview of what the board needs to accomplish in the next 1 - 3 years?	Overview of board accomplishments (1-3 years)	
What are the most essential things your board will do to add value to the	Board value addition (this year)	

organization this year?		
What about over the next 3 years?	Board value addition (next 3 years)	
If form follows function, who do you need on your governance team to achieve these goals?	Governance team needs	
Where are the board composition gaps?	Gaps in board composition	
What skills and expertise are needed to achieve our goals?	Skills and expertise needed on the board	
How many trustees will we need to achieve what we've set out to do?	Board size and composition	
Is our board demographically diverse?	Diversity assessment	
Does it reflect the community?	Community representation	

What does the Members Report tell you about the current levels of diversity on your board?	Review of diversity metrics	
How will term limits and succession planning impact our recruiting needs?	Succession planning and term limits	
Are we ready for a larger board to work between meetings?	Board operational readiness	
How vital are committees in achieving our priorities?	Committee effectiveness	
As trustees rotate off the board, will current trustees be able to fill those gaps?	Succession strategy	
Will you need to recruit others with these same skills?	Skills continuity	
How urgent is succession planning for you—	Succession planning urgency	

for board members in general or board officers?		
Where should you strengthen your bench?	Board development	
Where do your skills align with BoardOnTrack recommendations and where do they differ?	Skills alignment vs. recommendations	
How will you approach this strategically? What are your main risks?	Recruiting strategy and risks	

Academy of Collaborative Education

BoardOnTrack BY TRANSACT

Members Report FY25-26

Skills Summary

Sufficient Expertise

Insufficient Expertise

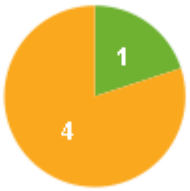
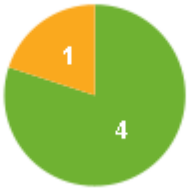
Minimal Expertise

Insufficient Data

	FY25-26	FY26-27	FY27-28	FY28-29
Academic Excellence	✓	⚠	?	?
Development	✓	⚠	?	?
Facilities	✓	⚠	?	?
Finance	✓	⚠	?	?
Governance	✓	⚠	?	?
Human Resources	✓	⚠	?	?
Key Qualities	✓	⚠	?	?

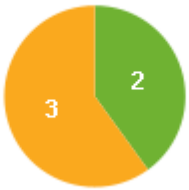
Academic Excellence

Very Experienced | Some Experience | No Experience

	People with experience
Understanding of how data is used to close the achievement gap	
Strong analytical skills	
Life experience using data to solve problems in education or other fields	
Familiarity with state and national assessments	

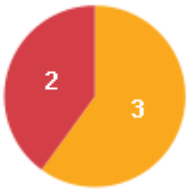
Development

Very Experienced Some Experience No Experience

	People with experience
Experience building/scaling a sustainable nonprofit fundraising program	
Experience cultivating/soliciting high net worth individuals	
Event planning	
PR & marketing	

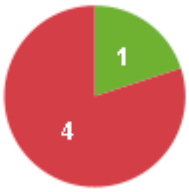
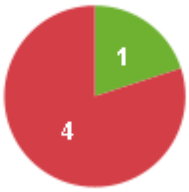
Facilities

Very Experienced Some Experience No Experience

	People with experience
Facility financing	
Supervising complex facilities projects	
Real estate law	

Finance

Very Experienced Some Experience No Experience

	People with experience
CFO	
Accounting/Bookkeeping	
CPA	
Financial policies and controls	
Long-range budget planning/forecasting	

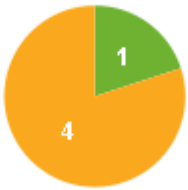
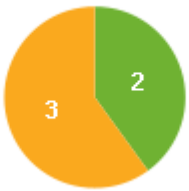
Governance

Very Experienced Some Experience No Experience

	People with experience
Previous experience with creating board development processes	
Previous nonprofit governance experience	
Experience finding and recruiting trustees	

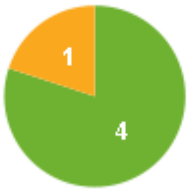
Human Resources

Very Experienced Some Experience No Experience

	People with experience
Employee policies and procedures	
CEO annual reviews	
Employee benefits	
Performance management	
Recruiting	

Key Qualities

Very Experienced Some Experience No Experience

	People with experience
Excel at group process and facilitation	
Startup Temperament	
Problem solving skills	

DEMOGRAPHICS

Age

Under 26 | 26-35 | 36-45 | 46-55 | 56-65 | 66+

FY25-26	FY26-27	FY27-28	FY28-29
			Insufficient data

Gender

Female | Non-Binary | Male | Prefer not to say

FY25-26	FY26-27	FY27-28	FY28-29
			Insufficient data

Race/Ethnicity

African American
Asian American
Caucasian
Hispanic
Native American
Other

FY25-26	FY26-27	FY27-28	FY28-29
5	3	1	Insufficient data

MEMBERS

Members	Terms	Demographics Completed	Skills Completed
Amy Marcus	1: 11/01/2022 - 11/01/2025	✓	✓
Anna Grimmett	2: 02/19/2025 - 02/19/2028	✓	✓
Davy Mize	1: 03/19/2025 - 03/19/2026	✓	✓
Holly Allen	1: 04/18/2023 - 04/18/2026	✓	✓
Latner McDonald	2: 04/28/2024 - 04/28/2027	✓	✓
Richard Cannon	1: 09/04/2024 - 09/04/2027	✓	✓

Coversheet

Review and Revision of board job descriptions and bylaws

Section: IV. Progress Toward Dashboard Goals:
Item: B. Review and Revision of board job descriptions and bylaws
Purpose: Discuss
Submitted by:
Related Material:
Grid-Governance_Roles___Responsibilities_list.docx
Grid-Financial_Roles___Respon_list-_Copy.docx
Grid-ED:CEO Support _ Evaluation Committee Roles _ Responsibilities.docx
Grid-Development__Facilites_Fundraising__Roles___Responsibilities_list.docx
Academic_Excellence_Roles___Respon_list-_Copy__1_Grid.docx
AcademyofCollaborativeEducation--SecondAmendedandRestatedBylaws.docx

Recommended Checklist of Governance Responsibilities

for the Board of Trustees, Governance Committee, School Leadership Team

Governance Responsibilities		Full Board of Trustees		Governance Committee		School Leadership Team	
Governance policies & procedure manual		Review critical policies and vote upon		Review/provide feedback on manual		n/a	
Maintain Board Handbook		Review critical policies and vote upon		Develop and revise Board member handbook outlining the responsibilities of the Board members, Board policies, and other relevant information		Provide school and staff specific information, as needed.	
Consistently recruit for new members		Individuals refer nominees and full board votes to add new members to the board		Develop and review annually the procedures for Board recruitment		Participate in a collaborative recruitment process.	
Get new members up to speed and adding value to the org as quickly as possible		Review and approve orientation and training plans		Develop an orientation and training plan for new trustees		n/a	
Develop attainable, valuable board goals		Develop, Review and vote to approve board and committee goals		Create specific measurable board-level goals for the year as part of the full board planning process		Participate in board goal setting process.	
Ensure measurable growth in the governance team		Participate in and evaluation and approve summary		Annually coordinate an evaluation of the full board and individual trustees		Participate in evaluations.	
Ensure committees are effective and adding value to the organization		Annually evaluate and approve updates committee descriptions based on annual needs		Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the Board of Trustees		Support committees complimentary to leadership team’s roles.	
Ensure sustainability of the organization through proper succession planning		Approve and amend succession plans		Work with Board Chair and CEO on a succession plan for board officers		Create and maintain detailed and accurate succession plans for all leadership roles.	

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Plan and prepare for important organizational events, milestones, and goals		Approve annual calendar		Develop annual board & committee calendar		Organize and document key organizational dates.	
Hold effective planning sessions		Attend and prepare for retreats and planning sessions		Organize Board Retreats		Participate and help plan planning sessions and retreats.	
Ensure organization has personnel with the proper skillsets to achieve goals		Agree on efforts to recruit new personnel or train current personnel based on needs.		Analyze the skills and experience needed on the Board		Recruit and select organizational staff members.	
Add and maintain a proper number of dedicated members (based on the range in bylaws)		Nominate and approve new members to join the board		Recruit members to serve as members of the Board and develop a slate of trustees for consideration by the membership at the annual meeting in accordance with selection/election procedures outlined in the bylaws		Support board members and participate in board recruitment.	
Prioritize professional development, growth, training and education		Actively participate and plan for board trainings		Conduct board education and onboarding as needed		Support board's professional development and growth.	
Consistently improve operations		Reflect, agree upon and implement process enhancements		Regularly evaluate the effectiveness of board meetings, and make recommendations for improvement to the chair and the full board as needed		Support board's operational growth.	
All committees are reaching goals		Receive monthly report outs from all committees		'Keep an eye on' and motivate other committees		Participate in committee meetings and work.	

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Recommended Checklist of Financial Responsibilities

for the Board of Trustees, Finance Committee, School Leadership Team and Business Leader/Dept

Financial Responsibilities		Full Board of Trustees		Finance Committee		School Leadership Team		Business Leader/Dept	
Financial policies & procedure manual		Review critical policies and vote upon		Review/provide feedback on manual		Understand, enforce & follow procedures		Establish, document, enforce & follow internal controls in manual	
Opening and closing of bank accounts		Vote upon and record in board meeting minutes		Recommend opening/closure of accounts		Understand which accounts exist and why		Recommend which bank account should exist & why	
Selection of independent auditors		Vote upon recommended auditors by Finance comm		Review/recommend auditors to board		Support business leader with review of auditors		Obtain list of/meet with auditors experienced with charter schools	
Knowledge of sources of revenue streams/drives and related cash flows		Attend training by qualifies consultants/business leader and ask pertinent questions		Build intimate knowledge of drivers and sources of revenues and related cash flows		Build intimate knowledge of drivers and sources of revenues and related cash flows		Meet with business leaders of existing schools and review all available documentation regarding revenues & cash flows	
General education and SPED student enrollment count		Review budget vs actual for enrollment at each board meeting		Review headcount at monthly finance committee meetings		Communicate headcount to business leader as it changes		Track budget vs actual for general education & SPED student enrollment as it changes	
Annual/Multi-Year budgets		Review and vote upon prior the end of fiscal year		Review with school & business leaders		Support business leader with creation budgets		Create budget reflecting school's vision: repeat until balanced	
Organizational/Staff & salary structure each school year		Review structure incl. Added & eliminated positions annually		Review structure, salary/bonus (if applicable) rubric annually		Create structure. salary/bonus (if applicable) rubric w/ business leader		Create structure, salary/bonus (if applicable) rubric with school leader	
Establishment and annual renewal of school-wide		Confirm if school is adequately insured and offering		Review school-wide policies and benefits		Review school-wide policies & benefits		Obtain/compare multiple quotes for school-wide policies & benefits	

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insurance and benefits packages		competitive/fairly priced benefits		packages presented by business leader		packages presented by business leader		packages and confirm they are competitive & compliant	
Financial reporting including accrual-based and cash-based projections		Review key variances on a quarterly basis and discuss major variances in advance		Review reports/projections prepared by school & business leaders		Support completion of reports and projections prepared by business leader		Create monthly reports and develop projections with school leader's input of which line items may be under/over budget	
Audited financial statements		Review key highlights prepared by finance committee		Prepare key highlights of statements with school & business leaders		Support preparation of highlights of statements w/ business leader		Prepare for audit throughout the fiscal year & provide auditors w/ all requested schedules/analyses	
Management letter that accompanies audited financial statements		Review all observations & recommendations by auditors and responses by management		Hold school & business leasers accountable for implementing remedies for recommendations		Hold business leader accountable for implementing remedies for recommendations		Prepare plan for and implement all remedies for recommendations by auditors in management letter	
Form 990 Tax Returns		Review key highlights prepared by finance committee		Review & sign off on 990s prior to submission by auditors		Review & sign off on 990s prior to submission by auditors		Provide auditors w/ all requested info to complete 990s: confirm extensions are filed if necessary	
Charter renewal requirements per authorizer		Review key requirements prepared by academic committee and finance committee		Have intimate knowledge of all financial requirements per authorizer		Have intimate knowledge of all academic & financial requirements per authorizer		Have intimate knowledge of all academic & financial requirements per charter authorizer	

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Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. Adobe Reader:

Grid-ED:CEO Support _ Evaluation Committee Roles _ Responsibilities.docx

Recommended Checklist of Fund Development Responsibilities

for the Board of Trustees, Development Committee, School Leadership Team and Development Leader/Dept

Development Responsibilities		Full Board of Trustees		Development Committee		School Leadership Team		Chief Development Officer	
Development policies & procedure manual		Review critical policies and vote upon		Develop, update, review, provide feedback policies		Understand, enforce & follow procedures		Establish, document, enforce & follow internal controls in manual	
Applying to and receiving Grants		Receive updates on opportunities		Receive updates on opportunities		Apply grants to appropriate programs		Identify grants and send applications/manage process	
Annual and multi-year fundraising plans as part of full board planning and Goal setting process		Vote upon recommended plans and goals		Develop Annual and multi-year fundraising goals and opportunities		Identify $ need and fundraising budget		Develop detailed plans and execute Develop and provide collateral to share with team as needed	
Fundraising events and activities (as part of the annual fundraising plan)		Attend events and market/network as required or promised		Recommend expectations for board and their network, ensure board promises are upheld and $ goal secured		Coordinate the implementation of the fundraising plan with fundraising efforts by senior staff, parents, and other volunteers.		Develop detailed plan, reach out to vendors, secure partnerships and supervise execution of event	
Community engagement		Attend events and market/network as required or promised		Identify need gaps in community relationships and provide outreach and networks as needed		Coordinate the implementation of the community engagement plan with efforts by senior staff, parents, and other volunteers.		Develop community engagement event plans and communicate with vendors for monetary or in-kind donations	

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Development training – Professional development		Attend board trainings for development		Arrange for Board training on development issues		Support in researching and planning develop trainings for the board with proper materials		Support leadership team in executing training opportunities	
Capital Campaigns		Provide oversight and innovation toward reaching campaign goals		Work with leadership to identify board's role and resource need to successfully reach campaign goal (personal or professional networks for partnerships, etc.)		Identify capital campaign mission and develop multi-year plan for execution		Support leadership team's efforts to widen networks and secure $ and track progress	
Endowment development/establishment oversight		Oversee endowment growth		Support leadership team in developing board plan for contribution and oversight		Develop endowment fund and campaigns for growth.		Provide collateral, mission, marketing and growth plan to invite community donors	

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Recommended Checklist of Academic Excellence Responsibilities

for the Board of Trustees, Academic Excellence Committee, School Leadership Team and Business Leader/Dept

Academic Responsibilities		Full Board of Trustees		Academic Committee		School Leadership Team		Academic Leader/Dept	
Academic policies (promotion, retention, expectations, etc.)		Review critical policies and vote upon		Review/provide feedback on academic policies for handbooks		Understand, enforce & follow procedures		Establish, document, enforce & follow procedures	
Academic Compliance with state and local mandates		Vote upon and record in board meeting minutes		Create a reporting calendar for all academic mandates		Ensure systems, processes, and materials are in place to meet all mandates		Collect and provide data and/or reports to administration as required	
Progress Monitoring		Agree on what will be monitored in alignment with mission, charter, and mandates		Provide data report at each board meeting		Identify key indicators of success and clearly communicate that to staff and the AE Committee		Provide training and tools for teachers so that key indicators are clearly communicated	
Instructional Decision-making		Approve school course catalog, curriculum, and materials		Build and maintain a course catalog, along with grade level curriculum standards		Create curriculum maps, course descriptions and grade-level standards for each course		Ensure teachers are implementing lessons with plans in alignment with curriculum map	
Extracurricular Programs		Approve arts, athletics, mental health, and extended day programs		Research and recommend extra-curricular programs with associated costs and resources		Implement programs, monitor budgets, and stakeholder satisfaction		Ensure resources are used appropriately, and daily oversight of each program	
School Improvement Plans (SIPs) and Annual Reports		Certify/sign all reports		Present full reports to the board so they can make an informed decision		Work with team to prepare SIPs and Annual Reports		Collaborate and support school leader with data for reports	
Recruit, Develop, and Retain Exceptional Staff		Approval of payroll and benefits budget allocation, collaborate		Approve all staff hires, keep payroll within budget, manage benefits packages		Create training and support plans, monitor job performance, manage teacher evaluations,		Assist with teacher evaluations, monitor job performance, professional	

		with CEO on any C-suite hires				teacher discipline, assign salary/bonus (if applicable)		development, teacher appreciation events	
Annual School Calendar		Approve School's Academic Calendar		Review final school calendar to present to board for approval		Develop annual calendar with leadership team, ensure it is sent to authorities as required		Collaborate on calendar with Leadership Team	
School Climate and Culture		Review climate data on a quarterly basis; approve schoolwide programs; participate in school events as appropriate		Research and recommend schoolwide programs (PBIS, Student Council, etc.)		Implement programming; monitor and evaluate effectiveness		Train staff as needed, oversee daily activities, report progress to Leadership	
Charter renewal requirements per authorizer		Review key requirements prepared by academic committee and finance committee; be available for school site visits		Have intimate knowledge of all academic requirements per authorizer; track data; review draft reports		Compile all data and information needed for renewal; complete written reports as required for renewal		Provide leadership team with student data, teacher information, or any other items pertaining to academic performance	

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SECOND AMENDED AND RESTATED BY-LAWS

ACADEMY OF COLLABORATIVE EDUCATION
A Louisiana Not-for-Profit Corporation
Approved _____

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ARTICLE I
PROVISIONS

Section 1.1. Authority to Adopt
These Second Amended and Restated By-Laws have been adopted pursuant to authority evidenced by the Articles of Incorporation issued by the State of Louisiana.

Section 1.2. Name
This Corporation is **ACADEMY OF COLLABORATIVE EDUCATION (ACE)**.

Section 1.3. Offices
The principal office of this Corporation shall be initially located in Monroe, Louisiana. The Corporation may also have offices at such other places as the Board of Directors of the Corporation may, from time to time, appoint for the purposes of the Corporation may require.

Section 1. 4. Purpose
This Corporation is organized and operated exclusively for educational and charitable purposes. It is not organized for profit, nor shall any of its net earnings inure whole or in part to the benefit of private stockholders, members, or individuals. Specifically, this Corporation is organized to establish and operate one or more charter schools.

Section 1.5. Prohibited
No substantial part of the activities of this Corporation shall attempt to influence legislation by propaganda or otherwise, nor participate in any political campaign on behalf of any candidates for public office.

ARTICLE II
ORGANIZATION

Section 2.1. Statement of Purposes
The purpose of this Corporation, as expressed in its Articles of Incorporation, shall be to operate a Louisiana public charter school and to distribute the whole or any part of the income therefrom and the principal thereof exclusively for such purposes, either directly or by contributions to other educational organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code and the Regulations issued pursuant thereto (the “Code”), as they know exist or as they may hereafter be amended.

Section 2.2. Dissolution
In the event of the dissolution of the Corporation, the Board of Directors (“Board”) shall, after paying or making provision for the payment of all of the liabilities of the Corporation and after disposing of all remaining assets according to the application of Louisiana law, shall dispose of all of the remaining assets of the Corporation, exclusively for the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes, as shall at the time qualify as an exempt organization

or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), as the Board shall determine. Any of such assets not so disposed of shall be disposed of by the court having proper jurisdiction in the parish where the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE III
MEMBERSHIP

Section 3.1. Members
This Corporation is a non-profit, non-stock corporation.

ARTICLE IV
BOARD OF DIRECTORS

Section 4.1. Management
All powers of this corporation shall be exercised by and under the authority of the Board, and the Corporation's property, business, and affairs shall be managed under the Board's direction. Except as expressly set forth to the contrary herein, the Board may not take any action except upon the approval by the affirmative vote of a majority of the Board present at a meeting at which a quorum is present.

Section 4.2. Number of Directors
The Board shall consist of no less than seven (7) and no more than nine (9) members, and it shall have three (3) classes of members; Class 1 Members shall be appointed by the Board, and at least one Class 2 member shall be nominated by the Parent Volunteer Organization with children/grandchildren enrolled in the charter school and final appointment shall be made by Class 1 members of the Board. The Class 3 member shall be a legacy board member, meaning the surviving spouse of Madelyn Cannon (the founding board member of ACE) or a descendant of the surviving spouse and Madelyn Cannon ("Class 3 Director"). The number of Directors (regardless of Class-type) may be fixed, and increased or decreased, by resolution adopted by a majority of the Board of Directors, but at no point shall the number of Directors be less than seven (7) members. Each Director, regardless of the Class-type, is entitled to one (1) vote when transacting any business on behalf of the Corporation.

Section 4.3. Nomination of Directors
At least one month before a regular meeting, the Board may appoint a nomination committee to consist of at least two (2) Board members. The nomination committee will compile and submit to the Board a slate of candidates for the Directorships and offices to be filled at the upcoming meeting. These submissions shall be deemed to be nominations of each person named. Class 2 members shall be nominated by parents/grandparents involved in the Parent Volunteer Organization with children/grandchildren enrolled in the school and voted upon by the Board. The members of the Board shall accept the nomination and election of the parents/grandparents for

Class 2 Board members unless the Board's appointment of a Class 1 member selected by such method shall cause a breach of any lawful requirement of the charter school. There shall be at most three (3) Class 2 members of the Board of Directors. The Class 3 member seat shall be reserved for the surviving spouse of Madelyn Cannon (the founding board member of ACE) or a descendant of the surviving spouse and Madelyn Cannon.

Section 4.4. Election of Directors
The Board shall elect Directors by a majority vote of the Board at any regular or special meeting where a quorum is present. The Class 3 Director will be elected to the Board of Directors as of the date of these Second Amended Bylaws.

Section 4.5. Limits of Term

Class 1 and Class 2 Directors shall serve three (3) year terms and shall be up for re-election every three years. At each subsequent annual meeting of the Board, the Members shall elect Directors to serve a term of three (3) years beginning at the adjournment of that annual meeting and continuing through the expiration of their respective terms or until their successors have been elected and qualified. There is no limit to the number of terms to which a Member can be reelected as a Director.

The Class 3 Director’s term shall be for a period of five (5) years, and the Class 3 Director shall be re-elected to the seat until and unless the Class 3 Director resigns from the Board in accordance with Section 4.7. The Class 3 Director will be re-elected to the seat every five (5) years.

Section 4.6. Vacancies
Vacancies occurring during the term of an elected Directorship, however caused, shall be filled as soon as practicable by election in accordance with Section 4.4 hereinabove. A Director elected to fill a vacancy shall hold office for the remainder of his predecessor’s term. A vacancy in the Class 3 Director seat shall not be filled, and shall remain empty, if the Class 3 Director resigns from the Board in accordance with Section 4.7.

Section 4.7. Resignation or Removal of Directors
A Director of the Corporation may resign at any time by tendering his or her resignation in writing to the Chairman or Secretary, whose resignation shall become effective upon the date specified therein, or if no date is determined, upon receipt by the Corporation at its principal place of business. Acceptance of such resignation shall not be necessary to make it effective. The Board, by a majority vote, may remove, with or without cause, any Director (other than the Class 3 Director) and precisely, but not by way of limitation, may terminate any Director from the Board (other than the Class 3 Director) for failing to attend one-quarter of the total Board meetings during one of their term years. The Class 3 Director shall not be removed by the Board, and may only resign from the Board by tendering his resignation in writing to the Chairman or Secretary of the Corporation.

Section 4.8. Compensation of Directors
Directors will not receive compensation for services other than reimbursement of actual expenses incurred while fulfilling duties as a Board Director.

Section 4.9. Place of Meetings.
The Directors of the Corporation shall hold all meetings at locations in compliance with the Louisiana Open Meetings Laws.

Section 4.10. Annual Meetings of the Board
The annual meeting of the Board shall be held in July.

Section 4.11. Special Meetings
Special meetings of the Board may be called at any time by the Chairman of the Corporation. Notice shall be given in compliance with the Louisiana Open Meetings Laws. Attendance of a Director at a meeting shall constitute a waiver of notice of such meeting except where a Director attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called or convened. The notice shall set forth the time, place, and purpose. The business to be transacted at any special meeting shall be limited to those items outlined in the notice or waiver thereof.

Section 4.12. Regular Meetings
Regular meetings of the Board shall be held in compliance with the Louisiana Open Meetings Laws.

Section 4.13. Quorum and Action of the Board
A majority of Directors must be present in person to constitute a quorum for the transaction of business at such meeting. Except as expressly set forth to the contrary herein, the Board may not take any action except upon the approval by the affirmative vote of a majority of the Board present at a meeting at which a quorum is present.

Section 4.14. General Powers of the Board
In addition to the powers and authorities expressly conferred upon them by these Bylaws, the Board of Directors may exercise all such powers of the Corporation and do all such lawful acts and things as are not prohibited by law or by the Articles of Incorporation or by these Bylaws.

Section 4.15. Duties of the Board of Directors

A. Establish and approve all policies that implement the objectives of the Corporation.
B. Hold the organization accountable to its charter and federal, state, and local laws.
C. Setting long-range organizational goals and developing strategic plans to meet them.
D. Review, approve, and submit the school's operational budget and annual report to the State.
E. Approve the selection of a certified public accountant to perform an independent annual audit of the funds of the Corporation.
F. Hire and evaluate the Executive Director.

G. Review, negotiate, and approve major contracts on behalf of the school.
H. Provide expertise and professional advice in areas such as law, accounting, business, finance, marketing, publicity, and educational programming.
I. Fundraise for capital and operating expenses, as well as soliciting in-kind contributions.
J. Promote the school in the local community and to the critical stakeholders involved.
K. Recruit and elect new Board members if a seat becomes vacant or the need is recognized for additional expertise.
L. Ensure that the Corporation carries out the fiduciary responsibilities of a not-for-profit, tax-exempt recipient of funds to accomplish the objectives of the Corporation provided in these laws.
M. Consider and act on any matter presented by a Director.

ARTICLE V
OFFICERS

Section 5.1. Number
The Governing Board may have a Chairman, Vice Chairman, Secretary, and Treasurer, each of whom shall be elected by the Board. Such other officers and assistant officers, as deemed necessary, may be elected or appointed by the Board. The same person may hold any two (2) or more offices. The failure to elect an officer shall not affect the existence of the Corporation. The Executive Director, if appointed, shall serve as the Chief Executive Officer.

Section 5.2. Election and Term of Office
All officers of the Governing Board shall be elected by a vote of the Board as outlined in Section 4.5. hereinabove at the annual meeting of the Board. A duly elected officer shall hold office for a term of one year, commencing July 31st, and until their earlier death, resignation, or removal. All Directors shall hold office until their successors are chosen and qualified.

Section 5.3. Vacancies
A vacancy in any office because of death, resignation, removal, disqualification, or otherwise (including removal in the event an officer is not reelected during his term in office) shall be filled by an election by the Board as outlined in Section 4.4 for the remaining unexpired term of such office.

Section 5.4. Resignation or Removal of Officers
An officer of the Corporation may resign at any time by tendering his resignation in writing to the Chairman or the Secretary. Resignations shall become effective upon the date specified therein or, if no date is determined, upon receipt by the Corporation. An officer of the Corporation may be removed at any time, with or without cause, at any Board meeting by a majority vote as set forth in Section 4.4 hereinabove.

Section 5.5. Chairman
The Chairman shall preside at all meetings of the Directors and, by virtue of the office, be a member of all committees.

Section 5.6. Vice-Chairman
The Vice-Chairman shall act in the place and stead of the Chairman in the event of the Chairman's absence, inability, or refusal to work, and shall exercise and discharge such other duties as the Board may require.

Section 5.7. Secretary
The Secretary shall keep or cause to be kept of all the records of the Corporation, record or cause to be recorded the minutes of the meetings of the Board, send out or cause to be sent out all notices of the meeting of the Board, and all Committees, attest to the seal of the Corporation where necessary or required, and keep or cause to be kept a register of the names and addresses of each Trustee. The Secretary shall perform such other duties as may be prescribed by the Board.

Section 5.8. Treasurer
The Treasurer shall insure or cause to be certified that a true and accurate accounting of the Corporation's financial transactions is made and that such accounting is presented to and made available to the Board. The Treasurer shall perform such other duties as may be prescribed by the Board.

Section 5.9. Executive Director
The Executive Director shall be nominated by the Directors and elected by them. The Executive Director shall serve as an ex-officio member on the Board of Directors and all committees appointed by the Directors and shall have direction and management of the Corporation's business and affairs. With the advice and consent of the Board of Directors, the Executive Director shall formulate and implement policy matters and perform such duties as may be assigned by the Board of Directors.

The Executive Director shall have the authority and power to purchase and contract on behalf of the Corporation on all matters deemed needful and convenient for the Corporation, as provided for and approved by the Board, with the exception of real property. The Executive Director shall be responsible to the Board of Directors and report to them regularly. If the Executive Director's position is unfilled for any reason, then the Chairman shall act in the place of the Executive Director until the Board shall nominate and appoint an Executive Director.

Section 5.10. Other Officers
Other officers elected by the Board shall have such duties and responsibilities as the Board deems advisable.

Section 5.11. Salaries
Officers shall receive no compensation other than reimbursement of actual expenses incurred while fulfilling duties as officers of the Corporation.

ARTICLE VI
COMMITTEES OF THE BOARD

Section 6.1. Committees of the Board
The Board shall establish an Executive, Governance, Finance, Academic Excellence, and Facilities Committee, The Board may, by resolution, establish additional standing committees and special committees of the Board. Unless otherwise specified by resolution of the Board or these By-Laws, the Chairman shall annually appoint the members, and the chairman of the standing committees shall fill vacancies on any standing committee. Appointments by the Chairman shall be made at the annual meeting of the Board. In addition, the Chairman may, if so authorized by the Board, appoint members and chairman of such special committees as the Board may create, which members and chairperson may include persons who are not members of the Board. The Board must approve all committee appointments and chairperson appointments.

Section 6.2. Standing Committees
Standing committees may be created by resolution of the Board. The purpose, duties, number of members, and reporting requirements of each committee shall be specified in the resolution creating the committee.

Section 6.3. Special Committees
Special committees may be created by resolution of the Board. The purpose, duties, number of members, and reporting requirements of each special committee shall be specified in the resolution creating the committee.

Section 6.4. Committee Members' Term of Office
Unless otherwise specified by resolution of the Board, members of each committee shall continue in office until the next annual meeting of the Board and until their successors are appointed, unless the committee of which they are members shall be sooner terminated by resolution of the Board or until their earlier death, resignation, or removal as committee members.

Section 6.5. Committee Meetings
Meetings of any committee may be called by the chairperson of such committee or upon the written request of one-third (⅓) of the committee members. Committees shall hold all committee meetings at locations in compliance with the Louisiana Open Meetings Laws, and notice shall be given in accordance with Louisiana Open Meetings Laws. Unless otherwise provided in these By-Laws, a majority of the members of any committee shall constitute a quorum for the transaction of business. After a quorum has been established at a committee meeting, the subsequent withdrawal of committee members from the meeting to reduce the number of committee members present to fewer than the number required for a quorum shall not affect the validity of any action taken at the meeting. Each committee shall keep minutes of its meetings and report to the Board as necessary with recommendations.

Section 6.6. Resignation or Removal of Committee Members

A committee member may resign at any time by tendering his resignation in writing to the Chairman of the Board. The Board, by a majority vote, may remove, with or without cause, any member from a committee and precisely, but not by limitation, may remove any member from a committee for failing to attend three (3) consecutive committee meetings.

ARTICLE VII
INDEMNIFICATION OF DIRECTORS AND OFFICERS

Section 7.1. Indemnification
The Corporation shall indemnify to the fullest extent permitted by law each of its officers, Directors, whether or not then in office (and his executor, administrator, and/or heirs) or any person who may have served at its request as a Director or officer, against all reasonable expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and necessarily incurred by him or her in connection with any threatened, pending or completed action, suit, proceeding, or arbitration, whether civil or criminal, administrative or investigative (including any appeal thereof), to which he or she is or is threatened to be made a party because he or she is or was a Director, officer, employee or agent of this Corporation. He or she shall have no right to reimbursement concerning matters in which he or she has begun to be adjudged liable to the Corporation for gross negligence or willful misconduct in performing his or her duties to the Corporation. The preceding right of indemnification shall be in addition to and not exclusive of all other rights to which such Director, officer, employee, or agent may be entitled.

Section 7.2. Insurance
The Corporation may, subject to applicable law, purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee, or agent of the Corporation or who was serving at the request of the Corporation as a Director, officer, employee, or agent against any liability asserted against him or her and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him against such liability under the provisions of this Article VII.

ARTICLE VIII
CONTRACTS, CHECKS, DEPOSIT BOOKS, AND RECORDS

Section 8.1. Contracts
The Board may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation. Such authority may be general or confined to specific instances.

Section 8.2. Loans

No loans shall be contracted on behalf of the Corporation, and no evidence of indebtedness shall be insured in its name unless authorized by a resolution of the Board, which authority may be general or confined to specific instances. No loans shall be made by the Corporation to Officers or Directors.

Section 8.3. Checks, Drafts, Etc.
All checks, drafts, or other orders for the payment of money, notes, or other pieces of evidence of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board.

Section 8.4. Deposits
All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

Section 8.5. Books and Records
The Corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its Board and committees of the Board. Any books, records, and minutes may be in written form or any other form capable of being converted into written form within a reasonable time.

ARTICLE IX
FISCAL YEAR

Section 9.1. Fiscal Year
The Corporation’s fiscal year shall begin on July 1 and end on June 30 of each year.

ARTICLE X
NOTICE

Section 10.1. General
Whenever, under the provisions of any statute, the Articles of Incorporation, or these By-Laws, notice is required to be given to any Trustee or officer, it shall not be construed to require personal notice; instead, such information may be provided unless otherwise required by these By-Laws, either personally or by depositing the same in a post office box in a postpaid envelope or by electronic transmission, in either case, addressed to such Trustee or officer at his address as the same appears in the records of the Corporation, and three (3) days after the same shall be so mailed or delivered to the Trustee or officer shall be deemed to be the time of the giving of such notice.

Section 10.2. Waiver

Whenever by law, the Articles of Incorporation or these By-Laws notice is required to be given to any Trustee or officer, a waiver thereof in writing signed by the person or persons entitled to such information, whether before or after the time stated therein, shall be equivalent to the giving of such information. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting except when the person attends a forum for the express purpose of objecting at the beginning of the meeting to the transaction of any business because the meeting is not lawfully called or convened.

ARTICLE XI
AMENDMENTS

Section 11.1. By Directors
These By-Laws may be amended or repealed wholly or in part, consistent with any By-Laws adopted by the Board at any meeting by an election of two-thirds (⅔) of the current membership of the entire Board.

Approved by Academy of Collaborative Education Governing Board on March 20, 2025.

Amy Marcus

Board Chair

Coversheet

EDSaE (Subcommittee of Governance)

Section: IV. Progress Toward Dashboard Goals:
Item: C. EDSaE (Subcommittee of Governance)
Purpose: Discuss
Submitted by:
Related Material:
ACE_ED_Evaluation_Process_Phases (1).docx
Quarterly_Check-In_Process_for_ED_Support_and_Evaluation_Committee_ (2).docx
ED Quarterly Self-Reflection Questions.docx
8.12.25. Draft ACE Succession Strategic Plan jcf.docx
ED Quarterly Self-Reflection Questions.pdf

ED (CEO) Evaluation Process Phases

Step	Action	Completion Criteria
Preparation	Create the ED Support and Evaluation Committee	Board chair creates the ED Support and Evaluation Committee with members and a committee chair
Preparation	Select the Survey	Evaluation Coordinator chooses the evaluation survey to use
Preparation	Customize the Survey	Make any changes to the chosen survey or create a new survey
Self-Evaluation	Start the ED Self-Evaluation	Evaluation Coordinator clicks the Invite button to notify the ED
Self-Evaluation	Complete the ED Self-Evaluation	Person being evaluated completes the survey
Self-Evaluation	Share the ED Self-Evaluation Report with the Board	Coordinator shares the self-evaluation results with all board members
Evaluation	Start the Evaluation	Evaluation coordinator invites board members and/or direct reports to take their ED evaluation
Evaluation	Complete the Evaluation of the ED	All participants complete their surveys
Report	Share the ED Evaluation Report with the Board	Coordinator shares the full survey report with all board members
Documentation	Create and upload the ED Memo	Committee chair drafts memo for the ED and uploads it to the documentation area
Documentation	Finalize the ED Memo	Ed Support and Evaluation Committee facilitates a full board session to review the memo and evaluation details
Documentation	Share the ED Memo with the ED	ED Support and Evaluation Committee and the ED meet to review the memo
Goals	Draft the Goals	ED drafts goals for next year, gets feedback from board committees, and meets again with the ED Support and Evaluation Committee
Goals	Approve the Goals	Full board ratifies the final goals after the ED presents them

ED Support and Evaluation Committee: Quarterly Check-in Process

Purpose of Quarterly Conversations

- Enable the ED to communicate key challenges to the board.
- Ensure the board has a structured opportunity to provide the ED with feedback on leadership and board partnership.
- Provide a forum for the ED to give the board feedback on their partnership.

Preparation Steps for the Committee

- At the start of the school year, schedule two check-in conversations involving input and feedback between the full board and the ED, ideally in December and March.
- Four weeks prior, gather board input via executive session, email, phone, or survey about areas to address at the check-in.

Questions for Board Members

- What has the ED excelled at this year?
- What could the ED improve?
- What one or two areas should the ED focus on in the next three months?
- Which goals set for the ED seem on track? Which are you most concerned about?
- What steps do you think are needed for the ED to meet challenging goals?
- Are there any surprising or concerning trends in organizational data (academic, culture, family/staff satisfaction, financial)? What steps should be taken?
- How could the board better support the ED's goals?
- Is there any other feedback you'd like to share with the ED?
- Three weeks before the check-in, meet to synthesize board input and plan the conversation.
- Two weeks prior, consider sending reflection questions to the ED for preparation.

Reflection Questions for the ED

- What are three things going well for you and the school this year?
- What are three areas that could improve?
- Which of your goals do you feel confident about meeting? Which are you most worried about?
- What steps are most essential for achieving the more challenging goals?

- Have any school data points been disappointing or concerning? What next steps do you see?
- How could the board more effectively support your goals?
- One week before, the ED should send written responses to the reflection questions to the ED Support/Evaluation Taskforce.

Conducting the Quarterly Check-in

- Begin by reiterating the purposes of the conversation.
- Invite the ED to share their reflections and responses to the advanced questions.
- Discuss each annual goal and provide an update on current progress.
- Help the ED identify actionable steps for overcoming challenges.
- Highlight where the board can offer support, maintaining appropriate governance boundaries.
- Deliver any remaining board feedback that the ED has not yet addressed.
- Provide commendations and constructive feedback as needed.

Follow-Up and Documentation

- Document the main points from the check-in in writing.
- Share this summary along with the ED’s self-reflection responses with the ED and the board.
- The Committee presents a report on the last quarterly check-in at the next board meeting.

ED Support and Evaluation Committee: Quarterly Check-in Process (table form)

Section	Details
Purpose of Quarterly Conversations	Enable the ED to communicate key challenges to the board; Ensure the board has a structured opportunity to provide the ED with feedback on leadership and board partnership; Provide a forum for the ED to give the board feedback on their partnership.
Preparation Steps for the Committee	The committee will have four check-ins (Q1 in Sept., Q2 in Dec., Q3 in March, and Q4 in June) with the ED. Two of them will have input from the full board, **ideally in December and March. Four weeks prior (Nov. 1 and Feb. 1), the committee gathers board input via** executive session, email, phone, or BOT **survey about areas to address at the check-in.**
Survey Questions for Board Members	What has the ED excelled at this school year? What could the ED improve? What one or two areas should the ED focus on in the next three months? Which goals set for the ED seem on track? Which issue is of greatest concern to you? What steps do you think are needed for the ED to meet challenging goals? Are there any surprising or concerning trends in organizational data (academic, culture, family/staff satisfaction, financial)? What steps should be taken? How could the board better support the ED's goals? Is there any other feedback you'd like to share with the ED?
Three Weeks Before Check-in (Nov. 8 and Feb. 8)	Meet to synthesize board input and plan the conversation.

Two Weeks Prior	Consider sending reflection questions to the ED for preparation.
Send Reflection Questions for the ED (August 15, Nov. 15, Feb. 15, and May 15)	What are three things going well for you and the school this year? What are three areas that could improve? Which of your goals do you feel confident about meeting? Which concerns you the most? What steps are most essential for achieving the more challenging goals? Have any school data points been disappointing or concerning? What next steps do you see? How could the board more effectively support your goals?
One Week Before (August 22, Nov. 22, Feb. 22, and May 22)	The ED will send written responses to the reflection questions to the ED Support/Evaluation Committee.
Conducting the Quarterly Check-in	Begin by reiterating the purposes of the conversation; Invite the ED to share their reflections and responses to the advanced questions; Discuss each annual goal and provide an update on current progress; Help the ED identify actionable steps for overcoming challenges; Highlight where the board can offer support, maintaining appropriate governance boundaries; If the board has given feedback, deliver any remaining board feedback that the ED has not yet addressed; Provide commendations and constructive feedback as needed.
Follow-Up and Documentation	Document the main points from the check-in in writing; Share this summary along with the ED's self-reflection responses with the ED and the board; The Committee presents a report on the last quarterly check-in at the next board meeting.

ED Self-Reflection: Progress and Improvement

What are three things going well for you and the school this year?

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

What are three areas that could improve?

- _____
- _____
- _____
- _____
- _____

- _____
- _____
- _____
- _____

Which of your goals do you feel confident about meeting?

_____

_____

_____

Which of your goals concerns you the most?

_____

_____

_____

What steps are most essential for achieving the more challenging goals?

_____

_____

Have any school data points been disappointing or concerning?

What are the best next steps you see?

How could the board more effectively support your goals?

4

ACE Succession Strategic Plan
(work in progress)

Purpose

Strategic planning to ensure continuity of leadership, minimize disruption, and maintain operational stability in the event of planned or unplanned vacancies among the school's senior leadership team.

For Key Administrative Positions: Executive Director, Principal, Director of Operations, SPED Director

Position	Primary Successor	Secondary Successor
CEO	Board Chair (By-Laws)	Principal
Principal	CEO (interim oversight until replacement can be hired)	Board Chair
Director of Operations	CEO (oversight with Finance Committee Chair)	Principal (interim oversight)
SPED Director	Principal (interim oversight until replacement can be hired	CEO (interim oversight)

Succession Plan Components

1. Identify and Develop Internal Talent

- Annually review potential successors for each key position. Should we develop SMART Goals for each person for some cross-training? During the annual review process, determine the viability of a successor within the Admin Team.
- Provide professional development, mentoring, and cross-training opportunities.
- Encourage leaders to document procedures, contacts, and critical knowledge.

2. Interim Leadership

- If a sudden vacancy occurs, the designated primary successor will assume the role on an interim basis. (Strategic plan to fill vacancy as quickly and thoroughly as possible)
- The board (for the CEO) or the CEO (for the Principal or Director of Operations) will convene within 10 business days to decide on next steps, including formal appointment or external search. Strategic Plan here ….

3. Permanent Replacement Process

- For CEO: The Board of Directors conducts a national search if necessary; considers internal candidates. Contact the CEOs of other charter schools, conduct a statewide replacement search, and reach out to NAACS, SFACS, or AZACS for potential candidates. Need a list of qualifications.
- For Principal: The CEO and board collaborate to interview and select a replacement. Look for recommendations from stakeholders. Need a list of qualifications (job description)
- For Director of Operations: The CEO appoints a replacement with input from the principal and the finance team. After posting this position, consider larger school system employees and retirees. See job description for qualifications

4. Documentation and Knowledge Transfer

- Each key leader must maintain an up-to-date procedures manual, calendar of critical tasks, and list of contacts. Contacts, processes, critical data, and systems crucial to the school are to be kept in the Google Drive - Board- a copy should remain in the Administration Folder on Google Drive; however, one copy should be kept in the Board folder for review by the Board Chair and the CEO.
- Annual review of manuals and process documentation by the leadership team.

5. Communication Plan

- Communicate interim changes quickly and clearly to staff, board, parents, and stakeholders. Need a good communication plan. Will work on this
- Provide a timeline and process for permanent replacement. This is a tough one, but all positions should be able to be filled within a three-month period of time.

Annual Review

- The succession plan will be reviewed and updated annually by the CEO and board.
- Adjust successors and processes in response to organizational structure or staffing changes.

ED Self-Reflection: Progress and Improvement

What are three things going well for you and the school this year?

- Having Katie accept the Director of Operations position and the responsibility of higher level financial duties.
- The return of staff members from the previous year who are able to mentor and model to new staff members
- Supporting Karen in decisions to manage the academic structure of ACE.
- Having a strategic plan to move 5, 6, 7, 8 across the stree to the Grace building
-
-
-
-
-

What are three areas that could improve?

- Delegating more items in order to focus on higher level priorities for the stability and future of the school
- Ability to hire adequate staffing and retain staff
- Accounting firm - we are transition now
-

- _____
- _____
- _____
- _____
- _____

Which of your goals do you feel confident about meeting?

Financial Goals

_____

Culture goal

_____

_____

Which of your goals concerns you the most?

Parent engagement

_____

_____

_____

What steps are most essential for achieving the more challenging goals?

_____

Working direction with parents to engage in events and the Parent Resource Group, communication is paramount

to help with engagement, and more opporutnities to listen to parents and hear their needs.

Have any school data points been disappointing or concerning?

Not so far this year

What are the best next steps you see?

Working with Faith Grimillion to finalize the Parent Resource Group

Communicate events through every avenue possible, JCampus, website, Remind, email flyer, facebook

How could the board more effectively support your goals?

Currently the entire board offers it's support in a variety of ways depending on the need. I will communicate any supports needed.

_____

_____

_____

_____