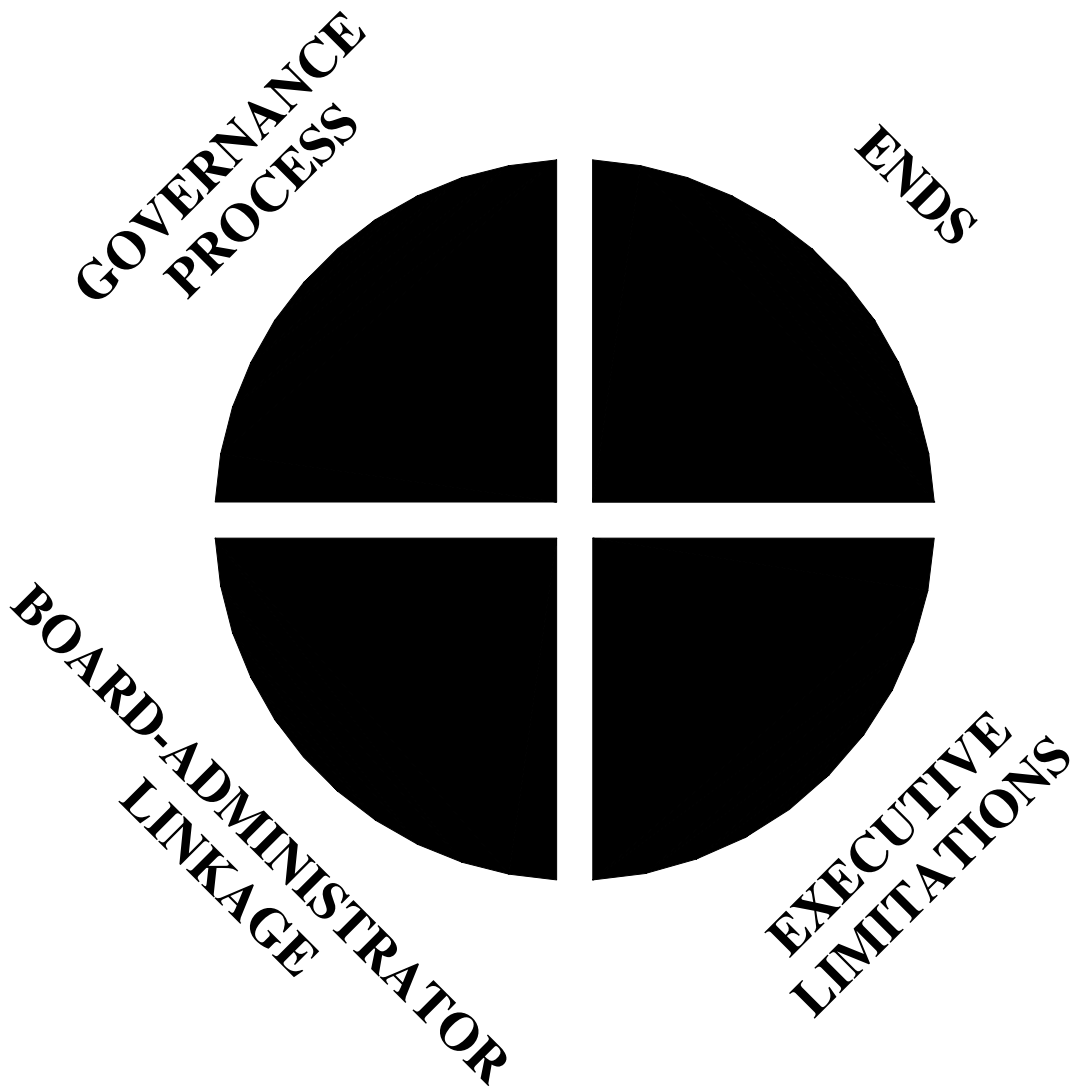


Legacy Academy Governing Board Policy Governance



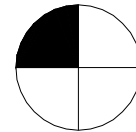
Approval: _____
(Board President)

Revised 11/13/07

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Legacy Academy Governing Board Policy Governance



REVISION HISTORY

On February 22, 2005 the ECCS Governing Board made the following changes to the *ECCS Governing Board Policy Governance*. At the same time, the Board agreed to begin tracking changes to the *Policy Governance* by including this revision history, revision bars in margins indicating where changes were made, and the latest revision date appearing on every page of this document.

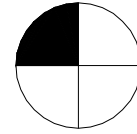
Changes decided upon on February 22nd are as follows:

- GP 2—Agenda Planning: change item 1 to read, “planning cycle begins no later than January of the previous school year...to be completed by May” and delete second sentence; change item 9 to read, “on or before May”. Also, change item 5 to read, “Administrator monitoring and policy violations will be on the agenda.”
- GP 4—Board Job Description: change item 3 from “April 2003” to read, “renewal application should be submitted by August 2008”; change “every three years” to “every five years”; delete from item 3c, “on or before [date].”; change item 3d to read, “June 30, 2009”, change item 7b to read, “October,” change item 7c to read “November,” change item 7d to read, “December,” add to item 10 “in September”, add to items 11 and 12, “in October.”
- GP 7—Committee Principles: change item 7a.i.1 to read, “September 15th.”
- EL 2—Treatment of School Community: specify that the parent/student handbook must be approved “by the end of May.”
- EL 3—Treatment of Staff: delete from item 11, “at least once a month.”
- EL 4—Financial Planning and Budgeting: change the first sentence in item 5 to read, “...in March.”
- EL 7—Asset Protection: in item 5b, replace “\$5,000.00” with “the district’s dollar limit.”
- EL 9—Communication and Support to the Board: change item 13 to read, “...on a monthly basis.” Also, delete items 14 and 15.
- EL 11—Charter School/District Contract: change item 1c to read, “every quarter.”
- EL 12—Academic Integrity: delete from item 1c, “for grades k through 8;” delete from item 7, “in June;” delete from item 8, “Grade 7/8” and “in June.”
Ends 1—Mission: delete all references to specific grades and “Middle School” from item 3.
- Add e-mail records retention policy as last item to GP 4.

The Board also accepted the following already-approved changes (subject to date changes listed above):

- GP 2—Agenda Planning, item 8
- GP 4—Board Job Description, items 7, 7a, 7b, 7c, 7d, items 9-13
- GP 5—Officer Roles, item 5

Legacy Academy Governing Board Policy Governance



-
- ❑ GP 7—Committee Principles, item 7.a.i.2
 - ❑ EL 2—Treatment of School Community, item 5b
 - ❑ EL 3—Treatment of Staff, items 5, 5a, and 9b
 - ❑ EL 7—Asset Protection, items 14-17
-
- ❑ EL 8—Compensation and Benefits, item 6
 - ❑ EL 12—Academic Integrity, items 7 and 8

On January 10th, 2006 the ECCS Governing Board adopted on the following changes to the *ECCS Governing Board Policy Governance*.

GP 3—Governance Style:

Previous Text

4. The Board will monitor and discuss the Board’s process and performance at each work session. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Administrator Linkage categories.

Adopted Text

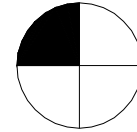
4. The Board will monitor and discuss the Board’s process and performance at each regular meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Administrator Linkage categories.

GP4 – Board Job Description

Previous Text

1. The Board will be solely responsible for review and renewal of The Charter Contract, every five years, including State and District Waivers. Renewal application should be submitted by August 2008. In addition it will see that the following obligations and deadlines are met:
 - a. Section 7.a.(3) On or before February 1 of each year, the School and the School District shall begin discussions concerning funding...
 - b. Section 8.b. Not later than February 1 before each subsequent year...to discuss and determine the location of the School...
 - c. Section 9.c. The School shall provide an annual accountability report to the School District.
 - d. Section 10 The current contract will terminate on June 30, 2009.

Legacy Academy Governing Board Policy Governance



Adopted Text

3. The Board will be responsible for review and renewal of the Charter Contract, every five years, including State and District Waivers. Renewal application should be submitted by August of the year prior to the Charter Contract termination date. In addition the Board will see that all obligations and deadlines in the Charter Contract are met.

GP4-4

Previous Text

- 4.0 The Board will be solely responsible for the facilities lease contract (bond) and for acquisition of additional or alternative facilities (building/land).

Adopted Text

- 4.0 The Board will be responsible for the facilities lease contract (bond) and for acquisition of additional or alternative facilities (building/land).

GP4-7

Previous Text

7. The Board will produce assurance of Administrator performance against policies 6.a. Ends and 6.b. Executive Limitations. This will be performed biannually in October and April.

Adopted Text

7. The Board will produce assurance of Administrator performance against policies 6.a. Ends and 6.b. Executive Limitations. This will be performed biannually.

GP4-7

Previous Text

- b. The board will distribute to the administrator survey to the staff in November.

Adopted Text

- b. The board will distribute the administrator survey to the staff when approved.

GP4-8

Adopted Text (New)

- e. Familiarization with policies and documents including but not limited to by-laws, policy governance, C-1 district policy, C-1 district contract, and financial documents.

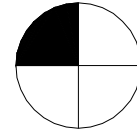
Previous Text

10. The Board will receive and review the District Administrative Costs in September in order to determine if the costs are within the contract limits.

Adopted Text

10. The Board will receive and review the District Administrative Costs in October in order to determine if the costs are within the contract limits.

Legacy Academy Governing Board Policy Governance



GP5 – Officer Roles

GP5-6

Previous Text

... In addition he/she must ensure we are proactive and communicate regularly (monthly) by means of the ECCS Elk News and shall also submit press releases to the Elbert County News. ...

Adopted Text

... In addition the PRO must ensure the board is proactive and communicates regularly (monthly) by means of the ECCS Elk News and shall also submit press releases to the Elbert County News. ...

GP6 – Code of Conduct

Previous Text

1. Members must represent un-conflicted loyalty to the interests of customers (parents). ...

Adopted Text

1. Members must represent un-conflicted loyalty to the interests of the School and its mission. ...

GP7 Committee Principles

GP7-7a

Previous Text

BAAC will consist of a Board appointed chairperson

Adopted Text

Building Accountability and Advisory Committee (BAAC) will consist of a Board appointed chairperson ...

GP7-7b

Previous Text

- ii) The committee will develop election rules and process to be approved by the Board (i.e. absentee ballot, tie breaker, proxy voting)

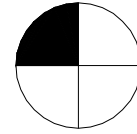
Adopted Text

- ii) The committee will develop election rules and process to be approved by the Board (i.e. absentee ballot, tie breaker)

Adopted Text – (New)

- vi) No Proxy Voting will be allowed

**Legacy Academy
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BAL3 – Accountability of the Administrator

Adopted Text – (New)

5. The board will complete a written evaluation of the administrator by February.

EL3 Treatment of Staff

Previous Text

With respect to the treatment of paid and volunteer staff, the Administrator may not cause or allow conditions that are unfair or undignified.

Adopted Text

With respect to the treatment of paid staff and Volunteers, the Administrator may not cause or allow conditions that are unfair or undignified.

Previous Text

1. Fail to present to the Board during the April work session, proposed letters of intent.

Adopted Text

10. Fail to present to the Board during the April meeting, proposed staff contracts.

EL4 - FINANCAL PLANNING AND BUDGETING

Previous Text

5. Does not coordinate efforts of the Administrator, bookkeeper and treasurer to provide the budget for Board approval by in March. Accordingly, the budget must be submitted to the District by April 01.

Adopted Text

5. Fails to produce, in cooperation with the board treasurer and office manager, a budget for approval in March and submission to the district by April 1st.

EL11 - Charter School/District Contract

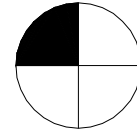
Previous Text

1. Fail to meet any obligations and deadlines that are set forth in the contract.
Specific deadlines include but are not limited to the following:
 - a. Section 5.a.(1) The curriculum for the succeeding years must be in place not later than May 31 of each year
 - b. Section 7.b. On or before ... April 1 of each subsequent year, the School shall submit to the Board its proposed budget...
 - c. Section 9.i. The School shall be responsible for submitting to the School District a written financial statement every quarter.

Adopted Text

1. Fail to meet any obligations and deadlines that are set forth in the contract.

Legacy Academy Governing Board Policy Governance



EL12 - 1

Previous Text

- a. Use of Core Knowledge as the base, supplemented by Open Court, Spalding, Shurley, Saxon Math, D'Nealian handwriting, DOL, Latin, Read/Write Connection program and Core Virtues.

Adopted Text

- a. Use of Core Knowledge as the base, supplemented by Open Court, Spalding, Shurley, Saxon Math, D'Nealian handwriting, DOL, World Language, Step-Up to Writing program and Core Virtues.

ENDS 1 - ENDS

Previous Text

1. Comprehensive - The academic component which includes the subjects of Mathematics, Language Arts (Phonics based Reading, Phonics based Spelling, Writing, Grammar), Literature, Geography and History, Science, Latin, Computer, Physical Education and Fine Arts (Music and Visual). These subjects provide the scope and depth of learning necessary for graduating students to be culturally literate (as defined by E.D. Hirsch, Jr., 1987).

Adopted Text

1. Comprehensive - The academic component which includes the subjects of Mathematics, Language Arts (Phonics based Reading, Phonics based Spelling, Writing, Grammar), Literature, Geography and History, Science, World Language, Computer, Physical Education and Fine Arts (Music and Visual). These subjects provide the scope and depth of learning necessary for graduating students to be culturally literate (as defined by E.D. Hirsch, Jr., 1987)

The following changes were adopted by the Legacy Academy Governing Board on (December 5th, 2006).

Global changes to By-Laws.

Previous Text

ECCS

Adopted Text

Legacy Academy

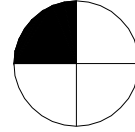
Previous Text

Elbert County Charter School

Adopted Text

Legacy Academy

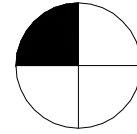
**Legacy Academy
Governing Board
Policy Governance**



POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #1 GLOBAL GOVERNANCE COMMITMENT

The purpose of the Board, on behalf of Legacy Academy parent community, is to ensure that Legacy Academy (1) achieves its mission which is: “To help guide students in the development of their character and academic potential through an academically rigorous, content rich educational program” (2) avoid any action that would be a detriment to the successful daily operation of the school or a risk to its long term operation.

Legacy Academy Governing Board Policy Governance



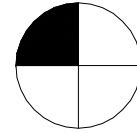
POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #2 AGENDA PLANNING

To accomplish its job with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

1. The planning cycle begins no later than January of the previous school year, with the Board's development of its agenda and calendar for the next year, to be completed by May.
2. Reports from selected committees will be analyzed; appropriate action will be determined by the end of November. To include but not limited to such items as the parent survey, test results, school improvement plan, technology recommendation and facilities recommendations.
3. Governance education and Ends determination education (for example, presentations by futurists, demographers, advocacy groups, staff, and conferences) will be arranged in the first quarter, to be held during the balance of the year.
4. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
5. Administrator monitoring and policy violations will be included on the agenda.
6. Administrator remuneration will be decided in April after a review of monitoring reports received in the last year.
7. Board meetings will be held on the 2nd and 4th Tuesdays of every month, with the 2nd meeting being a Board work session. Visitor discussion at a work session will be allowed only at the discretion of the Board President. See section 4.5 of bylaws for more information regarding Board meetings.
8. The Board will review the Policy Governance and By-laws at least once per year, on or about May 1st, or at the board training session held in July.
9. The Board will review the school calendar for the upcoming school year on or before May 1st.

Appendices:
Model Calendar
School Improvement Plan
Parent Survey

Legacy Academy Governing Board Policy Governance



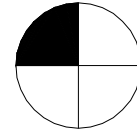
POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #3 GOVERNANCE STYLE

The Board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of Board and Administrator roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

1. The Board will direct, control, and inspire the organization through careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
2. The Board will cultivate a sense of group responsibility. The Board, not the staff will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, respect of roles, and ensuring continuance of governance capability.
 - a. Conduct detrimental to the function of the Board such as failure to complete assigned task(s), failure to attend Board meetings, breach of confidentiality or other infractions must result in a written warning by the President or Vice President within one week of knowledge of the infraction. If the conduct severely affects the Board as determined by the President or Vice President or if there is a second incident of misconduct, there must be a call for a Board vote to determine whether expulsion is necessary. A majority vote determines expulsion.
4. The Board will monitor and discuss the Board's process and performance at each work session. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Administrator Linkage categories.

Appendices:
None

Legacy Academy Governing Board Policy Governance

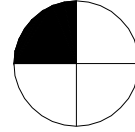


POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #4 BOARD JOB DESCRIPTION

The job of the Board is to represent Legacy Academy parents in determining and demanding appropriate organizational performance to achieve the mission statement.

1. The Board will produce the link between the organization and the ownership (taxpayers).
2. The Board will be solely responsible for the hiring/termination of the school Administrator. Regarding hiring, the Board may use any means they feel appropriate to accomplish this (i.e. parent/staff committee, background check).
3. The Board will be responsible for review and renewal of the Charter Contract, every five years, including State and District Waivers. Renewal application should be submitted by August of the year prior to the Charter Contract termination date. In addition the Board will see that all obligations and deadlines in the Charter Contract are met.
4. The Board will be responsible for the facilities lease contract (bond) and for acquisition of additional or alternative facilities (building/land).
5. The Board will be solely responsible for insuring any Board vacancy is filled. See bylaw section 2.3 for vacancies.
6. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. *Ends*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b. *Executive Limitations*: Constraints on administrative authority that establish the prudence and ethics boundaries within which all Administrator activity and decisions must take place.
 - c. *Governance Process*: Specification of how the Board conceives, carries out, and monitors its own task.
 - d. *Board Administrator Linkage*: How power is delegated and its proper use monitored; the Administrator role, authority, and accountability.
7. The Board will produce assurance of Administrator performance against policies 6.a. Ends and 6.b. Executive Limitations. This will be performed biannually.
 - a. The Board will review and make any necessary changes to the staff survey of the Administrator.
 - b. The board will distribute to the administrator survey to the staff when approved.
 - c. The Board will review the completed surveys in November.
 - d. The board will present the performance review to the administrator in December.

Legacy Academy Governing Board Policy Governance



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8. Orientation of new Board members will include:
 - a. Familiarization with the mission statement
 - b. Thorough understanding of the Board's governance process
 - c. Training and mentoring in all aspects of the Board's duties
 - d. Training and mentoring in Legacy Academy curriculum
 - e. Familiarization with policies and documents including but not limited to by-laws, policy governance, C-1 district policy, C-1 district contract, and financial documents.
 9. The board will meet new staff members at the beginning of the school year.
 10. The Board will receive and review the District Administrative Costs in October in order to determine if the costs are within the contract limits.
 11. The Board will receive and review the budget final draft in October.
 12. The Board will review and compare the actual pupil count against the budgeted pupil count and make any required budget changes in October.
 13. The Board shall review the Board Job Description policy in June.
 14. Board members must save e-mail communications for at least 90 days, after which time they can be deleted.

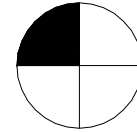
Appendices:

School Charter

Lease Contract

Administrator Performance Review

Legacy Academy Governing Board Policy Governance

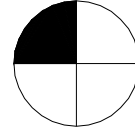


POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #5 OFFICER ROLES

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

1. The job result of the President is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside authorities.
 - a. Meeting discussion content will be only those issues, which according to Board policy, clearly belong to the Board to decide, not to the Administrator.
 - b. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The authority of the President consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Administrator Linkage, except where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The President is empowered to chair Board meetings with all the commonly accepted power of that position (for example, ruling, recognizing).
 - b. The President has no authority on his own to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Administrator.
 - c. The President may represent the Board to outside parties in announcing Board-stated positions and in stating President's decisions and interpretations within the area delegated to him/her.
 - d. The President may delegate this authority but remains accountable for its use.
3. The Vice-President will have all powers and perform all the duties of the President in the absence or disabilities of the President. The Vice-President shall perform such duties as may be assigned to him by the President or by the School Board.
4. The Secretary shall be responsible for accurate preparation and reporting of meeting agendas and meeting minutes. The Secretary shall see that all notices are duly given as required by law. The Secretary shall act as clerk thereof and record all the acts and votes and the minutes of all proceedings in one or more books to be kept for that purpose.
5. The Treasurer shall be responsible for understanding and reporting the financial status of the school to the Board on a quarterly basis. In addition the Treasurer must assist with creation of the budget and presentation of the budget to the Board in March. This requires meeting with the bookkeeper at least twice every quarter (quarter begins July 1, ending every 3 months thereafter) to audit accounting practices, account detail and overall financial position of the school. (See attached checklist)
6. The Public Relations Officer (PRO) shall be responsible for ensuring the Board communicates with the Parent Community, Staff of Legacy Academy, Elizabeth C-1 School District, and the General Public as needed to ensure all are informed of Board events and or school happenings on a need to know basis. In addition The PRO must

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ensure the board is proactive and communicates regularly (monthly) by means of the Legacy Academy Legacy Ledger and shall also submit press releases to the Elbert County News. The PRO is not only responsible for the delivery of the information but also its content, which must have Board approval prior to its release.

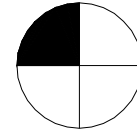
Appendices:

Sample Meeting Agenda/Minutes

Treasurer Checklist

Approval: _____
(Board President)

Legacy Academy Governing Board Policy Governance



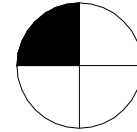
POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #6 CODE OF CONDUCT

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

1. Members must represent un-conflicted loyalty to the interests of the School and its Mission. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board member, their spouse, a family member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the Board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Board members must not use their positions to obtain employment for themselves, family members, or close associates.
 - d. No Board member or their spouse may become an employee of Legacy Academy. Additionally no spouse of an employee may run for or be appointed to a Board position.
 - e. Members must regularly disclose their involvement with organizations, vendors or any associations that might produce a conflict of interest.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interactions with the Administrator or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members will respect the confidentiality appropriate to issues of a sensitive nature.

Appendices:
None

Legacy Academy Governing Board Policy Governance

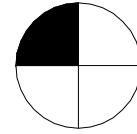


POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #7 COMMITTEE PRINCIPLES

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

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Administrator. See bylaws article VI.
3. Board committees cannot exercise authority over staff. Since the Administrator works for the Board, he or she will not be required to obtain approval of a Board committee before taking an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Non-standing committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the Administrator.
7. The following are standing committees:
 - a. Building Accountability and Advisory Committee (BAAC) will consist of a Board appointed chairperson and at least two Administrator appointed staff members with Board approval. Members of the parent community and community members at large who are approved by the School Board will comprise the remaining committee members.
 - i. The annual tasks of the BAAC will consist of but not be limited to:
 1. The School Improvement Plan will be provided to the school district by September 15th.
 2. Parent Satisfaction Survey - The Board will provide input and modifications to the survey, and will approve the survey, and the BAAC will be responsible for distribution by December 1st and compilation of results by February 15th.
 3. Standardized test review to be completed by the end of October.
 - ii. The BAAC will be in compliance with CRS 22-7-106.

**Legacy Academy
Governing Board
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- b. The Election Committee will consist of a Board appointed chairperson and other members of the school community as required. (See Article III and Section 5.2 of Bylaws for more information)
- i. The committee will be formed in January of each election year.
 - ii. The committee will develop election rules and process to be approved by the Board (i.e. absentee ballot, tie breaker)
 - iii. The committee will attempt to recruit at least two candidates for each open position in an unbiased way.
 - iv. The committee will communicate details of the election to the school community to include (but not limited to) candidate’s bios, meet the candidate night, and publications in the Legacy Ledger.
 - v. The committee will conduct the election process.
 - vi. No Proxy Voting will be allowed
- c. The Future Planning Committee will consist of a Board appointed chairperson and other members of the school community as required.
- i. The committee will have six areas of definition: Location, Finance, Design, Legal, Construction, and High School.
 - ii. The committee will focus on a “phased growth” approach to planning for the future of Legacy Academy.

Appendices:

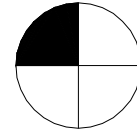
Sample form to charge and explain a Committee’s existence

School Improvement Plan

Parent Satisfaction Survey

CRS 22-7-106

Legacy Academy Governing Board Policy Governance



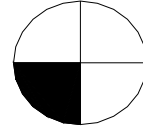
POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: #8 COST OF GOVERNANCE

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. The Board will use various methods to assure governing with excellence. These methods will include but will not be limited to:
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member's skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organization performance. This includes but is not limited to fiscal audit.
 - c. Outreach mechanisms (i.e. focus group, parent survey, parent coffees) will be used as needed to ensure the Board's ability to listen to customer (parent) viewpoints and values.
2. Costs will be prudently incurred though not at the expense of endangering the quality of governance.
 - a. Up to \$3,500.00 in the current fiscal year for training, including attendance at conferences and workshops.
 - b. Up to \$3,500.00 in the current fiscal year for financial audit.
 - c. Up to \$2,500 in the current fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

Appendices:
None

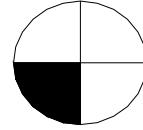
**Legacy Academy
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POLICY TYPE: BOARD-ADMINISTRATOR LINKAGE
POLICY TITLE: #1 GLOBAL BOARD-ADMINISTRATOR LINKAGE

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the Administrator (Principal).

**Legacy Academy
Governing Board
Policy Governance**



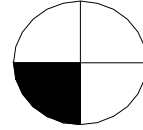
POLICY TYPE: BOARD-ADMINISTRATOR LINKAGE
POLICY TITLE: #2 UNITY OF CONTROL

Only decisions of the Board acting as a body are binding on the Administrator.
Accordingly,

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Administrator except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Administrator can refuse such requests that require, in the Administrator's opinion, a material amount of staff time or funds, or are disruptive.

Appendices:
None

**Legacy Academy
Governing Board
Policy Governance**



POLICY TYPE: BOARD-ADMINISTRATOR LINKAGE
POLICY TITLE: #3 ACCOUNTABILITY OF THE ADMINISTRATOR

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

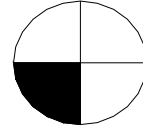
Accordingly,

1. The Board will never give instructions to persons who report directly or indirectly to the Administrator.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Administrator.
3. The Board will view the Administrator performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful Administrator performance.
4. The Board will monitor the Administrator's compliance with all rules and regulations of Legacy Academy, including, but not limited to, the Staff Handbook, the Policy Governance, and the By-Laws.
5. The board will complete a written evaluation of the administrator by February.

Appendices:

None

Legacy Academy Governing Board Policy Governance



POLICY TYPE: BOARD-ADMINISTRATOR LINKAGE
POLICY TITLE: #4 DELEGATION TO THE ADMINISTRATOR

The Board will instruct the Administrator through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Administrator any reasonable interpretation of these policies.

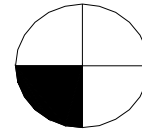
Accordingly,

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

Appendices:

None

Legacy Academy Governing Board Policy Governance



POLICY TYPE: BOARD-ADMINISTRATOR LINKAGE
 POLICY TITLE: #5 MONITORING ADMINISTRATOR PERFORMANCE

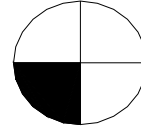
Systematic and rigorous monitoring of Administrator job performance will be solely against the only expected Administrator job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly,

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 - a. By internal report, in which the Administrator discloses compliance information to the Board.
 - b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
 - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be *any reasonable Administrator interpretation* of the Board policy being monitored.
4. All policies that instruct the Administrator will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

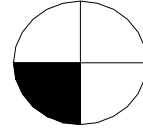
<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
#2 Treatment of School Community <i>1st of Oct and 1st of Mar (once after orientation and school start then 5 months later)</i>	Internal	Semiannually
#3 Treatment of Staff <i>1st of Oct and 1st of Mar (once after orientation and school start then 5 months later)</i>	Internal	Semiannually
#4 Financial Planning and Budgeting <i>1st Nov (after district count); 1st of Feb (begin for submission to District)</i>	Internal	Semiannually
#5 Financial Condition and Activities <i>To be performed with Treasurer and review Treasurer Checklist and overages/underages of budget</i>	Direct Inspection	Quarterly
#5 Financial Condition and Activities <i>A copy of monthly financials (profit loss, balance sheet, budget –vs- actual) will be distributed for review once a month (only on agenda if questions and we change agenda)</i>	Internal	Monthly
#5 Financial Condition and Activities <i>External audit generally March-April time frame by a district appointed auditor</i>	External	Annually
#6 Emergency Administrator Succession <i>1st of Sept and revisit as necessary (Board should ask if personnel are still the same/available)</i>	Internal	Annually
#7 Asset Protection <i>1st of Sept and 1st of Feb (just need to check and monitor twice a year) Feb should include explanation through summer months as well)</i>	Internal	Semiannually
#8 Compensation <i>1st of Dec (merit, adjustments if necessary); 1st of May (check district salary expectations, merit)</i>	Internal	Semiannually
#8 Benefits <i>1st of March (external company to review and make suggestions for options/changes for upcoming school year)</i>	External	Annually

Legacy Academy Governing Board Policy Governance



#9	Communication and Support to Board 1 st of November and 1 st of Mar	Internal	Semiannually
#10	Ends Focus of Grants or Contracts 1 st of Dec and 1 st of May	Internal	Semiannually
#11	Charter/School District Contract 1 st of Nov and 1 st of Apr	Internal	Semiannually
#12	Academic Integrity 1 st of Dec and 1 st of May (chance to review and make improvements before second semester, and again before summer and next school year)	Internal	Semiannually
#13	Ends 1 st of April	Internal	Annually

**Legacy Academy
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List by Month of Monitoring Reports:

July

none

August

none

September

#6 Emergency Administrator Succession

#7 Asset Protection

October

#2 Treatment of School Community

#3 Treatment of Staff

November

#4 Financial Planning and Budgeting

#9 Communication and Support to the Board

#11 Charter School/District Contract

December

#8 Compensation

#10 Ends Focus of Grants or Contracts

#12 Academic Integrity

January

none

February

#4 Financial Planning and Budgeting

#7 Asset Protection

March

#2 Treatment of School Community

#3 Treatment of Staff

#8 Benefits

#9 Communication and Support to the Board

April

#11 Charter School/District Contract

#13 Ends

May

#8 Compensation

#10 Ends Focus of Grants or Contracts

#12 Academic Integrity

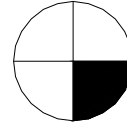
June

none

Appendices:

Sample Monitoring Report

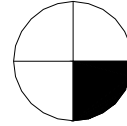
**Legacy Academy
Governing Board
Policy Governance**



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #1 GLOBAL EXECUTIVE CONSTRAINT

The Administrator shall not cause or allow any practice, activity, decision, or organizational circumstance that is a deviation from the Legacy Academy Mission Statement or a violation of commonly accepted business and professional ethics.

Legacy Academy Governing Board Policy Governance



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #2 TREATMENT OF SCHOOL COMMUNITY

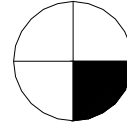
With respect to the treatment of parents and/or legal guardians of students or those wishing to enroll in Legacy Academy, the Administrator may not cause or allow, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, he or she shall not:

1. Fail to acquaint parent(s), legal guardian(s) or student(s) with their rights under this policy.
2. Use application forms that elicit information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing information that fails to protect against improper access to the material elicited.
4. Fail to establish a clear understanding of what may be expected and what may not be expected from the Legacy Academy school programs.
5. Operate in conflict with the written parent/student policies that clarify rules and procedures.
 - a. The Handbook should include but is not limited to the following areas: About Legacy Academy, Admission Procedures, Academic Program, General Information, School Office Procedures, School Standards and Discipline, Medical, Classroom Information and Policies.
 - b. The Board must approve the Parent and Student Handbook by the end of May.
6. Discriminate against any parent, legal guardian or student for expressing an ethical dissent.
7. Prevent parent(s), legal guardian(s) or student(s) from grieving to the Board when
 - a. Internal grievance procedures have been exhausted.
 - b. The parent(s), legal guardian(s) or student(s) alleges either that:
 - i) Board policy has been violated to his or her detriment.
 - ii) Board policy does not adequately protect his or her human rights.
8. Fail to maintain facilities that are safe, clean, orderly, and well maintained.

Appendices:
Parent/Student Handbook

Legacy Academy Governing Board Policy Governance



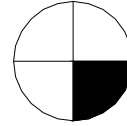
POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #3 TREATMENT OF STAFF

With respect to the treatment of paid staff and Volunteers, the Administrator may not cause or allow conditions that are unfair or undignified.

Accordingly, he or she shall not:

1. Fail to acquaint staff with their rights under this policy and their associated job description.
2. Fail to communicate effectively the Mission Statement to all staff members, which is “To help guide students in the development of their character and academic potential through an academically rigorous, content rich educational program”.
3. Fail to clearly communicate the curriculum, programs, and methods chosen for the Legacy Academy school program.
4. Fail to clearly communicate the expectations for each staff member with regards to their job responsibilities and their performance.
5. Operate without written personnel policies, a staff handbook and job descriptions that clarify personnel rules and expectations for staff, provide for effective handling of grievances, and protect against wrongful conditions such as preferential treatment for personal reasons.
 - a. These policies and job descriptions, defined in the Staff Handbook, shall not be implemented without prior Board approval.
6. Discriminate against any staff member for expressing an ethical dissent.
7. Prevent staff from grieving to the Board when
 - a. Internal grievance procedures have been exhausted.
 - b. The employee alleges either that:
 - i) Board policy has been violated to his or her detriment.
 - ii) Board policy does not adequately protect his or her human rights.
8. Offer a letter of agreement for employment without:
 - a. A minimum of two verbal reference checks.
 - b. Communicating to the applicant that hiring is contingent on:
 - i) A satisfactory CBI (Colorado Bureau of Investigation) background check. (New employee)
 - ii) Board approval.
9. Terminate in any way or not renew a letter of agreement without prior Board notice and approval.
 - a. Board approval will be based on Administrator recommendation with supporting documentation.
 - b. Board may discuss the issue in executive session unless the employee requests that the discussion be held in public. In the case of a public discussion, employee and public comments will not be permitted without an affirmative vote of the Board members present.
10. Fail to present to the Board during the April meeting, proposed letters of intent.

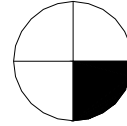
**Legacy Academy
Governing Board
Policy Governance**



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11. Fail to visit each teacher's classroom for thirty minutes during the school year, to observe the quality of instruction being delivered and to assist in the evaluation of the teacher.
 12. Fail to promote good relationships with teachers and staff, and promote a positive, respectful environment at the School.

Appendices:
Staff Handbook\Job Description

Legacy Academy Governing Board Policy Governance



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #4 FINANCAL PLANNING AND BUDGETING

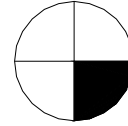
Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be aligned with any multiyear plan.

Accordingly, the Administrator shall not allow budgeting that:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in a fiscal year of more funds than are conservatively projected to be received in that period.
3. Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.
4. Relies on or requires increasing the maximum class size determined by the Legacy Academy Governing Board.
5. Fails to produce, in cooperation with the board treasurer and office manager, a budget for approval in March and submission to the district by April 1st.

Appendices:
Sample Budget

**Legacy Academy
Governing Board
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POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #5 FINANCIAL CONDITION AND ACTIVITIES

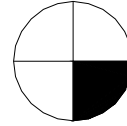
With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the annual budget.

Accordingly, the Administrator shall not:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (as outlined below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days without Board approval.
3. Use any long-term reserves without Board approval.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within ninety days without Board approval.
5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
7. Acquire, encumber, or dispose of real property.
8. Fail to aggressively pursue receivables after a reasonable grace period.
9. Fail to maintain its financial records according to the chart of accounts established by the Colorado Department of Education nor fail to refer to such accounts by the 24-digit system utilized by the Elizabeth C-1 School District.
10. Fail to report to the Elizabeth C-1 School District all expenditures made from the capital reserve and expendable supplies accounts.
11. Authorize any personal expenditure reimbursement(s) over \$300.00 and not accounted for in the budget without prior Board approval.
12. Make expenditures outside of the regular budget except in the case of an emergency as defined by one or more of the following:
 - a. Jeopardizes the health and safety of the school community
 - b. Presents a risk to the property or operation of the school.
13. Fail to use the same auditor as designated by the district and provide the auditing report for Board review.

Appendices:
None

**Legacy Academy
Governing Board
Policy Governance**



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #6 EMERGENCY ADMINISTRATOR SUCCESSION

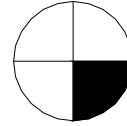
In order to protect the Board from sudden loss of Administrator services, the Administrator may have no fewer than two other staff members who together are familiar with Board and Administrator issues and processes and could run the daily operations of the school for the short term

Accordingly, the Administrator shall not:

1. Fail to provide for Board approval the names and qualifications of the selected staff members no later than end of the first quarter.

Appendices:
None

Legacy Academy Governing Board Policy Governance



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #7 ASSET PROTECTION

The Administrator shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he or she may not:

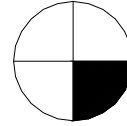
1. Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to Board members, staff, and the organization itself in an amount greater than the average for comparable organizations. In addition insurance coverage should be audited annually to ensure ample coverage.
2. Allow un-bonded personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board, or staff to claims of liability.
5. Make any purchase:
 - a. Wherein normally prudent protection has not been given against conflict of interest.
 - b. Over the Elizabeth C-1 School District's dollar limit without having obtained three comparative prices and quality.
6. Fail to protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
10. Allow any third party use of the facilities without a previously signed agreement that specifies terms and responsibilities of each party, and without Board approval.
11. Operate without a written building key policy and criteria for distribution of keys.
12. Allow any use of the Legacy Academy school bus without a previously signed agreement that specifies terms and responsibilities of each party.
13. Fail to provide a backup policy for the computer servers.
14. Fail to Review and approve proposed summer facility projects.
15. Fail to review status of summer facility projects.
16. Fail to review required additions or changes to technology program.
17. Fail to review status of staff for upcoming school year.

Appendices:

Copy of Insurance Policy
Copy of Building Key Policy
Copy of Bus Usage Form

Approval: _____
(Board President)

**Legacy Academy
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Policy Governance**



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #8 COMPENSATION AND BENEFITS

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

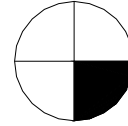
Accordingly, he or she may not:

1. Change his or her compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
 - a. Incur un-funded liabilities.
 - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - c. Allow any employee to lose benefits already accrued from any foregoing plan.
 - d. Treat the Administrator differently from other key employees.
6. Fail to provide the Board with the proposed payout schedule for the merit pay distribution plan for Board review and approval.

Appendices:

Definition: Compensation: includes base pay and merit pay.

Legacy Academy Governing Board Policy Governance



POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #9 COMMUNICATION AND SUPPORT TO THE BOARD

The Administrator shall not permit the Board to be uninformed or unsupported in its work.

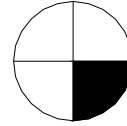
Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Administrator Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Administrator's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Administrator Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Administrator.
4. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide a mechanism for official Board, officer, or committee communications.
7. Fail to deal with the Board as a whole except when:
 - a. Fulfilling individual requests for information as duly charged or requested by the Board.
 - b. Responding to officers of committees duly charged by the Board.
8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
9. Fail to supply for the consent agenda all items delegated to the Administrator yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.
10. Fail to provide the Board with any changes to the established parent/student and staff handbooks or the compensation plan prior to implementation.
11. Fail to communicate to the Board any items or actions that will negatively impact the charter school contract.
12. Fail to conduct a full staff meeting once per month during the school year, reporting to the Board on the status of the school at the next Board meeting, and attend all Principal's Advisory Council meetings.
13. Fail to put an article in the Legacy Ledger on a monthly basis.
14. Fail to document steps taken to address problems with staff members whose contracts Administrator recommends not renewing.

Appendices:

None

**Legacy Academy
Governing Board
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POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #10 ENDS FOCUS OF GRANTS OR CONTRACTS

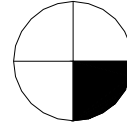
The Administrator may not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

Accordingly, the Administrator shall not:

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Fail to assess and consider a contract applicant's capability to produce appropriately targeted, efficient results.
3. Enter into a contract or grant that causes or allows jeopardy to Legacy Academy's public image.
4. Enter into a contract or grant that does not meet the requirements as stated in the Executive Limitations, Financial Condition and Activities policy.
5. Retain grant writers in any other fashion except on a percentage of grant money obtained basis. The percentage will be determined by the Board.

Appendices:
None

**Legacy Academy
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POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #11 CHARTER SCHOOL/DISTRICT CONTRACT

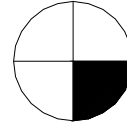
With respect to the contract that is in place with Legacy Academy and the Elizabeth C-1 School District, the Administrator shall not cause or allow conditions, procedures, or decisions that are in conflict with the contract itself.

Accordingly, the Administrator shall not:

1. Fail to meet any obligations and deadlines that are set forth in the contract.
2. Fail to maintain a good working relationship with the Elizabeth C-1 school district as a whole.

Appendices:
None

**Legacy Academy
Governing Board
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POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: #12 ACADEMIC INTEGRITY

With respect to the Academic Integrity, the Administrator shall not deviate in any way from the mission statement of Legacy Academy which is: "To help guide students in the development of their character and academic potential through an academically rigorous, content rich educational program".

Accordingly, the Administrator shall not:

1. Change in any way the curricula guidelines without prior consent of the Board to include:
 - a. Use of Core Knowledge as the base, supplemented by Open Court, Spalding, Shurley, Saxon Math, D'Nealian handwriting, DOL, World Language, Step-Up to Writing program and Core Virtues.
 - b. Use of a Traditional Approach, Back to Basics-Teacher Directed, whole group instruction with ability grouping school wide in Math and Reading.
 - c. Development and implementation of a Technology Scope and Sequence.
2. Fail to provide training to new staff members in Spalding, Shurley, Core Knowledge Unit Writing, Read/Write Connection, and administration of CSAP within the year of hire.
3. Fail to attend any training required by the district or district principal meetings when invited.
4. Fail to use assessments, standardized test scores, and teacher observation as the criteria for ability grouping.
5. Fail to administer the CSAP testing as mandated by the State.
6. Fail to report on the status or performance of newly implemented curriculum pieces.
7. Fail to present the School Improvement Plan to the Board for review prior to submitting to the C-1 District.
8. Fail to present the Accreditation Plan to the Board for review prior to submitting to the C-1 District.

Appendices:

None

Legacy Academy Governing Board Policy Governance - Addendum

POLICY TYPE: ENDS
POLICY TITLE: #1 MISSION

The mission of Legacy Academy is to help guide students in the development of their character and academic potential through an academically rigorous, content rich educational program.

Academic Rigor (depth and height) & Content Rich (breadth)

Character Development in the primary, school-wide, instructional program consists of:

1. *Core Virtues*, a Core Knowledge literature-based character education program.
2. The school's formal Discipline Program supported by each individual classroom management plan.
3. Extracurricular options are made available, as well, to promote character development. These include, but are not limited to, the Student Ambassador Program, the License to Lead program, the Service Club, after school tutorials and all team sports.

Academic Potential Development consists of maximizing each student's ability to comprehend, retain, and utilize the curriculum. Including:

1. Developing student's analytical thinking skills.
2. Developing student's critical thinking skills.

The Academically Rigorous component of our Educational Program consists of a firm commitment to maintaining our culture of high academic expectations.

1. Curriculum - Continually strive for mastery of skills and content (i.e. skills are the ability, technique, and how-to while content is understanding the subject matter and it's meaning and significance) using "back-to-basics".
 - b. "Back-to-basic" includes mastery of basic skills such as; reading with an emphasis on phonics, mathematics utilizing memorization of math facts, grammar, composition, geography, and penmanship.
3. Curriculum Delivery – Well trained, highly motivated staff that utilizes best teaching practices.
 - a. Practices may include, but are not limited to, flexible grouping and instruction which will address a variety of learning styles and abilities .

The Content-Rich component of our Educational Program consists of a variety of learning areas that are:

1. Sequential - The curriculum is structured to provide knowledge and skills in all areas so that learning builds on itself systematically from year to year.
2. Comprehensive - The academic component which includes the subjects of Mathematics, Language Arts (Phonics based Reading, Phonics based Spelling, Writing, Grammar), Literature, Geography and History, Science, World Language, Computer, Physical Education and Fine Arts (Music and Visual).

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These subjects provide the scope and depth of learning necessary for graduating students to be culturally literate (as defined by E.D. Hirsch, Jr., 1987).