



Review Ends Policy/Policy Discussion

Policy Type: Ends Policies
Policy Title: Global Ends Policy

Lakeview Academy will serve students in Grades K-9 from the community of Saratoga Springs and the surrounding areas. Upon completion of 9th grade students of Lakeview Academy who have attended at least three years will be Capable, Confident, and Contributing members of society.

Certification

The Undersigned officers and or directors of Lakeview Academy certify that this Global Ends Policy was duly adopted as of January 7, 2010.

Signature: _____

Print Name: _____

Title: _____

Signature: _____

Print Name: _____

Title: _____



Policy Type: Ends Policy
Policy Title: Language Arts and Mathematics

Lakeview Academy exists to improve student learning by establishing high standards challenging all students to reach their potential and to provide students with the support they need to succeed.

Accordingly:

1. Students will show proficiency in language arts.
 - a. Students will be assessed in reading with benchmark tests given no less than three times per year and end of the year CRT's to determine proficiency. Student progress will be tracked and monitored and measured by achieving at least 85% at or above grade level on benchmark tests in reading and at least 80% of our students performing at proficiency or higher on the language arts CRT's.
 - b. Students will be assessed in writing by having writing samples (benchmarks) taken throughout the year and read for improvement and correlation with state core expectations.

This will be monitored throughout year by the board through benchmark and CRT reports. If scores are less then the standard then research will be done to see if extenuating circumstance exist and will then be presented to the board for review.

2. Students will demonstrate proficient mathematical skills as defined by Lakeview Academy and the Utah Core Curriculum.
 - a. Students will be assed with benchmark exams no less than three times per year to determine mathematical aptitude and given end of the year CRT's. Mathematical aptitude will be measured by 85% of students performing at or above grade level on benchmark test by the end of the year and 80% of students reaching level 3 sufficient or level 4 substantial proficiency on the end of year CRT's

This will be monitored throughout year by the board through benchmark and CRT reports.

Certification

The Undersigned officers and or directors of Lakeview Academy certify that this Language Arts and Mathematics Ends Policy was duly adopted as of January 7, 2010.

Signature: _____

Print Name: _____

Title: _____

Signature: _____

Print Name: _____

Title: _____



Policy Type: Ends Policy
Policy Title: Science, Arts, and Technology

Lakeview Academy will place a special emphasis on Science, the Arts, and Technology. This will be done by incorporating technology in the everyday classroom, focusing on science and providing an opportunity for all students to participate and appreciate the arts.

Accordingly:

1. Students of Lakeview Academy will show proficiency in science.
 - a. Each year students will demonstrate adequate mastery of science principles during a science enhancement event.

This will be measured yearly by direct inspection by board members.
 - b. Among students who take the end of year CRT's 80% will achieve proficient or higher by the 2012-2013 school year.

This will be monitored yearly by the board through CRT reports.
2. Students will demonstrate proficiency in the arts.
 - a. All students will demonstrate adequate mastery of a broad range of art concepts during a show what you know event.

This will be measured yearly through direct inspection by board members at show what you know events.
3. Students will have an understanding and working knowledge of current technology
 - a. Each Student will complete at least one technology project.

Board members will measure this on a yearly basis by direct inspection of several technology projects at each grade level.

Certification

The Undersigned officers and or directors of Lakeview Academy certify that this Science, Arts, and Technology Ends Policy was duly adopted as of January 7, 2010.

Signature: _____

Print Name: _____

Title: _____

Signature: _____

Print Name: _____

Title: _____



Policy Type: Ends Policy
Policy Title: Enrollment

Lakeview Academy will serve students in Grades K-9 with a maximum enrollment of 750 students from the community of Saratoga Springs and surrounding areas.

Accordingly:

1. Lakeview Academy will have a full enrolment of 525 students in the elementary school and 225 students in the middle school by 2014-2015 school year and show a net yearly increase of students each year until 2014-2015.

This will be measured externally by the October 1st annual audit.

Certification

The Undersigned officers and or directors of Lakeview Academy certify that this Enrollment Ends Policy was duly adopted as of January 7, 2010.

Signature: _____

Print Name: _____

Title: _____

Signature: _____

Print Name: _____

Title: _____



Policy Type: Ends Policy
Policy Title: Parent Satisfaction

When students, parents, teachers, and administration are held accountable for the success of Lakeview, students' needs are met at a higher level improving academic outcomes.

Accordingly:

1. On annual parent surveys 80% of parents will rate the school as satisfactory or higher.

This will be measured annually through board-produced surveys.

2. Lakeview Academy will have at least a 90% student retention rate.

This will be measured through monthly enrollment reports.

3. Lakeview Academy's Highly Outstanding Teacher retention rate will meet or exceed the average retention rate of teachers in surrounding Charter Schools.

This will be measured annually through staff retention reports.

Certification

The Undersigned officers and or directors of Lakeview Academy certify that this Parent Satisfaction Ends Policy was duly adopted as of January 7, 2010.

Signature: _____

Print Name: _____

Title: _____

Signature: _____

Print Name: _____

Title: _____

Board Meeting Proposal Form

Proposal Title:

Submitted by:

Sponsoring Administrator:

Proposal Abstract/details:

Please provide information to the following questions:

- 1) Proposal supports the charter by..?(Please site reference page)**
- 2) Proposal supports ends policy**
 - a. _____ Global Ends Policy**
 - b. _____ Language Arts and Mathematics Ends Policy**
 - c. _____ Science, Arts, and Technology Ends Policy**
 - d. _____ Enrollment Ends Policy**
 - e. _____ Parent Satisfaction Ends Policy**

It supports this ends policy by...

- 3) Are funds being requested? If so how much and from what budget category?**
- 4) Does this replace a current program or policy? If so, please attach a redline version of requested changes.**
- 5) If a new program/policy, please attach the policy or program proposal.**
- 6) Please attach any other options that may be considered.**
- 7) Please attach any relevant information and all supporting documentation**

Monthly Directors Report

1. Please list activities and programs completed this month that support:

a) Global Ends policy

Example: events and activities that demonstrate students becoming capable, confident and contributing

b) Language Arts and Mathematics Ends Policy

Example: benchmark testing, CRT scores, student achievement, awards and activities

c) Science, Arts, and Technology Ends policy

Example: benchmark testing, CRT scores, student achievement, awards and activities

d) Enrollment Ends Policy

Example: detailed enrollment report including any students that have left Lakeview Academy and the reason for their departure.

e) Parent Satisfaction Ends Policy

Example: update on SAC activities, public relation activities, press releases

2. Please provide information and updates from the following departments:

a) Business/finance/IT

b) Facilities

c) Special Education

d) Office (dates of school events, state reports, accreditation)

e) Staff updates

Board roles

Responsibilities of the Board of Trustees

The Board of Trustees is responsible for the overall operation of the school and its financial viability. Any authority not mandated by statute or State or District policy either resides with the Board of Trustees or is delegated by the board. The Board of Trustees may choose to withdraw decision-making authority and/ or management responsibility of a subordinate(s) from an individual or group to whom authority has been delegated. Some of the responsibilities of the Board of Trustees are:

- Guide and ensure the implementation of Lakeview Academy's charter
- Guide and ensure the success and mission of Lakeview Academy
- Approve the school's yearly goals and improvement strategies as established by the Director(s)(s)
- Make all major school policies
- Conduct, manage, and control the affairs and activities of Lakeview Academy
- Establish rules, regulations, and policies
- Elect Trustees, appoint committees, and delegate authority
- Enter into contracts, leases, and other agreements which are, in the Trustees judgment, necessary or desirable in advancing the interests of Lakeview Academy
- Amend the corporation's bylaws as deemed necessary
- Hire employees and renew employee contracts
- Report to the State as required
- Oversee the Director(s)(s) and the Lakeview Academy Site Advisory Council
- Manage any elections
- Manage conflict resolution of issues in the school community
- Monitor and measure the school's three year charter implementation plan, which will be developed by the school's Director(s)

Director Expectations

Mtg with Bud:

- 1) Report on board planning session
- 2) Introduce form changes to forms
- 3) Go over items we need updates on
 - Accreditation
 - Enrollment
 - SAC
 - Middle School Class Schedules
 - Special Education
 - Bulling and Hazing Policy Procedures
 - Safety Procedures to comply with state law

Compensation and Benefits Policy

Policy Type: Executive Limitations

Policy Title: Compensation and Benefits

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

Accordingly, he or she shall not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensations 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.

Board President's Role Policy

Policy Type: Governance Process

Policy Title: Board President's Role

The board president assures the integrity and fulfillment of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly,

1. The job result of the Board President is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only issues that, according to board policy, clearly belong to the board to decide, not the Director.
 - b. Deliberation will be fair, open, and thorough but also timely, orderly, and to the point.
2. The authority of the board president consists in making decisions that fall within topics covered by the charter, board policy on Governance Process and Governance-Management Relationship, except where the board specifically delegates portions of this authority to others. The board president is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The board president is empowered to chair board meetings with all the commonly accepted power of that position (for example, ruling, recognizing)
 - b. The board president may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - c. The board president may delegate this authority but remains accountable for its use.

Board Members' Code of Conduct Policy

Policy Type: Governance Process

Policy Title: Board members' 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

Accordingly,

1. Members must represent unconflicted loyalty to the interests of the ownership (citizens of Utah). This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards and 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 service between any board 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 upon 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. Should a member desire employment, he or she must first resign.
 - d. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
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 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.
 - b. Members will give no consequence or voice to individual judgments of the Director or staff performance.
4. Members will respect the confidentiality appropriate to issues of sensitive nature.
5. Members may not make any unilateral decisions on behalf of the board.

Global Governance-Management Policy

Policy Type: Governance Process

Policy Title: Board members' 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

Accordingly,

1. Members must represent unconflicted loyalty to the interests of the ownership (citizens of Utah). This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards and 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 service between any board 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 upon 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. Should a member desire employment, he or she must first resign.
 - d. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
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 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.
 - b. Members will give no consequence or voice to individual judgments of the Director or staff performance.
4. Members will respect the confidentiality appropriate to issues of sensitive nature.
5. Members may not make any unilateral decisions on behalf of the board.

Unity of Control Policy

Policy Type: Governance-Management Relationship

Policy Title: Unity of Control

Only decisions of the board acting as a body are binding on the Director.

Accordingly,

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Director except in rare instance 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 Director can refuse such requests that require, in the Director's opinion, a material amount of staff time or funds, or are disruptive.

Accountability of the Director Policy

Policy Type: Governance-Management Relationship

Policy Title: Accountability of the Director

The Director is the board's only official 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 Director.

Accordingly,

1. The board will never give instruction to persons who report directly or indirectly to the Director, with the exception of the business manager.
2. The board will refrain from evaluating, either formally or informally, any staff other than the Director, Educational Coach, and Business Manager.

Delegation to the Director

Policy Type: Governance-Management Relationship

Policy Title: Delegation to the Director

The board will instruct the Director through written approved policies that prescribe the organizational ENDS to be achieved and describe organizational situations and actions to be avoided, allowing the Director to use any reasonable interpretation of these policies.

Accordingly,

1. The board will develop policies instructing the Director 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 Director 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. The board will develop policies required by law or deemed necessary. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called Required policies.
4. As long as the Director uses any reasonable interpretation of the charter, the board's ENDS policies, the Executive Limitation policies, and the Required policies the Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
5. The board may change its Ends, Executive Limitations, and Required policies, thereby shifting the boundary between board and Director domains. By doing so, the board changes the latitude of choice given to the Director. But as long as any particular delegation is in place, the board will respect and support the Director's choices.

Monitoring Director Performance Policy

Policy Type: Governance-Management Relationship

Policy Title: Monitoring Director Performance

Systematic and rigorous monitoring of Director job performance will be solely against the only expected Director job outputs: organizational accomplishments of the charter, board Ends policies and organizational operation within the boundaries of board policies on Executive Limitations.

Accordingly,

1. Monitoring is simply to determine the degree to which board policies are being met. Data that does 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 Director discloses compliance information to the board,
 - b. By external report, in which an external, disinterested third party selected by the board assess 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 Director interpretation of the board policy being monitored.
4. All policies that instruct the Director 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.

Policy	Method	Frequency
Treatment of Students	Internal	Semi-Annually (Feb., May)
	External	Annually (survey in January)
Treatment of Staff	Internal	Semi-Annually (March, June)
	External	Annually (survey in January)
Emergency Director Succession	Internal	Annually (April)
Compensation and Benefits	Internal	Annually (May)
Communication and Support	Internal	Annually (June)
	Direct Inspection	Annually
Charter	Internal	Annually (February)
	Direct Inspection	Semi-Annually (Feb., May)

Financial Planning and Budgeting Policy

Policy Type: Executive Limitations

Policy Title: Financial 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 derived from a multiyear plan.

Accordingly, he or she shall not:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operation items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduce the current assets at any time to less than twice current liabilities [or allows cash to drop below a safety reserve of less than \$_____ at any time].
4. Provides less for board prerogatives during the year than is set fort in the cost of Governance policy.
5. Fail to have the budget approved by the board according to Utah law. (I added this one and it needs some language revision- like what law requires it to be adopted by July 1)

(Deciding that it is not needed means the board is satisfied for the Director to be limited to the prior limitation. If the policy is necessary and sufficient control, the Director will have the right to use any reasonable interpretation of its narrower language. If still grater control of Director options is needed, further definition of this policy is required.)

Financial Conditions and Activities Policy

Policy Type: Executive Limitations

Policy Title: Financial Conditions and Activities

With respect to the actual, ongoing financial conditions and activities, the Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the charter, board priorities established in Ends policies.

Accordingly, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guidelines (to follow) are met.
2. Indebted the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
3. Use any long-term reserves.
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balance by certain, otherwise unencumbered revenue within thirty days.
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. Make a single purchase or commitment of greater than \$_____.
8. Acquire, encumber, or dispose of real property.
9. Fail to aggressively pursue receivables after a reasonable grace period.
10. Operate without a purchase procedure (Director Policy) that meets the board-appointed auditor's standards.

(EL#3D shows how, if it wishes, a board may place certain operations completely off-limits to the Director (section 3 and 8). Remember, though, that an item taken out of the Director's authority would have to become part of the board's own hands-on responsibility. Section 4 only makes sense when there is fund accounting, not in every organization. Section 7 demonstrates a method of placing a spending limit on the Director. Such a limit would require the board to make spending decisions in excess of the sum named. Traditional boards commonly place ridiculously low limits on the Director)

Asset Protection Policy

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

Accordingly, he or she shall not:

1. Fail to insure against theft and casualty loss 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.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board, or its staff to claims of liability.
5. Make any purchase
 - a. Wherein normally prudent protection has not been given against conflict of interest;
 - b. Of over \$_____ without having obtained comparative prices and quality (need to check state purchasing law)
 - c. Of over \$_____ without a stringent method of assuring the balance of long-term quality and cost.
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 when 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.

(Deciding that it is not needed means the board is satisfied for the Director to be limited to the prior limitation. If the policy is necessary and sufficient control, the Director will have the right to use any reasonable interpretation of its narrower language. If still greater control of Director options is needed, further definition of this policy is required.)