

Hillcrest Christian School
Policy Manual

Policy Type: Ends

Policy Title: Purpose

Policy 1.0

The purpose of Hillcrest Christian School is to mature students utilizing their God-given gifts to impact the world for Christ.

1. Students will defend and articulate their Christian worldview while having a basic understanding of opposing worldviews.
2. Students will be academically prepared to pursue the next stage of life.
3. Students will be responsible stewards.
4. Students will be resilient against worldly influences.
5. Students will personally respond to carrying out the Great Commission locally and around the world in a culturally sensitive manner.
6. Students will be well prepared in all academic disciplines.
7. Students will appreciate the arts and understand how they express and shape their beliefs.

Policy Type: Executive Limitations

Policy Title: Global Executive Constraint

Policy 2.0

The Head of School shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

Policy Type: Executive Limitations
Policy Title: Treatment of Customers

Policy 2.1 With respect to interactions with students/families or potential students/families, the Head of School shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality.

Accordingly, the Head of School shall not:

- 1.1. Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
- 1.2. Operate without clear policies as defined in the parent/student handbooks and on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected.
 - 1.2.1. The Head of School shall not fail to define and implement a dress code.
 - 1.2.1.1. On spiritual issues, reflects appropriate attention to modesty and respect.
 - 1.2.1.2. On preferential issues, reflects neatness and appropriateness.
 - 1.2.1.3. Significant changes are not implemented without prior board awareness.
- 1.3. Fail to provide a Biblical grievance process and inform students/families accordingly.
- 1.4. Fail to operate in respectful partnership with parents/guardians.
- 1.5. Fail to consistently and effectively communicate in a non-defensive manner with students/families.
- 1.6. Enroll families who do not meet the school's admission requirements:
 - 1.6.1. Students must be capable of succeeding within the school context.
 - 1.6.2. Parents must be supportive of school policies and practices.
- 1.7. Operate without appropriate child abuse and sexual harassment policies.
- 1.8. Neglect to enforce customer contractual obligations and will not neglect to make reports of such to the board of directors at each regular meeting with the board of directors.

Policy Type: Executive Limitations

Policy Title: Treatment of Staff

Policy 2.2 With respect to the treatment of current or prospective paid staff, the Head of School may not cause or allow conditions which are unjust, unlawful, unsafe, unbiblical, undignified, or lacking appropriate confidentiality.

Accordingly, the Head of School shall not:

- 2.1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
- 2.2. Discriminate against any staff member for using Biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.3. Prevent staff from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his/her detriment.
- 2.4. Fail to acquaint staff with this policy (2.2.3).
- 2.5. Hire employees that do not meet the appropriate qualifications.
Additionally, all ...
 - 2.5.1. Administrative and instructional staff must be:
 - 2.5.1.1. Spiritually qualified
 - 2.5.1.2. Academically qualified with at least a bachelor's degree
 - 2.5.1.3. Certifiable by ACSI
 - 2.5.1.4. Non-instructional staff must give evidence of competence in assigned area of responsibility.
- 2.6. Contract with individuals or companies that do not have appropriate licenses.
- 2.7. Fail to monitor the work of each staff member and provide timely written performance reviews consistent with stated job expectations and fundamentally designed to foster professional development.
- 2.8. Fail to consistently promote and provide staff development.
- 2.9. Operate without appropriate child abuse and sexual harassment policies that are communicated to staff.
- 2.10. Hire based upon personal influence of or relationship with a prospective employee.

Policy Type: Executive Limitations

Policy Title: Financial Planning and Budgeting

Policy 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Head of School shall not allow budgeting which:

- 3.1. Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 3.2. Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition and fees in that period.
- 3.3. Does not ensure ongoing staff/teacher development and retention.
- 3.4. Fails to provide funds for board maintenance and development.
- 3.5. Designates more than 7% of tuition revenue for tuition financial assistance (aggregate) of needy families and staff discounts.
- 3.6. Fails to designate 5% of total budget revenue as a contingency fund (by 2008-2009 school year).
- 3.7. Is negatively impacted by spending practices that exceed the amount of designated gifts without disclosure to the Board and Board approval.
- 3.8. Sets tuition, fees, or a final budget for the school without Board approval, with such approval to be made no later than the January meeting of the Board.
 - 3.8.1. Such Board approval may not occur without all necessary input from school administration.

Policy Type: Executive Limitations

Policy Title: Financial Condition and Activities

Policy 2.4 With respect to the actual, ongoing financial condition and activities, the Head of School shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Accordingly, the Head of School shall not:

- 4.1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (to follow) is met.
- 4.2. In debt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
- 4.3. Use any long-term reserves.
- 4.4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.
- 4.5. Fail to settle payroll and debts in a timely manner.
- 4.6. Allow tax payments of other government-ordered payments or filing to be overdue or inaccurately files.
- 4.7. Make a purchase or commitment greater than \$10,000 of any single contract regardless of the duration, even if using funds from a specific donation, without such being a budgeted item or without disclosure to and approval by the Board of Directors. If such expenditure is being contemplated pursuant to receiving bids from third party vendors or service providers, such bids shall be disclosed in writing to the Board for approval prior to work being commenced.
- 4.8. Acquire, encumber, or dispose of real property.
- 4.9. Fail to aggressively pursue receivables after a reasonable grace period.
- 4.10. Fail to develop, implement and maintain a fixed asset management system and record all fixed assets therein in an opening inventory as of July 1 and a closing inventory as of June 30.

Policy Type: Executive Limitations

Policy Title: Emergency Head of School Succession

Policy 2.5 In order to protect the board from sudden loss of Head of School services, the Head of School may have no fewer than two other executives familiar with board and Head of School issues and processes.

Policy Type: Executive Limitations

Policy Title: Asset Protection

Policy 2.6 The Head of School shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Head of School shall not:

- 6.1. Fail to insure against theft and casualty losses to at least 80% of replacement value against liability losses to board members, staff, and the organization itself in an amount greater than the average for comparable organizations.
- 6.2. Allow unbonded personnel access to material amounts of funds.
- 6.3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 6.4. Unnecessarily expose the organization, its board, or staff to claims of liability.
- 6.5. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$1000 without having obtained comparative prices and quality; (3) of over \$5000 without a stringent method of assuring the balance of long-term quality and cost.
- 6.6. Fail to protect intellectual property, information, and files from loss or significant damage.
- 6.7. Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
- 6.8. 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.
- 6.9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 6.10. Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all.

Policy Type: Executive Limitations

Policy Title: Compensation and Benefits

Policy 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Head o School shall not cause or allow jeopardy to fiscal integrity, Christian testimony, or public image.

Accordingly, the Head of School shall not:

- 7.1. Change his/her compensations and benefits.
- 7.2. Promise or imply permanent or guaranteed employment.
- 7.3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 7.4. 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 loses in revenue.
- 7.5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - 7.5.1. Incur unfunded liabilities.
 - 7.5.2. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 7.5.3. Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.5.4 Treat the Head of School differently from other key employees.
- 7.6. Fail to use a table and/or formula-based compensation plan for faculty salaries.
- 7.7. Award non-budgeted bonuses.

Policy Type: Executive Limitations

Policy Title: Programs/Services

Policy 2.8 With respect to the programs and services provided by the school, the Head of School shall not fail to ensure that these programs and services meet or exceed school and or accreditation standards.

Accordingly, the Head of School shall not:

- 8.1. Eliminate or add any major category or program offerings.
- 8.2. Fail to evaluate the relationship of class size to the learning environment and financial condition of the school.
- 8.3. Fail to evaluate the impact of gender, personality, and learning styles within various class environments
- 8.4. Fail to make a reasonably accommodative environment available to students with learning differences.
- 8.5. Fail to maintain accredited status with WASC and ACSI.
- 8.6. Fail to maintain the school's membership in ACSI
- 8.7. Fail to establish a comprehensive curriculum review cycle.
- 8.8. Fail to ensure a biblical worldview as it pertains to instruction and correction.
- 8.9. Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time.
- 8.10. Fail to provide ample extra-curricular opportunities.
- 8.11. Fail to provide an Ends-directed strategic plan updated annually.
- 8.12. Cause or allow any use of alcohol at HCS events except on infrequent special occasions and not without accompanying reasonable guidelines to minimize inappropriate behavior due to excessive individual consumption.
- 8.13. Cause or allow any use of alcohol at HCS events that are predominantly student-related

Policy Type: Executive Limitations

Policy Title: Donors/Donations/Fund-Raising

Policy 2.9 The Head of School shall not allow fund-raising that is unethical, in violation of Biblical principles; insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of Hillcrest Christian School.

Accordingly, the Head of School shall not:

- 9.1. Accept gifts without first assessing the appropriateness of the gift.
- 9.2. Accept gifts that may cause the school to deviate from its mission.
- 9.3. Use donations for purposes other than that for which they were solicited. Donations may be used for other projects only with the consent of those donors whose funds are being used.
- 9.4. Fail to receipt donors using the IRS charitable standard and thank donors in a timely manner and communicate to them the importance of their donation.
- 9.5. Fail to ensure that all fund-raising activities are well coordinated.
- 9.6. Allow donor funds to be missed or congregated into one account when separate accounts are necessary for tracking and accountability.
- 9.7. Fail to gain board participation and agreement before announcing a major funding initiative.
- 9.8. Fail to establish and enforce clearly understood standards of measurement by which fund-raising personnel may gauge their level of success.
- 9.9. Fail to deliberately guard against activities that may jeopardize the school's 501(c) 3 tax status.
- 9.10. Fail to keep accurate donor records.
- 9.11. Allow any fund-raising club or organization under the auspices of the school to operate without appropriate written guidelines and accountability.

Policy Type: Executive Limitations

Policy Title: Communication and Support to the Board

Policy 2.10 The Head of School shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the Head of School shall not:

- 10.1. Neglect to submit monitoring data required by the board (see policy on Monitoring head of School Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 10.2. Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any board policy has previously been established.
- 10.3. Fail to advise the board if, in the Head of School's opinion, the board is not in compliance with its own policies on Governance Process and Board-Head of School Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Head of School.
- 10.4. Fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
- 10.5. 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.
- 10.6. Fail to provide a mechanism for official board, officer, or committee communications.
- 10.7. Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
- 10.8. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.
- 10.9. Fail to supply for the consent agenda all items delegated to the Head of School yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

Policy Type: Executive Limitations

Policy Title: Ends focus of Grants or Contracts

Policy 2.11 The Head of school may not enter into any grant or contract arrangements that fails to emphasize primarily the production of Ends and secondarily, the avoidance of unacceptable means.

Accordingly, the Head of School shall not:

- 11.1. Fail to prohibit particular methods and activities to preclude grants from being used in imprudent, unlawful, or unethical ways.
- 11.2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.
- 11.3. Fund specific methods except when doing so for research purposes, when the result to be achieved is knowledge about differential effectiveness of various methods.

Policy Type: Executive Limitation

Policy Title: Global Governance Commitment

Policy 3.0 With a sense of accountability to God as Ultimate Owner, and on behalf of those that are passionate about and share a sacrificial commitment to the ministry of Hillcrest Christian School and the impact of the community for Jesus Christ, as fellow stewards, the board is to assure that Hillcrest Christian School achieves appropriate results for appropriate persons as an appropriate cost, and avoids unacceptable actions and situations.

Policy Type: Governance Process

Policy Title: Governing Style

Policy 3.1 The board will govern with an emphasis on (1) Biblically-based integrity and truthfulness in all methods and practices; (2) outward vision rather than internal preoccupation, (3) encouragement of diversity in viewpoints, (4) strategic leadership more than administrative detail, (5) clear distinction of board and Head of School roles, (6) collective rather than individual decision, (7) future rather than past or present, and (8) proactivity rather than reactivity.

Accordingly,

- 1.1. We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 1.2. We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with Biblical truth.
- 1.3. Hillcrest Christian School, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, sex, or military status.
- 1.4. 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.
- 1.5. The board will direct, control, and inspire the organization through the careful establishment of board written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
- 1.6. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual board development will include orientation of new board members in the board's

governance process and periodic board discussion of process improvement.

- 1.7. 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 policies in the Governance process and Board-Head of School Linkage categories.
- 1.8. Each member of the board will support the final determination of the board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 1.9. All board action requires approval by simple majority of a quorum (quorum being half voting members plus one, rounded up to the next number) of voting members.

Policy Type: Governance Process
Policy Title: Board Job Description

Policy 3.2 The job of the board is to represent the those that are passionate about and share a sacrificial commitment to the ministry of Hillcrest Christian School and the impact of the community for Jesus Christ, in determining and demanding appropriate organizational performance.

Accordingly,

- 2.1. The board will produce the link between the organization and the ownership.
- 2.2. The board will produce written governing policies that, at the broadest levels, address each category or organizational decision.
 - 2.2.1. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 2.2.2. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - 2.2.3. Governance Process: Specification of how the board conceives, carries out, and monitors its own task.
 - 2.2.4. Board-Head of School Linkage: How power is delegated and its proper use monitored; the Head of School role, authority, and accountability.
- 2.3. The board will produce assurance of Head of School performance (against policies in 3.2.2.1 and 3.2.2.2.)
- 2.4. The board will be involved in raising funds for capital projects, as it may from time to time deem necessary in cooperation and coordination with the Head of School.

Policy Type: Governance Process

Policy Title: Agenda Planning

Policy 3.3 To accomplish its job products 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.

Accordingly,

- 3.1. The cycle will conclude each year on the last day of September 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.
 - 3.1.1. Each year, the board will review the final annual budget in September.
- 3.2. The cycle will start with the board's development of its agenda for the next year.
 - 3.2.1. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the spring, to be held during the balance of the year.
 - 3.2.2. Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the spring, to be held during the balance of the year.
 - 3.2.3. The chair is encouraged, at the commencement of the board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for board consideration. Any board member desiring to recommend any matter for board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled board meeting. By an affirmative vote of a majority of the members of the board, or of those present at a meeting, additional matters may be added to the agenda of any board meeting.
- 3.3. The board will meet monthly, generally the first Thursday. Additional meetings will be scheduled as required.
- 3.4. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.

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- 3.5. Head of School monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
- 3.6. Head of School contract renewal and remuneration will be decided during the month of March, after a review of monitoring report received in the last year. The evaluation process for the Head of School will be done in the month of February.

Policy Type: Governance Process
Policy Title: Chairperson's role

Policy 3.4 The chairperson assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly,

- 4.1. The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 4.1.1. Meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the Head of School.
 - 4.1.2. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
- 4.2. The authority of the chairperson consists in making decisions that fall within topics covered by board policies on Governance process and Board-Head of School Linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - 4.2.1. The chairperson is empowered to chair board meetings, with all the commonly accepted power of that position (for example, ruling and recognizing).
 - 4.2.2. The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Head of School.
 - 4.2.3. The chairperson may represent the board to outside parties in announcing board-stated position and in stating chair decision and interpretations within the area delegated to her or him.
 - 4.2.4. The chairperson may delegate this authority but remains accountable for its use.
- 4.3. The chairperson may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policies or the organization's bylaws.

Policy Type: Governance Process
Policy Title: Board Members' Code of Conduct

Policy 3.5 The board commits itself and its members to Biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly,

- 5.1. Members must represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as advocacy for interest groups and membership on other boards or staff. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
- 5.2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 5.2.1. There must be no self-dealing or any conduct or private business or personal services between any board members and the organization except as procedurally (which is defined as conducting business through Board accountability and examination of conflict of interest) controlled to assure openness, competitive opportunity, and equal access to inside information to ensure fairness to both parties involved.
 - 5.2.2. 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.
 - 5.2.3. 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.
 - 5.2.4. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
- 5.3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 5.3.1. Members' interactions with the Head of School or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - 5.3.2. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any board members to speak for the board except to repeat explicitly stated board decisions.
 - 5.3.3. Members will give no consequence or voice to individual judgments of Head of School or staff performance.
- 3.5.4 Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 3.5.5 The board shall assure that all board business only be discussed in a board meeting or by e-mail to include all members, unless such discussion

concerns matters normally discussed in an executive session, in which case the HOS shall be omitted.

Policy Type: Governance Process

Policy Title: Board Member Individual Responsibilities

Policy 3.6 The board commits itself to the individual and collective participation of its members to insure leadership success.

Therefore, each board member is expected to participate in the following ways:

- 6.1. Attendance – As board contemplation, deliberation, and decision-making are processes that require wholeness, collaboration and participation, attendance at board meetings is required of board members. Board members are allowed no more than four (4) absences from meetings per year.
- 6.2. Preparation, participation, and punctuality – board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills, and expertise to the board's efforts to fulfill its responsibilities.
- 6.3. Members as individuals – the Head of School is accountable only to the board as an organization, and not to individual board members. Accordingly, the relationship between the Head of School and individual members of the board, including the board chair, is collegial, not hierarchical.
- 6.4. Volunteerism – As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all board members are expected to volunteer beyond normal meeting times according to their ability. In view of the Head of School's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person.
- 6.5. Contributions – Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Hillcrest Christian School. The demonstration of support, rather than the amount of the contribution, is of primary importance; members are expected to contribute only within their individual means.
- 6.6. Continuing Education – Each board member is expected to make appropriate annual efforts toward continuing education in governance including the philosophy of Christian education.
- 6.7. Members will commit to regularly pray for the school.

Policy Type: Governance Process

Policy Title: Board Committee

Policy 3.7 Board committees, 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 Head of School.

Accordingly,

- 7.1. 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.
- 7.2. 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 Head of School.
- 7.3. Board committees cannot exercise authority over staff. Because the Head of School works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
- 7.4. 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.
- 7.5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 7.6. 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 Head of School.

Policy Type: Governance Process

Policy Title: Board Committee Structure

Policy 3.8 A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

- 8.1. Governance Committee
 - 8.1.1. Product: Orientation of new members and continuing education of current members. Evaluate the board process for adherence to Policy Governance.
 - 8.1.2. Authority: Incur costs of no more than set aside in accordance with the Cost of Governance policy.
- 8.2. Nominating Committee
 - 8.2.1. Product: properly screened potential board members in accordance with Policy 3.9.2 and a nomination for Board President in accordance with Policy 3.9.3.
 - 8.2.2. Authority: To incur costs of no more than \$1000 and no more than 30 hours of staff time per year.
 - 8.2.3. The board of directors will determine, by majority vote of the board quorum, the membership and the leadership of the Nomination Committee.
- 8.3. Audit Committee
 - 8.3.1. Product: Set specifications and scope of outside audit by no later than May each year
 - 8.3.2. Authority: To incur no more than \$8,500 and no more than 50 hours of staff time per year.

Policy Type: Governance Process

Policy Title: Board Size, Nomination, Election, Officers, Duties and Term Limits

Policy 3.9 The board aims to maintain a size of seven (7) elected members. The board nomination committee will properly screen and nominate, for board consideration, the board chair, and individuals to fill vacancies on the board.

Accordingly:

- 9.1. No later than the November meeting, the current board will elect a board nomination committee. It will elect its own chair and solicit suggestions for nominations.
- 9.2. By no later than the March meeting, the board nomination committee will qualify potential board nominees.
- 9.3. At the April meeting, the board shall:
 - 9.3.1. Approve or disapprove the board nomination committee's nomination for new board chair; and
 - 9.3.2. Approve or disapprove the board nomination committee's nominations for new board members.
 - 9.3.2.1. If more nominees are approved than slots are available, the board will rank nominees in the order in which they should be approached until available slots are filled. Nominees will be approached only after board approval and then shall be given the invitation to serve along with conditions of service.
 - 9.3.2.2. Individuals may not be nominated or serve if they or their spouse are members of the administrative team of Hillcrest Christian School or are contract employees.
- 9.4. Members of the board shall serve no more than three (3) consecutive three (3) year terms.
- 9.5. Members who serve three (3) consecutive three (3) year terms may be nominated for board membership again after spending a minimum of one (1) year off the board.
- 9.6. Re-nomination/nomination of board members may be based upon such factors, as the board nomination committee deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.
- 9.7. Officers - None of the following board offices have been created for the purpose of helping, advising, instructing, or exercising responsibility for or authority over any aspect of organization that has been delegated to the Head of School.
 - 9.7.1. PRESIDENT – The Board President shall, if present, preside at all meetings of the Board, and perform such other powers and duties as may be from time to time assigned by the Board. The Board President shall be responsible to set the agenda for Board meetings, with input

from Board Members. The Board President shall be the Board's point person in communications with the Head of School, and shall be responsible to present any messages from the Board to third parties outside of Board meetings. The above duties and responsibilities shall be in addition to such duties and responsibilities assigned to the Board President pursuant to Policy 3.4 of the HCS Policy Manual.

9.7.2. VICE-PRESIDENT – The Board Vice-President, in the absence of the Board President, shall preside at all meetings of the Board, and perform such other duties as assigned to the Board President listed above and as assigned to the Board President pursuant to Policy 3.4 of the HCS Policy Manual.

9.7.3. TREASURER – The Board Treasurer, to the extent necessary and as assigned by the Board, shall be the Board's representative in communications and dealings with the School's outside accountants, with the purpose of working with the Head of School in presenting the Head of School Report to the Board. The Board Treasurer shall further perform such other powers and duties as may be from time to time assigned by the Board.

9.7.4. SECRETARY – The Board Secretary shall keep record of regular and special meetings of the Board and shall prepare minutes of each meeting for inspection and approval by the Board. The Board Secretary shall further perform such other powers and duties as may be from time to time assigned by the Board.

Policy Type: Governance Process
Policy Title: Cost of Governance

Policy 3.10 Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

Accordingly:

- 10.1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 10.1.1. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing members' skills and understandings.
 - 10.1.2. Outside monitoring assistance will be arranged, as needed, so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - 10.1.3. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 10.2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - 10.2.1. Up to \$3000 in a fiscal year for training, including attendance at conferences and workshops.
 - 10.2.2. Up to \$5000 in a fiscal year for audit and other third-party monitoring of organizational performance.
 - 10.2.3. Up to \$2000 in a fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

Policy Type: Governance Process
Policy Title: Appeals to BODs

- Policy 3.11 Appeals to the BODs will be handled in such a way as to preserve the integrity of the organization's governance policy manual and to assure equal deliberation when the BODs does determine to hear an appeal.
- 3.11.1 The BODs will only hear appeals when all other means have been exhausted to remedy the concern following principles of Matthew 18:15-17 as per student-parent handbook and/or employee handbook.
 - 3.11.2 Requests to meet with the BODs must be done in writing and submitted to the entire BODs with the request referencing specific policy(ies) and the justification to meet.
 - 3.11.3 When the BODs have determined that an appeal will be considered, a written communication will be sent to the requesting party. The exact issue(s) that will be considered by the BODs will be included.
 - 3.11.4 The hearing shall be conducted at a time determined by the BODs with appropriately determined parties present or available on campus (or meeting location) in order to expedite the decision and to allow for full disclosure of the information to the BODs.
 - 3.11.5 Only the party (parties) making the appeal may attend the appeal hearing unless the BODs specifically authorize any third parties.
 - 3.11.6 When the outcome of the appeal is determined, the decision shall be reported in writing by the BODs to the directly interested parties of the appeal.

Policy Type: Board-Head of School Linkage

Policy Title: Global Board-Head of School Linkage

Policy 4.0 The board's sole official connection to the operational organization, its achievements, and conduct will be through a Head of School.

Policy Type: Board-Head of School Linkage
Policy Title: Global Board-Head of School Linkage

Policy 4.1 Only decisions of the board acting as a body are binding on the Head of School.

Accordingly,

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

Policy Type: Board-Head of School Linkage
Policy Title: Accountability of the Head of School

Policy 4.2 The Head of School 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 Head of School.

Accordingly,

- 2.1. The board will never give instructions to persons who report directly or indirectly to the Head of School.
- 2.2. The board will refrain from evaluating, either formally or informally, any staff other than the Head of School.
- 2.3. The board will view Head of School 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 Head of School performance.

Policy Type: Board-Head of School Linkage
Policy Title: Delegation to the Head of School

Policy 4.3 The board will instruct the Head of School through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable interpretation of these policies.

Accordingly,

- 3.1. The board will develop policies instructing the Head of School 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*.
- 3.2. The board will develop policies that limit the latitude the Head of School 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.
- 3.3. As long as the Head of School uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Head of School is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- 3.4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Head of School domains. By doing so, the board changes the latitude of choice given to the Head of School. But as long as any particular delegation is in place, the board will respect and support the Head of School's choices.

Policy Type: Board-Head of School Linkage
Policy Title: Delegation to the Head of School

Policy 4.4 Systematic and rigorous monitoring of Head of School (HOS) job performance will be solely against the only expected HOS job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly,

- 4.1. 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.
- 4.2. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the HOS 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, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 4.3. The purpose of the board executive session is only for the purpose of evaluation of performance and discussion of contract for the Head of School. As the board is assessing item 4.4.2(c) of stated policy, the Head of School will be given the appropriate opportunity for his/her interpretation of collected data.
- 4.4. In every case, the standard for compliance shall be any reasonable HOS interpretation of the board policy being monitored.
- 4.5. All policies that instruct the HOS 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.

<i>Policy</i>	<i>Frequency</i>	<i>Month to Report</i>
Ends	Annually	All year
General Executive Constraint	Annually	October
Treatment of Consumers	Annually	October
Treatment of Staff	Annually	September
Financial Review Report	Annually	October
Financial Reports	Monthly	July-June
Financial Condition and Activities	Annually	October
Asset Protection	Annually	March
Emergency HOS Succession	Annually	March
Compensation and Benefits	Annually	September
Programs and Services	Annually	October
Communication and Support	Annually	June-July
Donors/Donations/Fund-Raising	Semi-annually	Aug./Jan.

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Governing Style	Annually	March
Agenda Planning	Annually	March
Chairperson's Role	Bi-Annually	April – October
Board Member's Code of Conduct	Bi-Annually	April – October
Board Member's Individual Resp	Bi-Annually	May-November
Board Committee	Annually	May
Board Committee Structure	Annually	May
Board Size, Nomination etc	Annually	June
Cost of Governance	Annually	June
Global Board-Head of School		
Linkage	Quarterly	Sept., Dec, March, June
Accountability to Head of School	Annually	June
Delegation to the Head of School	Annually	July