

# Alpine Academy

## Board Policies and Procedures Manual

*Adopted by the Alpine Academy Board of Directors on September 18, 2025*

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## Preface: Mission and Vision

Alpine Academy College Preparatory High School exists to prepare students for college, career, and citizenship through a program grounded in rigor, relevance, and relationships. We believe rigorous academic expectations must connect with the real world, and that students thrive when they are known well and supported by caring professionals. The Governing Board holds this mission in trust. Its duty is not to supervise classrooms or run daily operations, but to ensure that the school is responsibly governed, faithfully led, and legally compliant under its charter contract with the State Public Charter School Authority (SPCSA). The Board's work centers on accountability for outcomes, stewardship of public funds, and protection of the community's confidence in Alpine Academy.

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## Introduction and Purpose of this Manual

This manual explains how the Governing Board conducts its business, how it relates to the Executive Director, and how it fulfills its statutory and fiduciary duties. It is written for current and future Board members, SPCSA reviewers, and members of the public who wish to understand the Board's operational practices. The manual is not a staff or student handbook; it applies only to the conduct of the Governing Board. It is reviewed annually at the Board's June meeting, updated as needed to reflect changes in law, best practice, and the school's evolving needs, and reapproved by vote so that it remains a living, operational reference.

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## Governance and Management

The Board governs; the Executive Director manages. The Board's role is to adopt policy, approve the budget, set strategic direction, safeguard compliance, and evaluate the Executive Director. The Executive Director is the Board's single employee, responsible for implementing policy, supervising staff, operating the school, and reporting regularly on

academic, financial, and organizational performance. Board members do not direct staff, intervene in individual student or personnel matters, or substitute their personal judgment for professional management. Authority flows from the Board as a body to the Executive Director; it does not flow from individual directors to employees. This clear line of delegation protects accountability and prevents micromanagement.

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## **Board Membership**

The Board shall consist of not fewer than five and not more than seven directors, consistent with NRS 386.549. Membership includes the expertise required by law, such as at least one licensed educator, at least one parent of a currently enrolled student, and individuals with financial, legal, or human resources expertise. Directors are nominated through a Governance Committee process that identifies skill and representation gaps, vets prospective candidates for alignment with the mission and legal requirements, and recommends finalists to the full Board. Directors serve three-year terms that are staggered to preserve continuity, and may serve up to three consecutive terms. Directors are expected to attend meetings, prepare in advance, complete annual governance and ethics training, serve on committees, disclose potential conflicts of interest, and act as school ambassadors. A director may resign by written notice to the Chair; vacancies are filled by Board appointment and reported to SPCSA within ten business days. For cause, including neglect of duties, violation of law, or conduct inconsistent with this manual, a director may be removed by a two-thirds vote of the remaining directors.

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## **Meetings**

The Board conducts all meetings in compliance with Nevada's Open Meeting Law (NRS 241). Regular meetings occur monthly, with an Annual Meeting each June for officer elections, budget adoption, policy review, and governance self-evaluation. Special meetings may be called by the Chair or by a majority of directors when timely action is necessary. Agendas are posted within statutory timelines and describe matters on which the Board may deliberate or act. Minutes capture actions taken, motions and votes, disclosures of conflicts, abstentions, and public comment, and are approved at the next regular meeting and maintained as public records. Closed sessions are permitted only as authorized by law—for example, specific personnel matters or threatened litigation—and the Board strictly protects confidentiality in those circumstances. Remote participation by videoconference or teleconference is permitted when conducted in compliance with Open Meeting Law, including access for the public and clear identification of the meeting's primary physical location.

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## **Officers**

The Board elects a Chair, Vice Chair, Secretary, and Treasurer at the Annual Meeting to serve one-year terms. The Chair presides, ensures effective meeting preparation and facilitation, maintains a productive working relationship with the Executive Director, and serves as official spokesperson for the Board. The Vice Chair supports the Chair, presides when the Chair is absent, and assumes the role of Chair if a vacancy occurs until the next election. The Secretary is custodian of agendas, minutes, bylaws, policies, disclosures, and training records, and oversees timely posting and responses to public records requests. The Treasurer provides fiduciary leadership by reviewing financial statements, monitoring adherence to the budget, liaising with the Finance Committee and external auditors, and ensuring that internal controls and Generally Accepted Accounting Principles are followed.

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## **Committees**

The Board may create standing or ad hoc committees to assist with detailed oversight while keeping decision-making with the full Board. A Finance Committee reviews budgets, monthly financial reports, and the annual audit and brings recommendations to the Board. A Governance Committee leads director recruitment and orientation, manages the annual self-evaluation, oversees the Executive Director evaluation process, and monitors ethics and training compliance. A Risk and Compliance Committee reviews insurance coverage, legal compliance, and SPCSA reporting requirements. Committees do not exercise independent authority; they investigate, deliberate, and recommend, but the Board acts.

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## **Board Operations**

The Board acts by majority vote at duly noticed meetings with a quorum present. Proxy voting is not permitted. Directors are expected to participate consistently; a pattern such as three consecutive absences may lead to removal for cause. The Board cultivates a professional culture in which members debate issues respectfully, protect confidentiality, and speak with one voice once a decision has been made. Policies are developed through a transparent process: staff or committees draft proposals, the Board reviews and requests revisions as needed, and final adoption occurs by vote. The Board regularly holds retreats or workshops for strategy, training, and self-reflection, and completes a formal self-evaluation each June.

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## **Fiscal Responsibility**

The Board is ultimately accountable for the fiscal health of Alpine Academy. Each June it adopts a balanced budget aligned to strategic priorities. Monthly, it reviews financial statements and cash flow and monitors adherence to the budget. Annually, it commissions an independent financial audit and formally accepts the report in open session. The Board requires and monitors internal controls, including approval thresholds, segregation of duties, dual signatures where appropriate, and standard purchasing practices. The Board actively protects public funds against fraud, waste, and abuse and ensures compliance with GAAP and SPCSA's financial performance framework.

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## **Complaints and Grievances**

The Board honors the chain of command so that concerns are resolved at the lowest appropriate level. Complaints about staff or student issues should first be addressed with the teacher or staff member, then with an administrator, and then with the Executive Director. Only when a matter has exhausted the internal process and implicates Board-level authority—such as policy questions, the Executive Director's performance, or legal compliance—will the Board consider it. When the Board receives a complaint, it is routed through the Chair and handled in a manner consistent with the Open Meeting Law and applicable confidentiality requirements.

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## **Records and Transparency**

The Board maintains accurate records of its meetings, policies, disclosures, training, and actions. Minutes, bylaws, and audited financial statements are permanent records. Other records are retained according to Appendix G, which details retention periods for agendas and packets, financial records, contracts, insurance policies, ethics acknowledgements, conflict disclosures, and public records requests. The Secretary serves as custodian of records and ensures that public records are produced within statutory timelines while protecting confidential information as required by law.

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## **Emergency Protocol**

When a crisis threatens the continuity or legality of school operations—such as an unexpected leadership vacancy, a significant financial shortfall, charter revocation, or a severe facilities event—the Chair may call a special meeting with as much notice as the law allows, typically within twenty-four hours for urgent matters. The Board immediately consults with SPCSA and legal counsel, establishes interim leadership as necessary, and adopts a short-term plan to stabilize operations while longer-term solutions are developed. All emergency actions are documented in the minutes and revisited regularly until the Board returns to normal operations.

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## **Communication Policy**

Board members recognize that deliberation must occur in public meetings, not by email, text message, or social media. Messages between directors should convey information, not collective deliberation or decision-making. Official communications to media and the broader community are made by the Chair or an authorized designee for governance matters and by the Executive Director for operational matters. When an individual director speaks in public, they clarify that they are offering a personal opinion unless specifically authorized to speak for the Board.

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## **Succession Planning**

The Governance Committee annually reviews the Board’s composition and leadership pipeline, identifies skills and representation needed to fulfill the mission, and maintains a slate of prospective directors. Officer succession is planned so that leadership transitions are orderly; if the Chair resigns mid-term, the Vice Chair assumes the role until the next election. The Board also maintains an emergency leadership plan for the Executive Director position that designates interim authority and outlines the process for a permanent search.

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## **Equity and Inclusion**

The Board is committed to fair, inclusive governance and to compliance with federal and state civil rights laws. It evaluates policy choices through the lens of impact on diverse learners and families, with special attention to historically underserved groups. The Board expects its own composition, outreach, and meeting practices to be welcoming and accessible.

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## **Board Development and Training**

Directors engage in ongoing learning about charter governance, finance, academic accountability, ethics, and Nevada law. Within ninety days of appointment, a new director completes orientation, reviews the charter contract and performance framework, and completes required SPCSA training. Each year the Governance Committee maintains a training log and ensures that every director completes the annual training required by law and by this manual.

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## **Evaluation**

Each spring, the Board evaluates the Executive Director using a framework aligned to academic performance, organizational leadership, financial management, governance relations, community engagement, and professional qualities. The evaluation process includes the Executive Director's self-assessment, confidential input from directors, committee synthesis, a closed-session discussion permitted by law, and written goals for the coming year. Each June the Board also evaluates itself using the rubric in Appendix D and adopts governance goals for continuous improvement.

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## **Community Engagement and Public Relations**

The Board values open, respectful communication with students, families, staff, and community partners. It welcomes public comment at its meetings and replies to written communication through the Chair or Secretary. Outside meetings, the Board follows the Public Comment and Stakeholder Communication Policy in Appendix J, which ensures both accessibility and decorum. The Board acts as an ambassador for the mission and invites constructive partnerships that enhance student outcomes.

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## **Annual Governance Cycle**

The Board follows a predictable cycle that supports fiscal stewardship and accountability. In July it adopts the budget and reviews key contracts. In August it completes governance training and refreshes this manual and the bylaws if needed. In September it reviews enrollment and staffing and confirms strategic priorities for the year. In October it receives

and accepts the independent audit. In January it conducts a mid-year review of academic and financial progress. In March it completes the Executive Director’s formal evaluation and updates succession plans. In May it reviews graduation readiness and accountability indicators. In June it holds the Annual Meeting, elects officers, adopts the next year’s budget, completes the Board self-evaluation, and reapproves this manual and the Code of Ethics.

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## **Code of Ethics (Embedded Reference)**

The Board adopts and adheres to the Alpine Academy Board Code of Ethics, which is incorporated by reference into this manual and is grounded in NRS 281A, NAC 281A, and the Nevada Commission on Ethics’ Ethics in Government Manual (2010). Each director annually signs an acknowledgement that they have read and understood the Code, will disclose and manage conflicts of interest, and will uphold the public trust.

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## **Certification**

This Board Policies and Procedures Manual was adopted by the Alpine Academy Board of Directors on September 18, 2025.

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Board Chair (Signature)

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Date:

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# Appendices (Full Text)

## Appendix A – Board Code of Ethics Acknowledgement Form

Alpine Academy Board of Directors – Ethics Statement

As a duly appointed or elected member of the Alpine Academy Governing Board, I affirm that I have received, read, and understand the Alpine Academy Board Code of Ethics. I have reviewed NRS 281A, NAC 281A, and the Nevada Ethics in Government Manual (2010), and I understand my obligations under Nevada law. I commit to avoiding actual and perceived conflicts of interest, and to disclosing and abstaining from matters where my independence of judgment may reasonably be questioned. I will comply with the Nevada Open Meeting Law, charter school governance laws, and Alpine Academy’s charter contract. I understand that public service is a public trust and that my duty is to act solely in the interest of Alpine Academy’s students, families, and community. I understand that violations of the Code of Ethics may result in Board action, including censure or referral to the Nevada Commission on Ethics.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_

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## Appendix B – Annual Board Calendar (Narrative)

The Board maintains a recurring annual calendar to ensure that essential governance responsibilities are performed on time and with care. Each July the Board adopts a balanced budget and confirms key vendor relationships for the new fiscal year. August is dedicated to governance training, orientation for new directors, and a review of the Board Policies and Procedures Manual and bylaws for any needed updates. September focuses on enrollment and staffing reports and on affirming strategic priorities for the school year. In October the Board receives and accepts the independent financial audit and reviews any recommendations with management. January brings a mid-year review of academic results, student support indicators, and financial performance. In March the Board completes a formal evaluation of the Executive Director and revisits succession plans for both leadership and the Board itself. In May the Board reviews graduation readiness and accountability metrics to ensure that end-of-year obligations are met. In June the Board convenes its Annual Meeting to elect officers, complete the Board’s self-evaluation, adopt the next year’s budget, and reapprove the Code of Ethics and this manual.

# Appendix C – Board Self-Evaluation Rubric (Narrative Form)

## Purpose and Use

Each June the Board conducts a reflective self-evaluation to strengthen governance practice. Directors consider how well the Board aligns with the mission of rigor, relevance, and relationships; whether it preserves the boundary between governance and management; whether meetings are effective and compliant; and whether the Board is fulfilling its fiduciary responsibilities, monitoring academic outcomes, modeling ethical conduct, engaging stakeholders appropriately, and pursuing ongoing development.

## Rating Approach

For each area below, directors record a rating of Needs Improvement, Developing, Proficient, or Exemplary, accompanied by brief narrative comments and suggested actions for the coming year.

## Evaluation Areas

Mission and Vision Alignment: \_\_\_\_\_

Governance versus Management: \_\_\_\_\_

Meetings and Open Meeting Law Compliance: \_\_\_\_\_

Financial Oversight and Audit Follow-Through: \_\_\_\_\_

Academic Oversight and Student Outcomes: \_\_\_\_\_

Ethics, Conflicts Disclosure, and Integrity: \_\_\_\_\_

Stakeholder Engagement and Public Accountability: \_\_\_\_\_

Board Development, Training, and Recruitment: \_\_\_\_\_

## Summary and Governance Goals for Next Year

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## **Appendix D – Board Training Log (Template)**

Alpine Academy Board Member Governance Training Record

Board Member: \_\_\_\_\_

Training Title and Provider: \_\_\_\_\_

Date Completed: \_\_\_\_\_

Duration (Hours): \_\_\_\_\_

Notes or Evidence of Completion: \_\_\_\_\_

The Board Secretary maintains this record for each director and provides an annual summary to the Governance Committee to verify compliance with legal and policy requirements.

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## **Appendix F – Board Orientation Checklist (Narrative Attestation)**

Within ninety days of appointment, a new director completes orientation designed to ensure readiness to serve. The director attests that they have reviewed the charter contract and performance framework; read the Board Policies and Procedures Manual, bylaws, and Code of Ethics; completed required SPCSA governance training and reviewed the Nevada Open Meeting Law and Ethics in Government requirements; met with the Board Chair to understand expectations; met with the Executive Director to understand operations and the boundary between governance and management; met with the Treasurer or Finance Committee to understand budget and audit oversight; and submitted the annual conflict of interest disclosure and signed the Code of Ethics acknowledgement.

Director's Initials: \_\_\_\_\_ Date: \_\_\_\_\_

Secretary's Verification: \_\_\_\_\_ Date: \_\_\_\_\_

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## **Appendix G – Records Retention Schedule (Narrative)**

The Board maintains records so that governance is transparent and verifiable. Minutes of Board and committee meetings, adopted bylaws, and audited financial statements are kept permanently. Board policies are retained permanently; superseded versions are preserved for seven years. Agendas and meeting packets are retained for seven years so that actions can be understood in context. Financial records such as budgets, monthly statements, bank reconciliations, invoices, and payroll records are generally retained for seven years unless a longer period is required by law or grant conditions. Contracts with vendors and service providers are retained for seven years after completion or termination. Insurance policies and resolved claims files are retained for seven years after expiration or settlement. Litigation records of significance are preserved; other case files are kept for at least seven years after resolution. Public records requests and responses are retained for three years. Ethics acknowledgements and conflict of interest disclosures are retained for five years. Records may be stored digitally, provided they are organized, backed up, and accessible for inspection. At the end of a retention period, records may be destroyed securely with the Secretary's approval and documentation, provided the records are not subject to litigation, audit, or investigation.

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# Appendix H – Board–Executive Director Evaluation Framework

## Purpose and Timeline

The Board evaluates the Executive Director annually to ensure accountability for student outcomes, organizational health, and fiscal stewardship, and to support professional growth. The formal evaluation occurs each March, with results reviewed in June when goals for the coming year are adopted. The Chair and Executive Director also confer quarterly to monitor progress.

## Process

The Executive Director completes a written self-assessment addressing academic performance, organizational leadership, financial management, governance relations, community engagement, and professional qualities. Directors provide confidential feedback using a standardized form. The Governance Committee synthesizes input into a draft report. In closed session, as permitted by law for personnel matters, the Board discusses the evaluation, finalizes findings, and adopts goals. A written summary is placed in the Executive Director’s personnel file, and progress is reviewed quarterly.

## Evaluation Domains

Academic Leadership (student achievement and growth; effective instruction; professional development); Organizational Leadership (staff recruitment and retention; legal compliance; culture and safety; strategic initiatives); Financial Management (balanced budgets; timely, accurate reporting; audit performance; internal controls); Governance and Board Relations (timely, accurate information; respect for governance boundaries; responsiveness); Community and Stakeholder Engagement (relationships with families and partners; public representation); Personal and Professional Qualities (integrity, fairness, judgment, alignment to mission).

## Rating and Comments (Director Form)

Domain: \_\_\_\_\_ Rating: \_\_\_\_\_

Comments: \_\_\_\_\_

Suggested Goals: \_\_\_\_\_

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# **Appendix I – Board Member Role & Responsibility Statement**

Service on the Alpine Academy Governing Board is both an honor and a commitment. Each director pledges to advance the mission of rigor, relevance, and relationships; to place the interests of students above personal interests; and to act as an ambassador for the school. Directors understand the boundary between governance and management, adopt and monitor policy and budget, and hold the Executive Director accountable through an annual evaluation. They comply with the Open Meeting Law and Ethics in Government requirements, disclose and manage conflicts of interest, preserve confidentiality of closed session and sensitive matters, and participate in training, committee work, and regular meetings. Directors review monthly financials, budgets, and audits, and safeguard the long-term sustainability of the school. They treat all stakeholders with civility and respect and support the collective decisions of the Board even when they personally disagreed.

## **Acknowledgement**

I affirm that I have reviewed the Board Policies and Procedures Manual, the Code of Ethics, and this Role & Responsibility Statement, and that I accept these obligations as a director.

Signature: \_\_\_\_\_ Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_

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# **Appendix J – Public Comment & Stakeholder Communication Policy**

## **Purpose and Approach**

The Board welcomes public input as essential to transparent decision-making. During meetings, the agenda provides opportunities for public comment consistent with the Open Meeting Law. The Chair ensures that speakers are heard respectfully and that time limits are applied fairly. The Board does not deliberate or act on matters raised during public comment unless the item appears on the agenda, but it may direct the Executive Director to follow up and to report back. Written comments may be submitted to the Board Secretary by email or in hard copy; the Secretary distributes these to all directors and includes them in the record where appropriate. Concerns about staff or student matters follow the chain of command, beginning with the teacher or staff member and moving to administration and the Executive Director. The Board only hears such matters when they implicate policy or Board authority. Outside meetings, the Chair or a designated spokesperson speaks for the Board on governance issues; the Executive Director speaks for operations. The Board seeks to make participation accessible, including remote access where permitted by law, and will provide interpretation upon request consistent with legal requirements. This policy is reviewed each June and updated as needed.

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# **Appendix K – Board Succession & Recruitment Plan**

## **Purpose and Philosophy**

A strong Board renews itself intentionally. Alpine Academy recruits directors who embody the mission, satisfy statutory expertise requirements, bring diverse lived and professional experience, and are willing to learn and work as a team. The Governance Committee maintains a view of upcoming term expirations, officer rotations, and skill needs, and keeps a pipeline of prospective candidates.

## **Recruitment and Selection**

Each year the Governance Committee assesses Board composition, identifies gaps (for example, deep finance or legal experience, parent representation, or K–12 instructional leadership), and invites nominations from the Board, school leadership, and community partners. Candidates are screened through application materials, interviews, and reference checks. Finalists are recommended to the Board for appointment by majority vote. Orientation is completed within ninety days and includes pairing each new director with a mentor.

## **Leadership Continuity**

Officer roles rotate at the Annual Meeting. The Vice Chair is prepared to assume the Chair's duties if a vacancy occurs. The Board also maintains an emergency leadership plan for the Executive Director, designating interim authority and outlining steps for a permanent search. The plan is reviewed annually to ensure readiness for unexpected transitions.

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# **Appendix L – Emergency Governance Protocols**

## **Scope and Intent**

Emergencies occasionally require rapid governance action. This appendix describes how the Board maintains legal compliance and organizational stability during events such as loss of quorum, multiple resignations, unexpected Executive Director departure, sudden financial distress, facility crises, or charter revocation proceedings.

## **Action in Emergencies**

The Chair calls a special meeting with the maximum notice practicable under law. If the Chair is unavailable, the Vice Chair acts. The Board immediately informs SPCSA and retains legal counsel as needed. If quorum is at risk, the Governance Committee prioritizes appointments to restore quorum lawfully, ensuring Open Meeting Law requirements for noticing and action are observed. In the case of financial distress, the Treasurer and Finance Committee present a stabilization plan that may include spending controls, cash management measures, and revised budget assumptions for Board approval. For leadership vacancies, the Board installs an interim leader consistent with the emergency succession plan and begins a search. In any emergency, the Board adopts a short-term operating plan, sets frequent review checkpoints, and returns to normal governance as soon as conditions allow. All emergency actions are documented in minutes and reviewed when the crisis has passed so that lessons inform future preparedness.

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# Final Certification

This Board Policies and Procedures Manual, including Appendices A through L, was adopted by the Alpine Academy Board of Directors on September 18, 2025.

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Board Chair (Signature)

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Date