



GLOBAL VILLAGE ACADEMY AN INTERNATIONAL CHARTER SCHOOL

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Board of Trustees — Nominating Committee

March 21, 2008

The Board of Trustees of Global Village Academy is inviting parents and community members to apply for consideration by the Nominating Committee for positions on the Board for one, two, or three year terms beginning July 1, 2008. This call for applications (or recommendations of individuals that you think would be good candidates for the Board) includes the following:

- Ø Board of Trustees — Position Description
- Ø Characteristics of Effective Charter School Board Members
- Ø Responsibilities of GVA Board of Trustees
- Ø Conflict of Interest Policy
- Ø Conflict of Interest Policy—Statement of Compliance
- Ø Board of Trustees—Leadership Application Form

A Leadership Application form and Statement of Compliance form for the Conflict of Interest Policy (see attached) are due by April 18, 2008 and should be dropped off at or mailed to the school in care of the Board of Trustees. Prospective candidates will be interviewed by members of the Nominating Committee. The Board is specifically seeking people with expertise in the following areas: financial/banking (to serve as Treasurer), legal, fundraising/grant writing, marketing, and/or technology.

If you have any questions, you can speak with any member of the Board of Trustees. Thank you for your thoughtful consideration of this request.

Cordially,

Kirk Loadman-Copeland, President (term ends 2011)
303-949-6393-C
klc1u@msn.com
(organizational development, marketing, grant writing, product management, advertising)

Chris Coble (term ends 2010)
303-506-9780-C
chris@npreco.com
(commercial estate/brokerage/development)

Karen Mallah, Secretary/Treasurer (term ends 2010)
(303) 229-2615-C
kmallah@msn.com
(expertise in child/adolescent mental health and management, and bilingual work in the Latino community)

Fang Wang (term ends 2009)
720-319-0305
fangwang101@hotmail.com
(small business owner, food services, TV/Film production, Member of Advisory Board Confucius Institute)

Global Village Academy is operated by the Alliance for Universal Education, Inc., a non-profit organization that has as its sole purpose the operation of the school.

Global Village Academy and the Alliance for Universal Education, Inc. do not discriminate on the basis of race, creed, color, national or ethnic origin, sex, marital status, religion, ancestry, socioeconomic status, disability or ability (academic, language, physical or otherwise) in its policies or practices related to education, admissions, hiring, and any other school-administered programs. It welcomes diversity and accords students and faculty all the rights, privileges, programs, and activities generally made available to students and faculty at a public school.

Global Village Academy

Board of Trustees – Position Description

1. Attend meetings of the Global Village Academy Board of Trustees, which are approximately 2-1/2 hours in duration. The board meets once a month in a public board meeting and approximately once a month in an open work session.
2. Provide leadership on board committees. Each trustee is expected to serve as an active member of at least one committee, task force or work group. This requires attending a number of meetings per year plus additional work to complete assigned tasks. Standing Committees include Finance & Fund Development, Facility, Personnel, Marketing, and Board Development.
3. Commit time to developing financial resources for Global Village Academy. This includes making a personally meaningful financial gift as well as supporting other fund development activities permits (e.g., grant writing, corporate partnerships, fundraising events, etc.).
4. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues that come before the Board.
5. Responsibly review and act upon recommendations that come before the Board for action.
6. Take responsibility for self-education about relevant educational and operational issues based upon GVA's bylaws and policies, the contract with APS, CDE Accreditation Indicators, CDE standards for a School Improvement Plan, the requirements of No Child Left Behind, as well as the International Baccalaureate Organization's Primary Years and Middle Years Programmes and partial immersion education in world languages.
7. Actively support the Principal/CAO, including participation in his/her annual performance evaluation.
8. Participate in ongoing board development activities and in the Board of Trustees self-review process.
9. Attend key school activities in order to support GVA and its programs.
10. In general, utilize personal and professional skills, relationships, and knowledge for the advancement of GVA.

Characteristics of Effective Charter School Board Members

1. They are **visionary and future focused**, spending their decision-making time looking forward.
2. They possess an **entrepreneurial spirit** because their school exists in a fast changing environment that demands innovative programs and services to meet existing and emerging educational needs.
3. They are **risk takers**, balancing the need for innovation with their stewardship responsibilities.
4. They are **good communicators**, understanding the importance of effective communication to all of the stakeholders to whom the school is accountable.
5. They are **systems thinkers** focused on the root causes/forces that shape the issues and challenges facing their school, community, and educational landscape & they respond with systematic solutions.
6. They **utilize assessment data and educational research** for decision making and strategic planning.
7. They develop creative ways to connect their school to the world around them, exploring and imagining **new forms of partnership and alliances** to pursue their mission and goals.
8. They have a **deep appreciation for the strength of diversity**, understanding that diversity promotes creativity, innovation, and organizational learning.
9. They are committed to **building a learning organization**, realizing that board effectiveness and overall charter school effectiveness will be greatly enhanced if there are systems, practices, and structures in place that promote individual and organizational learning.
10. They are **committed to educational excellence** and are relentless in pursuing it.

Adapted from Creating an Effective Charter School Governing Board Guidebook by Frank Martinelli

Global Village Academy

Responsibilities of Board of Trustees

LEGAL RESPONSIBILITIES OF MEMBERS OF NON-PROFIT BOARDS

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties that would be used in court to determine whether a board member acted improperly (e.g., Colorado has very specific statutes including conflict of interest). These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

Duty of Care: The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of “care that an ordinarily prudent person would exercise in a like position and under similar circumstances.” This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

Duty of Loyalty: The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

Duty of Obedience: The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

PRIMARY RESPONSIBILITIES OF GVA'S BOARD OF TRUSTEES

The following outlines the responsibilities of the Board of Trustees of Global Village Academy to provide clarity regarding the scope of the Board's duties. The Board has the primary responsibility for the school.

1. Determine GVA's vision and mission and insure that the school effectively fulfills its mission and achieves its vision. All programs, activities, and expenditures are evaluated based upon the vision and mission.
2. Determine the responsibilities of the Principal/Chief Administrative Officer (CAO) and undertake a search when the position is vacant to recruit the most qualified individual for the position. The single point of organizational delegation by the Board is to the Principal/CAO, who is responsible for the day-to-day operation of the school. (An appeal process to review certain categories of decisions by the Principal/CAO and/or his/her designees to the Board of Trustees is available to staff and parents. Decisions by the Board of Trustees of appeals are final.)
3. Provide proper and prudent financial oversight of GVA. The board is responsible for ensuring that proper financial controls are in place, developing the annual budget with the Principal/CAO, and monitoring the financial operation of the school. The Board has the primary fiduciary responsibility for GVA. The Board is also responsible for approving all contracts and personnel decisions regarding hiring, dismissal, and compensation.
4. Make sure that adequate resources, financial and otherwise, exist to ensure that GVA fulfills its mission. These resources involve staffing (including highly qualified teachers) facility and furnishings, curriculum materials and instructional resources, technology, and professional development for staff. Fund development undertaken by the Board includes grant writing, cultivating corporate partnerships, solicitation of donations, and fundraising events.
5. Ensure legal and ethical integrity and maintain accountability to the stakeholders of GVA: students, parents, staff, Parent Teacher Organization, School Accountability Committee, Aurora Public Schools, Colorado Department of Education (CDE), US Department of Education (e.g., No Child Left Behind), International Baccalaureate Organization, Federal and State Grant Programs, Foundations and Corporate Partners, the Colorado League of Charter Schools, and the community at large

The board is ultimately responsible for ensuring adherence to legal standards, ethical norms, GVA Bylaws, Charter Contract with APS, GVA and APS policies and procedures, Colorado Revised Statutes regarding K-12 education (both public schools and charter schools) and non-profit organizations, Colorado Open Meetings and Open Records Law, Conflict of Interest Policy, curriculum alignment with Colorado Model Content Standards, CDE Financial Policies and Procedures Handbook, etc.

Note: APS oversight includes the budgeting process, financial reporting, reporting of gifts and donations, attendance, alignment of curriculum with state standards, refining the educational program, establishment of achievement goals and academic performance, maintaining student data and records, reconciling costs of services purchased from APS, maintaining certificates of occupancy and complying with ADA requirements, maintaining adequate insurance coverage, and review of progress. GVA is required to purchase the following from APS at fees set by APS: special education, Infinite Campus, charter school liaison, and annual audit.

6. Ensure effective organizational planning processes, including implementation of plans and monitoring progress toward goals, including deadlines. One key set of goals is specified by CDE for school accreditation. These 16 accreditation indicators involve academic performance goals in 14 areas as well as goals related to attendance and discipline. These must be addressed annually in a School Improvement Plan (e.g., progress in achieving educational goals and objectives, content standards, policy development, student performance standards, student attendance and discipline, personnel matters, etc.), and other key accreditation indicators (e.g., compliance with Safe Schools Act, Colorado Basic Literacy Act, contextual learning, budgeting, accounting, and reporting requirements, etc.), which is to be submitted by September 1st of each year. (The School Accountability Committee plays a major role in conducting analysis of performance against goals, and making specific recommendations to the Board of Trustees for the School Improvement Plan. The Board is responsible for finalizing and adopting the plan.) The Board is also responsible for developing and implementing a 3-to-5 year strategic plan, which deals, in part, with securing resources referred to section 4 above, as well as strengthening the school overall in order to enable GVA to fulfill its mission.
7. Recruit competent and committed Board members to insure that the Board of Trustees has the necessary skill and capacity to assure the academic and operational success of GVA. Orient new Board members and conduct ongoing training and development to enhance Board performance based upon a periodic needs assessment. Finally, the Board conducts an annual evaluation of its own performance. (Note: Poor performance in or failure of charter schools is typically due to the Board of Trustees and not the Administration.)
8. Enhance GVA's visibility and reputation in the community. This involves clearly articulating GVA's mission, goals, and accomplishments to the public and garnering support from the community.
9. Continuously monitor and strengthen the effectiveness of GVA's educational program, activities, and related services.
10. Support the Principal/CAO and assess his/her performance. The Board of Trustees is committed to providing the Principal/CAO the moral and professional support necessary to achieve GVA's educational and operational goals.