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OPERATIONS CASE STUDY · GOVERNANCE & COMPLIANCE · INVICTUS NASHVILLE CHARTER SCHOOL

Modernizing a school's governance into one system.

A complete governance system, not a document refresh. How I rebuilt a charter school's handbooks, policies, and procedures into a single, compliant, maintainable governance framework.

THREE REGULATORY ROLES, ONE SYSTEM

Public charter school
Authorizer & state law

Employer
Labor & HR obligations

Licensed preschool
TN Child Care Standards

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One governance system

7 core documents rebuilt to fit a single architecture, with a living policy inventory that keeps every document owned, current, and reviewable.

THE NATURE OF THE PROJECT

The Governance Modernization Initiative was not a document refresh. I evaluated every handbook, policy, and procedure as part of a **single governance system**, across the school's three regulatory roles. Each document was measured against a defined set of drivers, then rebuilt to fit one coherent framework rather than edited in isolation.

Federal & state law | **TN Child Care Standards** | **Public Charter School Commission** | **Board governance practice** | **Industry best practice**

WHAT I BUILT: THE REBUILT INVENTORY

DOCUMENT / COMPONENT	WHAT CHANGED, AND WHY
Governance architecture	The framework defining how every document is organized, owned, maintained, and reviewed going forward.
Policy inventory	A complete map of every policy to its purpose, owner, and review cycle, so nothing drifts again.
Board policy manual	Duplicates consolidated, legal references updated, and approval authority clarified.
Employee & family handbooks	Rebuilt for compliance and current practice, separating governing policy from day-to-day procedure.
Financial policies & procedures	Strengthened internal controls, approval authority, segregation of duties, procurement, and grants.
Roles, trainings & compliance	New documents codifying responsibilities by role and every training required by regulation and the Commission.

THE RESULT

The initiative moved Invictus from a stack of overlapping, outdated documents to a **single governance framework**: organized, compliant, and maintainable. Duplicates and conflicts were eliminated, every document was aligned to current law and authorizer expectations, ownership and approval authority were made explicit, and the work was assembled into a formal **Board adoption packet**. The deliverable was not a pile of updated policies; it was a **governance system the school can maintain for years**.

"Treat governance as one connected system, not a pile of documents, and build the architecture that keeps it compliant, consistent, and maintainable over time."