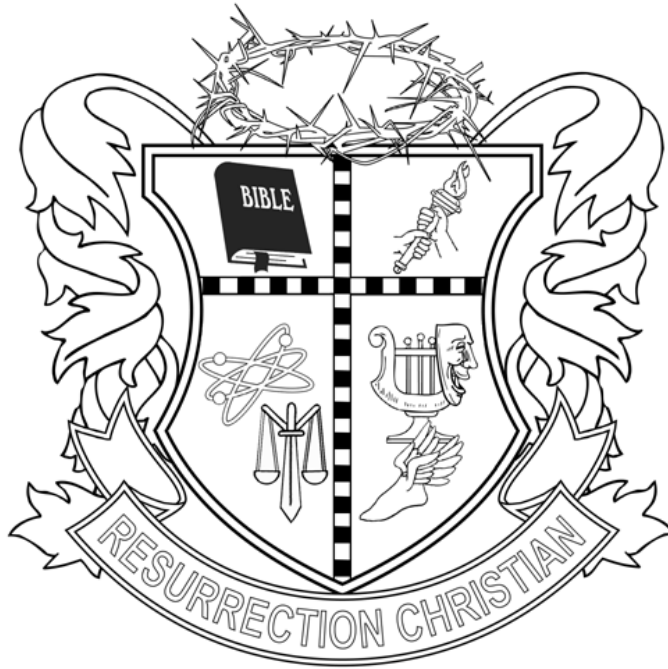


# RESURRECTION CHRISTIAN SCHOOL



## BOARD POLICY MANUAL

Adopted: [May 6, 2008]

Version 05.06.08

## **Governance Process Category**

**Policy Category: Governance Process**  
**Policy Name: 1.0 General Governance Process**

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The purpose of the Board, on behalf of God and Resurrection Fellowship, is to see to it that the Resurrection Christian School (a) achieves worthwhile and appropriate results for appropriate persons at an appropriate cost (as prescribed in the Board's *Ends* policies), and (b) avoids unacceptable actions and situations (as proscribed in the Board's *Executive Limitations* policies).

Revision Dates:

**Policy Category:**     ***Governance Process***  
**Policy Name:**        **1.1 Function of the Board**

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The function of the Board is to make biblically-informed decisions that define expectations, delegate authority, and monitor whether those expectations were met or that authority was abused.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.2 Duty or Job of the Board**

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The Board's duty or job, as an informed agent of God and Resurrection Fellowship, is to assure appropriate organizational performance and measurement by producing certain results, the accountability for which may not be assigned to any other person.

In the following order of priority, the Board has direct responsibility to create and maintain:

1. The link, bridge or connection to those from whom the Board derives its legal and moral authority and the operational organization (i.e., the link between those who own the organization and those who work for it).
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
  - a. *Ends*: organizational products, impacts, benefits, outcomes, recipients, and their relative worth or priority (i.e., what good for whom at what cost).
  - b. *Executive Limitations*: constraints on executive, administrative, educational, or operational authority that establish the prudent, ethical, biblical and just boundaries within which all executive activity and decisions must take place (what may not happen, or what is undesirable or not approvable, even if it accomplished Ends).
  - c. *Governance Process*: specification of how the Board conceives, carries out, and monitors its own purpose, function, and duty.
  - d. *Board-Executive Relationship*: how authority is delegated and its proper use; the Superintendent/CEO's role, authority, and accountability; and the operational role, authority and accountability of any other person directly accountable to the Board.
3. Assurance of successful organization|Superintendent performance on *Ends* and *Executive Limitations*.
  - a. Establish or change Superintendent compensation, benefits, perquisites, or employment terms.
  - b. Decide any issue or matter not specifically delegated to the Superintendent.
  - c. Monitor Superintendent performance solely against *Ends* and *Executive Limitations* policies and take any action related thereto.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.3 Governance and Leadership Strategy**

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The Board will govern lawfully, ethically, morally, biblically and prudently with an emphasis on:

- (a) outward vision rather than an internal preoccupation,
- (b) encouragement to openly express viewpoints while maintaining the unity of the Spirit,
- (c) strategic leadership more than administrative detail,
- (d) clear distinction of Board and Superintendent roles,
- (e) collective rather than individual decisions,
- (f) future rather than past or present,
- (g) proactivity rather than reactivity,
- (h) transparency, and
- (i) listening to God for direction.

1. 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 not use the expertise of individual members to substitute for the judgment of the Board as a whole, although the expertise of individual members may be used to enhance the understanding of the board members as a group.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives, which should be derived from those of the legal and moral ownership of the organization. The Board's major policy focus will be on the intended long term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its *Governance Process* policies at any time, it will observe them scrupulously while in force.
4. Continual Board development will include orientation of new board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will allow no officer, committee, or member of the Board or any other individual or group to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to relevant policies in the *Governance Process* and *Board-Executive Relationship*.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.4 Strategic Agenda Planning**

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To accomplish its duty to produce appropriate governing products with a governance strategy consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of *Ends* policies annually, (b) a review of all other Board policies annually, and (c) continually improves Board performance through Board education and enriched input and deliberation.

1. The agenda cycle will conclude each year on the last day of July so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long-term ends.
2. The cycle will start in August with the Board's development of its agenda for the next year or two.
  - a. Consultations with selected ownership groups, or other methods of gaining ownership input, will be determined and arranged in the first quarter to be held during the balance of the agenda cycle.
  - b. Governance education, and education related to Ends determination (e.g., presentations by futurists, demographers, market researchers, advocacy groups, staff, experts, etc.) will be arranged in the first quarter, to be held during the balance of the agenda cycle.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. Organization|Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, if policy criteria are to be debated, or if interpretations, data or conclusions are to be questioned by at least one board member.
5. During March, Superintendent remuneration will be decided after a review of monitoring reports received in the last year.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.5 Role of the Board President**

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

1. The assigned result of the President's job 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 on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
  - b. Information which is for neither monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
  - c. 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-Executive Relationship*, with the exception of (a) employing or terminating the employment of a Superintendent and (b) 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 (e.g., ruling, recognizing).
  - b. The President has no authority to make decisions about policies created by the board within *Ends* and *Executive Limitations* policy areas, including any staff means issues. Therefore, the President has no authority to supervise or direct the Superintendent.
  - c. The 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.
  - d. The President may delegate this authority, but remains accountable for its use.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.6 Board Members' Code of Conduct**

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The Board commits itself and its members to ethical, moral, biblical, businesslike, and lawful conduct, including members' proper use of authority and appropriate decorum while acting as directors or trustees.

1. Board members must have loyalty to the legal and moral ownership, unconflicted by loyalties to staff, other organizations, and any self-interest.
2. Board members must avoid conflict of interest with respect to their fiduciary responsibilities.
  - a. There will be no self-dealing or business by a board member with the organization or its affiliates. Members will annually disclose their involvements with organizations or with vendors, staff or students and any other associations that might be reasonably seen as representing a conflict of interest.
  - b. When the Board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall disclose such conflict and absent him- or herself without comment not only from the vote but from the deliberation.
  - c. Board members will not use their Board position to obtain employment in the organization or its affiliates for themselves, family members, or close associates. A board member who applies for employment must first resign from the Board.
  - d. An employee who becomes a candidate for the Board shall automatically be deemed to be on an extended leave of absence during his or her candidacy. An employee candidate who successfully becomes a board member shall be deemed to have automatically and voluntarily resigned as an employee, effective upon taking the oath of office as a board member.
3. Board members may not attempt to exercise individual authority over the organization, its affiliates, or any of their parts or staff.
  - a. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individual board members except when explicitly authorized by the Board.
  - b. Members' interactions with the public, the 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. Except for participation in Board deliberation about whether the Superintendent has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of staff including the Superintendent.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Board members will be properly prepared for Board deliberation.

6. Board members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.7 Board Committee or Liaison Principles**

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

1. Board committees or liaisons are to help the Board do its job, not to help, advise, or exercise authority over administration, faculty or staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation or by performing specific audit functions. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees or liaisons 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 Superintendent.
3. Board committees and liaisons may not exercise authority over staff.
4. Board committees, liaisons and members are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee or liaison that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Expectations, composition, and authority of each committee or liaison will be carefully stated in the attached table "Committee and Liaison Assignments" in order to establish their job products, performance time lines, Board-authorized use of funds and administrative or staff time, and the monitoring schedule of their work, as well as to avoid conflicting with authority delegated to the Superintendent or President.
6. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board committee or liaison before an executive action.
7. Committees and liaisons will be used sparingly and usually in an *ad hoc* capacity. Unless otherwise stated in the "Committee and Liaison Assignments" table, a committee or liaison ceases to exist as soon as its task is complete.
8. This policy applies to any group or role that is formed by Board action, regardless whether it is called a committee or liaison, and regardless whether the group or role includes one or more board members. This policy does not apply to committees or liaisons formed under the authority of the Superintendent.
9. The only Board committees are those that are set forth in this policy, in the attached table "Committee and Liaison Assignments."

<b>Committee or Liaison Name</b>	<b>Job Product(s) or Expectations</b>	<b>Composition</b>	<b>Authority</b>	<b>Authorized Funds and Staff Time</b>	<b>Monitoring Schedule and Other Timelines</b>
RCS Foundation Board Liaison	Maintain 2-way communications between the School Board and the Foundation Board	1 School Board member	Communication	Superintendent discretion	Quarterly updates in Board Meetings or as needed. Joint Board Meetings annually or as needed.
Resurrection Fellowship Pastoral Staff and Deacon Board Liaison	Maintain 2-way communications between the School Board and the Pastoral staff and Deacon Board	The Pastoral staff/Deacon Board representative on the School Board	Communication	Superintendent discretion	Quarterly updates in Board Meetings or as needed. Joint Board Meetings annually or as needed.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.8 Investment in Governance**

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Because poor governance costs more than learning to govern well, the Board will consciously invest in its capability to govern competently and wisely.

1. Board skills, methods, and supports will be sufficient to ensure governance with excellence.
  - a. External monitoring assistance will be arranged so that the Board can exercise confident control over organization performance. This may include, but is not limited to, financial audits, asset condition reviews, and student, parent/guardian, employer, college and community member satisfaction assessments.
  - b. Engagement, outreach and survey methods will be used as needed to ensure the Board's ability to listen to ownership viewpoints and values, as well as to listen to other significant stakeholder viewpoints and values, especially from an ownership, stewardship or consumer perspective.
  - c. Outside Ends-related educational resources will be used as needed to inform the Board about potential alternatives and their implications for Ends determination.
  - d. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and improve existing member skills and understandings.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
  - a. Costs of external monitoring will be no more than \$4,000 in 2008, increasing at the inflation rate thereafter.
  - b. Costs of Board engagement with ownership and others will be no more than \$500 in 2008, increasing at the inflation rate thereafter.
  - c. Costs of outside Ends education, including environmental analyses, futurists' projections, expert presentations, workshops, and materials will be no more than \$4,000 in 2008, increasing at the inflation rate thereafter.
  - d. Costs of Board training, candidate and new board member training and orientation, including facilitation, workshops and materials, will be no more than \$1,000 in 2008, increasing at the inflation rate thereafter.
3. Each March, the Board will establish its investment in governance budget for the next fiscal year.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.9 Monitoring Governance Process**

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Systematic monitoring of the Board's *Governance Process* and *Board-Executive Relationship* policies will be against the policies themselves.

1. Monitoring is simply to determine the degree to which the Board and its members are adhering to its *Governance Process* and *Board-Executive Relationship* policies.
2. Monitoring data will be acquired by three methods: (a) by direct Board inspection, in which one or more designated members of the Board assess compliance with appropriate policy criteria; (b) by community inspection, in which one or more designated members of our community assess compliance with appropriate policy criteria; and (c) by external report, in which an external, disinterested expert selected by the Board assesses compliance with selected policy criteria.
3. In every case, the standard for compliance will be *any reasonable interpretation of the President* of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable and prudent person" test rather than with interpretations favored by individual board members or the Board as a whole.
4. All policies will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time, but it will ordinarily monitor relevant *Governance Process* and *Board-Executive Relationship* policies with direct Board inspection during each Board meeting and will monitor all of these policies by direct Board inspection in June each year.

Revision Dates:

## **BOARD MEMBER COMMITMENT**

RCS Board members are charged with many responsibilities and duties. Nothing is more important than keeping Jesus first in your life and seeking Him daily. Praying daily for the leadership of Resurrection Fellowship, RCS and our student body and families would certainly be of critical importance as well.

We are admonished by Scripture to “endeavor to keep the unity of the Spirit in the bond of peace”<sup>1</sup> at all times. This does not mean we must all have the same opinions and thoughts about how things should be done. It means we are to recognize we are one with the Lord<sup>2</sup> and we are to remain under His lordship and direction, trusting Him to bring His will to pass in our lives. We are to avoid strife, vain arguments, gossip and things of this nature that would undermine unity and hinder the flow of the Holy Spirit in our lives, in the Church and in the School. We must live and work with one another with the recognition that we are under authority established by God. The authority above the RCS Board is the Pastoral Staff and Senior Pastor of Resurrection Fellowship.

The vision of Resurrection Fellowship which includes Resurrection Christian School is one vision. The church and school cannot be separated as we have only one vision from God even though each may exist in the eyes of the State as separate legal entities.

To be effective in working together in order to accomplish what God has put before us, each of us must commit in our hearts to the following attitudes and actions:

1. Be diligent to daily seek the Lord to know Him.
2. Be diligent to study the Word of God.
3. Seek to daily walk in the Spirit.
4. Daily pray for and bless the Church, Pastoral Staff, Board, RCS Administrators, Staff, Students and families.
5. Speak the truth in love and share openly and honestly with one another.
6. Be diligent to prepare for Board meetings by reading, praying and completing any tasks assigned at prior meetings.
7. Trust in the Lord with all your heart and lean not to your own understanding.

I have read and agree with the above statements. By the grace of God I will serve as a school board member committed to bringing about God’s vision for our Church and School.

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Name

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Date

Revision Dates: July 28, 2006

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<sup>1</sup> Ephesians 4:3

<sup>2</sup> 1 Corinthians 6:17 and 12:13

**Policy Category: Governance Process**  
**Policy Name: 1.11 Core Values and Beliefs**

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Our commitment will remain founded and rooted upon total biblical principles. As we expand and grow, everything we add to our program (sports, fine arts, extra-curricular programs, etc.) will remain centered upon the Lord Jesus Christ. We are devoted to being a dynamic charismatic Christian school for our entire region walking hand in hand with Resurrection Fellowship Church.

Revision Dates:

**Policy Category: Governance Process**  
**Policy Name: 1.11 Statement of Faith**

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Each member of the School Board, and each employee of the Corporation, having accepted Jesus Christ as personal Savior, shall subscribe to the following Statement of Faith:

STATEMENT OF FAITH

WE BELIEVE the Bible is the only infallible, inspired and authoritative Word of God. Ex. 20:1; II Tim. 3:16; II Pet. 1:20-21; I Cor. 2:10-13; Luke 24:27; Luke 24:44-45; Rev. 22:18-19.

WE BELIEVE there is one God, eternally existent in three persons: God the Father, God the Son, and God the Holy Spirit. Psalm 2:6-9; Matt. 28:19-20; II Cor. 13:14; I Cor. 12:4-6; Matt. 3:16-17; John 14:16.

WE BELIEVE in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His vicarious and atoning death, in His bodily resurrection, in His ascension to the right hand of the Father. John 1:1-5; 14:34; John 5:1-47; John 6:69; Matt. 1:20-23; Isa. 7:14; Matt. 1:23; Heb. 1:9; 7:26; I Cor. 15:20-23; Luke 1:31-33; Rom. 1:3-4; Eph. 1:20-23; Phil. 2:9-11; Col. 1:13-19; Isa. 9:6-7; Matt. 16:16; I Cor. 15:3-4.

WE BELIEVE in the Blessed Hope the rapture of the Church at Christ's coming. I Thes. 4:16-17; John 14:1-7; I Thes. 1:7-10; Matt. 25:31; I John 3:2; Acts 1:11; Rev. 17; Rev. 19:11-16; Rev. 21:6; Dan. 7; Tit. 2:13.

WE BELIEVE the only means of being cleansed from sin is through repentance and faith in the precious blood of Christ. I Pet. 1:18-19.

WE BELIEVE regeneration by the Holy Spirit is absolutely essential for personal salvation. John 3:3-5.

WE BELIEVE the redemptive work of Christ on the cross provides healing of the human body in answer to believing prayer. I Pet. 2:24.

WE BELIEVE the baptism of the Holy Spirit, according to Acts 2:4, is given to believers who ask for it. Acts 2:39.

WE BELIEVE in the sanctifying power of the Holy Spirit by whose indwelling the Christian is enabled to live a holy life. John 16:7-15; I Cor. 6:19-20; Gal. 5:16-18; Eph. 1:13-15; 4:30; I Cor. 12:13.

WE BELIEVE in the resurrection of both the saved and the lost; the one to everlasting life and the other to everlasting damnation. Job 19:25-27; Dan. 12:2; I Cor. 6:14; John 5:29; 11:25; Rom. 6:5; I Pet. 1:3; Rev. 20:4-6; John 5:28, 29.

Revision Dates: November 13, 2007 (Taken directly from Article II of the Resurrection Christian School Bylaws)

**Policy Category: Governance Process**  
**Policy Name: 1.12 Mission and Philosophy of Education; Philosophy of Christian Education**

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Mission = Christian Education Committed to Excellence

The educational process in a Christian school is dependent on a Biblical philosophy, which provides the right world view and essential truths for life so that children may be prepared to assume their proper place in the home, the church, and the state. Accordingly, the world view of education for Resurrection Christian School is as follows:

Our Educational Philosophy is to train young people spiritually, academically, socially and physically. Resurrection Christian School is an extension of the Christian Home; where God has given primary responsibility of educating children to the parent.

It is to be understood that attendance at Resurrection Christian School is a privilege. All students that desire to continue to attend RCS must meet academic and behavioral expectations and desire to grow in Christ.

Resurrection Christian School exists to help young people grow into the fullness of Christ, with a strong emphasis on academic training. It should be recognized that Resurrection Christian School does not have the resources to effectively teach and train children with certain physical handicaps and learning difficulties. In addition, students must have the ability to learn, grow, and mature at the appropriate grade level.

1. Spiritual -
  - Build a foundation of Christian principles and values in order to successfully integrate Christian philosophy into our students' total life.
  - Nurture competency in communication and research skills, and in the ability to make mature decisions.
2. Academic -
  - Provide quality academic education.
  - Encourage learning of necessary skills required for meaningful participation in society as an adult.
3. Social -
  - Provide students with opportunities for growth in the social skills required for adequate involvement in today's society.
  - Enable students to adequately understand and appreciate the privileges and responsibilities of living in a democracy.
4. Physical -
  - Provide opportunities for learning skills necessary to participate in physical activities and a healthy lifestyle.

- Provide opportunities for participation in individual and team physical activities.

### PHILOSOPHY OF CHRISTIAN SCHOOL EDUCATION

1. Life has meaning only as all aspects of man's experience are related to the one true God who created man in His image.
2. The visible creation, the Bible, and Jesus Christ are, respectively, the natural, the written, and the personal revelations of the one true God to mankind.
3. The Holy Spirit is given to believers to guide them into all truth.
4. The Bible is the inspired and only infallible authoritative Word of God.
5. All truth has its source in God.
6. All wisdom and knowledge begins and ends in the knowledge of God and His Word.
7. Education is a growth process including teaching, instructing, training, correction, and disciplining. It must be based upon the total developmental needs of the individual learner as far as possible.
8. God has clearly given to parents the primary responsibility for the education of their children.
9. In the Christian school the teacher, called of God and gifted in teaching, shares a part of the burden and responsibility with the parent.
10. Both the parent and the teacher share an awesome responsibility. Through fulfillment of this responsibility in obedience to God, parents and teachers reap honor from their children and blessings from the Lord.

Revision Dates: November 13, 2007 (Taken directly from Article III of the Resurrection Christian School Bylaws)

## **Board-Executive Relationship Category**

**Policy Category:** *Board-Executive Relationship*  
**Policy Name:** **2.0 General Board-Executive Relationship**

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The Board's sole official connection to the operational organization, its administration, faculty and staff, its methods and practices, and its achievements and conduct, will be through a chief executive officer (CEO) titled Superintendent.

Revision Dates:

**Policy Category:** *Board-Executive Relationship*  
**Policy Name:** **2.1 Unity of Command**

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Only officially passed motions of the Board, speaking authoritatively as a group, are binding on the Superintendent.

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

Revision Dates:

**Policy Category:** *Board-Executive Relationship*  
**Policy Name:** **2.2 Accountability of the Superintendent**

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The Superintendent is the Board's only official link to operational achievement and conduct, so that all authority and accountability of administration, faculty and staff is considered by the Board to be the authority and accountability of the Superintendent.

1. The Board may never give directions or instructions to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate, either formally or informally, any administrator, faculty or other staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organization performance so that organization accomplishment of Board-prescribed *Ends* and avoidance of Board-proscribed means (i.e., *Executive Limitations*) will be viewed as successful Superintendent performance.

Revision Dates:

**Policy Category:     *Board-Executive Relationship***  
**Policy Name:         2.3 Authority of the Superintendent**

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The Board will instruct the Superintendent through written policies that prescribe organizational outcomes (*Ends*) to be achieved and proscribe organizational circumstances to be avoided (*Executive Limitations*), allowing the Superintendent to use any reasonable interpretation of these policies within those *Ends* and *Executive Limitations*.

1. The Board will develop policies instructing the Superintendent to achieve specified results for specified recipients at a specified cost and/or priority. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called “*Ends*” policies. All issues that are not ends issues are defined here as means issues.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed from the broadest, most general level to more specific or narrow levels, and they will be called “*Executive Limitations*” policies. The Board will avoid prescribing organizational means delegated to the Superintendent, (i.e., the Board will avoid telling the Superintendent or staff what to do or how to do it).
3. As long as the Superintendent uses *any reasonable interpretation* of the Board’s *Ends* and *Executive Limitations* policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Superintendent shall have the full force and authority as if decided by the Board.
4. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. As long as any particular delegation is in place, the Board will respect and support the Superintendent’s choices.
5. All prescriptions or proscriptions contained within any higher or more general level of *Ends* or *Executive Limitations* policy apply to all lower or more specific policies within that same category of policies.

Revision Dates:

**Policy Category: Board-Executive Relationship**  
**Policy Name: 2.4 Evaluation of Organization|Superintendent Performance**

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Systematic and rigorous evaluation of Superintendent job performance will be solely against the only expected Superintendent job products: organization accomplishment of the provisions of the Board's *Ends* policies and operation of the organization within the boundaries established in the Board's *Executive Limitations* policies.

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The Board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations, evidence and achievement information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; or (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 interpretation by the Superintendent* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable and prudent person" test rather than with interpretations preferred by board members or by the Board as a whole.
4. The Board will judge (a) the reasonableness of each Superintendent interpretation, including its clarity, relevance, quantified standards, justification and completeness (b) whether data or evidence directly demonstrate accomplishment of that interpretation, and (c) if accomplishment has not been demonstrated, when or under what circumstances the organization shall accomplish a reasonable interpretation of the Board's policy.
5. All policies that direct or instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method for all or any part of the organization but will ordinarily depend on the routine schedule shown in the table on the following page.

<b>Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Month</b>
General Ends	Internal	Annually	April
General Executive Limitation	Internal	Annually	June
Treatment of Students and Parents/Guardians	Internal	Annually	February
Treatment of Staff	Internal	Annually	February
Financial Condition and Activities	Internal – Treasurer meeting with Financial Officer	Quarterly	
	External	Annually	November
Financial Planning and Budgeting	Internal	Annually	April
Emergency Superintendent and Executive Succession	Direct Inspection	Annually	May
Asset Protection	Internal	Annually	October
Compensation and Benefits	Internal	Annually	December
Tuition		Annually	December
Communication and Support to the Board	Internal	Annually	July/August

Revision Dates:

**Policy Category:** *Board-Executive Relationship*  
**Policy Name:** **2.5 Superintendent Compensation**

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- 1.1. **Superintendent Compensation.** Superintendent compensation will be decided by the Board as a whole and based on organization performance, executive market conditions, fiscal ability and public image.
1. Organization performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.
  2. Compensation will cover the entire range of salary, bonus, benefits, perquisites, and all other forms.
  3. Compensation is to be competitive with similar performance within the marketplace while placing a portion of the Superintendent's compensation at risk by tying it to *Ends* achievement and compliance with *Executive Limitations* policies. The executive marketplace to be considered includes organizations of comparable size, challenges, complexities within the same geographic region.
  4. A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.

Revision Dates:

## **Executive Limitations Category**

**Policy Category:** *Executive Limitations*  
**Policy Name:** **3.0 General Executive Limitation**

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The Superintendent will not cause or allow any organizational practice, activity, decision or circumstance which is illegal, biblically immoral, imprudent or in violation of commonly accepted business and professional ethics.

Revision Dates:

**Policy Category:** *Executive Limitations*

**Policy Name:** **3.1 Treatment of Students and Parents/Guardians**

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The Superintendent shall neither cause nor allow organizational circumstances for current or prospective students or their parents/guardians that are unsafe, undignified, or unnecessarily intrusive or restrictive.

The Superintendent shall not:

1. Elicit unnecessary information.
2. Use any method of collecting, reviewing, transmitting, or storing student or family information that fails to protect against improper access to the material elicited.
3. Operate facilities without appropriate accessibility, cleanliness and privacy.
4. Allow students or their parents/guardians to be unaware of what may be expected and what may not be expected from the school.
5. Discriminate or retaliate against any student or parent/guardian for non-disruptive expression of dissent or concern.
6. Allow students or their parents/guardians to be uninformed of this policy, or without a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Revision Dates:

**Policy Category:     *Executive Limitations***  
**Policy Name:         3.2 Treatment of Staff**

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The Superintendent shall neither cause nor allow organizational circumstances for staff (including employees, independent contractors and volunteers) that are unfair, undignified, disorganized or unclear.

The Superintendent shall not

1. Operate without sufficient, written rules and processes.
  - a. Subject staff to rules that are unavailable or confusing.
  - b. Leave staff an ineffective or biased method of resolving grievances.
  - c. Subject staff to wrongful conditions, nepotism, or preferential treatment based on personal or unprofessional reasons.
2. Discriminate or retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.

Revision Dates:

**Policy Category:     *Executive Limitations***  
**Policy Name:         3.3 Financial Condition and Activity**

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The Superintendent shall neither cause nor allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in *Ends* policies.

The Superintendent shall not cause or allow the organization to

1. Expend more funds than have been received in the fiscal year to date unless the debt, reserve and liquidity guidelines below are met.
2. Indebt or obligate the organization.
3. Have inadequate reserves, use any reserve other than intended, or use any Board-designated reserves.
4. Incur a financially illiquid condition.
5. Make a single purchase or commitment of greater than 5% of the annual operating budget. Splitting orders to avoid this limit is not acceptable.
6. Receive, acquire, lease, encumber, improve or dispose of real property.
7. Sell any significant portion of the organization's assets.
8. Achieve compliance with these provisions by endangering future capacity to achieve *Ends*.

The Superintendent shall cause the organization to

9. Settle payroll, accounts and debts in a timely manner.
10. Make tax payments and other government ordered payments and filings timely and accurately.
11. Aggressively pursue receivables after a reasonable grace period.
12. Prudently dispose of surplus assets, as long as the guideline for selling significant portions of the organization's assets is not violated.
13. Establish prudent reserves for contingent obligations.

Revision Dates:

**Policy Category:** *Executive Limitations*  
**Policy Name:** **3.4 Financial Planning and Budgeting**

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Financial planning or budgeting for any fiscal year or part thereof shall not deviate materially from *Ends* priorities or risk fiscal jeopardy, and shall be derived from a multi-year plan.

The Superintendent shall not

1. Omit credible projections of revenues and expenses; separation of capital and operational items; cash flow and significant balance sheet items; or disclosure of planning assumptions.
2. Plan or budget in a manner that risks incurring those conditions set forth in the Board's policy on *Financial Condition and Activities*.
3. Provide less for Board prerogatives during the year than is set forth in the *Investment in Governance* policy.

Revision Dates:

**Policy Category:** *Executive Limitations*  
**Policy Name:** **3.5 Emergency Superintendent Succession**

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In order to protect the Board and the organization from sudden loss of executive services, the Superintendent shall have at least one other executive familiar with Board and Superintendent issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Revision Dates:

**Policy Category:     *Executive Limitations***  
**Policy Name:         3.6 Asset Protection**

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The Superintendent shall neither cause nor allow organization assets to be unprotected, inadequately maintained or unnecessarily risked.

The Superintendent shall not

1. Allow board members, staff, and the organization itself to be inadequately insured against theft, casualty, and liability losses.
2. Allow unbonded or uninsured personnel access to material amounts of funds.
3. Subject building, grounds, vehicles, equipment or other long-term assets to improper use, wear and tear, or insufficient maintenance.
4. Allow intellectual property, information and files to be exposed to loss or significant damage.
5. Unnecessarily expose the organization, its Board or staff to claims of liability.
6. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of more than \$20,000 without having obtained comparative prices and quality; and (c) of over \$100,000 without a stringent method of assuring a favorable balance of long term quality and cost. Orders may not be split to avoid these requirements.
7. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating or capital funds in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
9. Compromise the independence of the Board's audit or other external monitoring or advice. Engaging parties already chosen by the Board as consultants or advisers is unacceptable.
10. Endanger the organization's public image, credibility, or ability to accomplish *Ends*.
11. Change the organization's name or substantially alter its identity in the community.
12. Create or purchase any affiliate or subsidiary.

Revision Dates:

**Policy Category:     *Executive Limitations***  
**Policy Name:         3.7 Compensation and Benefits**

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The Superintendent shall neither cause nor allow jeopardy to fiscal integrity or to public image through employment, compensation or benefits to employees, independent contractors or volunteers.

The Superintendent shall not:

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed.
4. Create 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 benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. Incur unfunded liabilities;
  - b. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity and *Ends* performance are not prohibited;
  - c. Allow any employee to lose benefits already accrued; or
  - d. Treat the Superintendent differently from other key employees.

Revision Dates:

**Policy Category: *Executive Limitations***  
**Policy Name: 3.8 Communication and Support to the Board**

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The Superintendent shall not cause or allow the Board to be uninformed or unsupported in its work.

The Superintendent shall not

1. Withhold, impede or confound information relevant to the Board's informed accomplishment of its job.
  - a. Present information in unnecessarily complex, lengthy, untimely, untruthful or incomplete form or in a form that does not differentiate among information of three kinds: monitoring, decision preparation and other/incidental.
  - b. Neglect to submit monitoring data required by the Board (see policy on *Evaluation of Organization|Superintendent Performance*) in a timely, truthful and complete manner, directly addressing provisions of Board policies being monitored.
  - c. Allow the Board to be unaware of any actual or anticipated noncompliance with any *Ends* or *Executive Limitations* policy of the Board, regardless of the monitoring schedule.
  - d. Allow the Board to be without decision information requested by the Board or its President or let the Board be unaware of relevant trends or patterns, developing external opportunities or threats, or material internal strengths or weaknesses, particularly any changes in the assumptions or laws upon which any Board policy has previously been established.
  - e. Assemble for the Board as many staff and external points of view, issues, alternatives and their implications as the Board or its President determines it needs for fully informed Board choices, including decision-making authority retained by the Board.
  - f. Allow the Board to be unaware of any incidental or other information, including accreditation violations, media coverage, threatened or pending lawsuits, or material external or internal changes.
  - g. Avoid informing the Board if, in the Superintendent's opinion, the Board or its members may not be in compliance with law, contractual agreements, or the Board's own policies on *Governance Process* and *Board-Executive Relationship*, particularly in the case of Board behavior that may be detrimental to the work relationship between the Board and the Superintendent.
2. Withhold from the Board and its processes logistical or clerical assistance.
  - a. Avoid a system and adequate resources for official Board, officer and committee communications.
  - b. Neglect pleasant and efficient settings and arrangements for the meetings of the Board and its committees.

3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful, ethical or biblical obligations.
  - a. Deal with the Board in a way that favors or privileges certain board members over others except when (i) fulfilling individual requests for information or (ii) responding to officers or committees with respect to duties charged to them by the Board.
  - b. Neglect submitting for the consent agenda all items delegated to the Superintendent yet required by law, contract, or third-party to be Board-approved, along with the appropriate decision or monitoring assurance pertaining thereto.

Revision Dates:

## **Ends Category**

**Policy Category:** *Ends*  
**Policy Name:** **4.0 General Ends**

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Pending further Board determination, organization *Ends* will remain as previously stated explicitly by the Board or as found implicitly in previously adopted Board documents.

Revision Dates: