

Cary Christian School

Board of Directors

Policy Governance Manual

TABLE OF CONTENTS

CHANGE TABLE

DOCUMENT PURPOSE

ENDS

1.0 MISSION

GOVERNANCE PROCESS

- 2.0 GOVERNANCE COMMITMENT
 - 2.1 GOVERNING STYLE & VALUES
 - 2.1.1 VALUE OF BIBLICAL APPLICATION
 - 2.2 BOARD JOB DESCRIPTION
 - 2.3 AGENDA PLANNING
 - 2.4 PRESIDENT'S ROLE
 - 2.5 BOARD MEMBERS' CODE OF CONDUCT
 - 2.6 BOARD MEMBER INDIVIDUAL RESPONSIBILITIES
 - 2.7 BOARD COMMITTEE PRINCIPLES
 - 2.8 BOARD COMMITTEE STRUCTURE
 - 2.9 COST OF GOVERNANCE
 - 2.10 CORPORATE MEETINGS

BOARD/STAFF LINKAGE

- 3.0 GOVERNANCE - MANAGEMENT CONNECTION
 - 3.1 UNITY OF CONTROL AND COMMUNICATION
 - 3.2 AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL ADMINISTRATOR
 - 3.3 DELEGATION TO THE SCHOOL ADMINISTRATOR
 - 3.4 MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

EXECUTIVE LIMITATIONS

- 4.0 GENERAL EXECUTIVE CONSTRAINT
 - 4.1 TREATMENT OF CONSUMERS
 - 4.2 HIRING AND TREATMENT OF STAFF
 - 4.3 FINANCIAL PLANNING/BUDGETING
 - 4.4 FINANCIAL CONDITION & ACTIVITIES
 - 4.5 ASSET PROTECTION
 - 4.6 EMERGENCY ADMINISTRATOR SUCCESSION
 - 4.7 COMPENSATION AND BENEFITS
 - 4.8 COMMUNICATION AND SUPPORT TO THE BOARD
 - 4.9 PROGRAMS / SERVICES

School Board's Year-round Agenda

ATTACHMENT A (Prerequisites for Service on Cary Christian School Board of Directors)

ATTACHMENT B (Cary Christian School Board of Directors Candidate Selection Plan and Milestones)

ATTACHMENT C (CCS Issue Resolution Guidelines)

ATTACHMENT D (CCS Treasurer's Calendar)

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

CHANGE TABLE

This document was first approved at the August 14, 2001 Board meeting. All subsequent changes are highlighted below for quick reference.

- 9/11/01 Last page. Year Round Agenda- Changed to shift financial reports 1 month to coincide with fiscal quarters.
- 9/11/01 4.7.3- Delete the requirement to compare our schools salaries with other schools salaries. Gives the Administrator more flexibility.
- 9/11/01 2.6 – Change “expected” to “required”. Makes the criteria a requirement rather than just an expectation.
- 10/16/01 4.1.9 – Reword to clarify policy on teaching secondary doctrine. We wanted to clarify that we were not against the discussion or debate of different doctrines.
- 10/16/01 2.8.1.3 – Deleted the nominating committee duty to evaluate the board process for adherence to the Policy Governance Model. Renumbered section.
- 10/16/01 2.8.1.5 – Changed the requirement to appointment Nominating Committee members in October in order to give them time for familiarization before the next year’s duties.
- 10/16/01 4.4.2 – Added a limitation to the use of long term reserves to require approval of the board.
- 11/13/01 3.4.4 – Changed frequency of financial reports to reflect what we need and presently do.
- 11/13/01 4.4.10 – Added a restriction to what funds can be accepted by the school.
- 6/11/02 2.5.2.3 & 2.5.2.4 Reworded to remove the restriction for a Board member to resign if the spouse desires employment.
- 6/11/02 4.2.6 Added section to require Administrator to obtain unanimous approval from the Board in order to hire or renew contract for the spouse of a Board member.
- 8/13/02 Added section 2.8.1.5 and Attachment A, giving the Nominating Committee guidance in it’s duties. Additionally, conveniently locates the requirements for potential Board member candidates.
- 10/22/02 Reworded Sect 4.9.1 to require Administrator to aggressively maintain ACCS accreditation.
- 1/14/03 Redistributed amounts in section 2.9.2
- 1/14/03 Changed 4.3.5 to include a reference to section 2.9.
- 2/11/03 Changed 2.4.1 to require a Board Presidential nominee to have previously served on the board for a year.
- 4/8/03 Added Sect. 2.3.2.3 requiring the Board President to address the membership in a letter every January.
- 12/8/03 Section 2.4.5 added, requiring the President of the Board to address the Corporate members in a written “State of the Corporation” letter every January.
- 12/8/03 Section 2.10 added, to state the Board’s responsibilities for organizing and administrating the Corporate Meetings, and clarify absentee voting procedures.
- 1/9/06 Section 4.1.10 added, regarding the reenrollment of siblings once a sibling has been removed voluntarily by their parents from CCS. Approved 10/12/04.
- 1/9/06 Section 2.5.1.1 added, requiring all Board members to report any conversations regarding CCS personnel, policy, governance, or gossip. Approved 12/14/04.
- 1/9/06 Added new Attachment B entitled “CCS Issue Resolution Guidelines”. Approved 3/22/05.
- 1/9/06 Section 4.1.5 updated to include the text “based on the "CCS Issue Resolution Guidelines" in Attachment B”. Approved 4/12/05.
- 1/9/06 Section 4.1.9 updated to correct the third word from the end of the statement from “on” to “in”. Approved 4/12/05.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

- 1/9/06 Section 4.2.2 updated to include the text “based on the "CCS Issue Resolution Guidelines" in Attachment B”. Approved 4/12/05.
- 1/9/06 Section 2.5.7 added to state the Board Member Discipline Policy. Approved 4/12/05.
- 4/7/07 Updated the “School Board’s Year-round Agenda.” Approved 8/9/05.
- 4/7/07 Updated attachment A, “Prerequisites for service on the Cary Christian School Board of Directors”, to include book by Bruce N. Shortt, “The Harsh Truth About Public Schools”. Approved 12/13/05.
- 4/7/07 Added new attachment B entitled, “Cary Christian School Board of Directors Candidate Selection Plan and Milestones”. Moved previous attachment B, “CCS Issue Resolution Guidelines”, to attachment C. Approved 12/13/05.
- 4/7/07 Changed 2.9 to the following, “The Board will invest in it’s governance capacity.” The text was incorrect. Approved 12/13/05.
- 4/7/07 Changed 2.10 to the following, “The Board is responsible for organizing and administrating effective Corporation Meetings.” The text was incorrect. Approved 12/13/05.
- 4/7/07 Changed 2.8.1.1, 2.8.1.2, 2.8.1.3, 2.8.1.4, and 2.8.1.5 regarding the Board Nominating Committee. Reworded each item to add more clarity. Approved 12/13/05.
- 4/7/07 Added 2.8.1.6, 2.8.1.7, 2.8.1.8, and 2.8.1.9 to further define the duties of the Board Nominating Committee. Approved 12/13/05.
- 4/7/07 Inserted a new 2.10.2 and renumbered the existing 2.10.2 and remaining items to 2.10.3, etc. The new 2.10.2 addresses the approval of the final slate of Board candidates that will stand for election during the fall Corporation Meeting. Approved 12/13/05.
- 4/7/07 Deleted 4.4.5 regarding the movement of funds. Placed responsibility with the Administrator. Approved 12/13/05.
- 4/15/07 Changed 4.4.4. The word funds was changed to donations. Approved 1/10/06.
- 4/15/07 Changed 2.8.2.2 to address committee membership. Approved 1/10/06.
- 4/15/07 Changed 2.8.2.3 to direct the Board to use the spring Corporation Meeting to educate the membership regarding the educational philosophy of CCS. Approved 1/10/06.
- 4/15/07 Deleted 2.8.2.4. Small group meetings no longer being used. Approved 1/10/06.
- 4/15/07 Changed 2.8.3.1 to remove the phrase “without burden to CCS annual operations budget”. Approved 1/10/06.
- 4/15/07 Changed 2.8.3.2 to address defining ways and means of Capital Development Committee. Approved 1/10/06.
- 4/15/07 Deleted 2.8.3.3 since the committee is not responsible for raising capital to support long term needs of CCS. Approved 1/10/06.
- 4/15/07 Added 2.8.4.3 to address committee membership. Approved 1/10/06.
- 4/15/07 Changed 4.1.9 to more fully address the teaching of Christian denominational doctrine within the curriculum of CCS. Approved 1/10/06.
- 4/15/07 Added new attachment D entitled, “CCS Treasurer’s Calendar”. Approved 5/9/06.
- 4/15/07 Changed 4.7.6 from one percent to three percent. Approved 9/12/06.
- 4/15/07 Changed 4.3.3 to include prior year surpluses. Approved 2/13/07.
- 4/15/07 Changed 4.3.4 to increase minimum reserve to \$150,000 plus accumulated long term reserves. Approved 2/13/07.
- 4/15/07 Changed 4.3.6 to clarify the budgeting of long term reserves. Approved 2/13/07.
- 4/15/07 Added 4.4.10 to require the Administrator to institute a service program for families accepting and receiving tuition assistance. Approved 3/6/07.
- 9/11/07 Changed 2.3.6 to read June instead of January to correct error.
- 9/11/07 Updated chart in section 3.4 to correct errors in the schedule.
- 9/11/07 Updated the “School Board’s Year-round Agenda” to correct errors.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

4/5/08 Made several spelling and grammar corrections and synchronized wording between a few summary and detail pages as follows:

- Documented Purpose – corrected spelling of “supersede”.
- Policy 2.0 – removed comma after “Board” in “The purpose of the Board, is...”, changed “businesslike” to “professional” on 2.5, and changed wording of 2.8 to match wording of detail page for 2.8.
- Policy 2.8 – changed title of Appendix B in 2.8.15 (“Cary” was missing).
- Policy 4.0 – changed “that” to “which” in 4.1 to match wording of detail page for 4.1.
- Policy 4.2 – changed “that” to “which” and added “hiring and” to match the wording of 4.0.
- Policy 4.8 – added “to” – it had been omitted.
- Policy 4.9 – added “, and adhere to the Logos model” to match wording of 4.0.
- School Board’s Year-round Agenda – corrected spelling of “announcement” under September.
- School Board’s Year-round Agenda – moved a few tasks from one month to another.
- Appendix A – removed “2002” from “Cary Christian School’s 2002 Board of Directors”.

5/14/08 2.3.1 – Changed April to June and the last statement about when to report the information. Approved 5/12/08.

5/14/08 2.4.5 – Removed ‘report the “State of the Corporation” and’ since this is addressed in policy 2.3.2.3. Approved 5/12/08.

5/14/08 Added new policy 4.4.11 to address re-financing of mortgage. Approved 5/12/08.

6/12/08 Changed 2.3.2.3 to allow flexibility with regard to when the report is produced. The words “in January” were replaced with “prior to the end of the academic year”. Approved 6/10/08.

6/12/08 Moved 2.3.2.3 from “Agenda Planning” Policy to “President’s Role” Policy as the new 2.4.6 policy. Approved 6/10/08.

11/10/08 Changed 2.8.1.3 to clarify that training is for prospective Board members. Approved 10/21/08.

11/10/08 Removed 2.9.5.1, 2.9.5.2, and 2.9.5.3. Approved 10/21/08.

11/23/08 Changed 4.7.6 to increase percentage from 3 to 7 and add more clarity. Approved 11/11/08.

1/5/09 Changed 4.1.10 to clarify the board’s position and policies in regards to the reenrollment of students and the role of the Administrator. Approved 12/9/08.

1/5/09 Added 4.1.11 to define the expectation for communicating policy 4.1.10. Approved 12/9/08.

2/8/09 Changed 2.5.1.1 to clarify how a Board member should report conversations on topics outside of the Board’s agreed upon boundaries. Approved 1/13/09.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

DOCUMENT PURPOSE:

This document defines the responsibility of the Cary Christian School Board (Board), and the delegation of responsibility from the Board to the Cary Christian School Administrator (Administrator). No policy in this document may supersede any of the By-Laws of Cary Christian School, Inc.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: ENDS

POLICY TITLE: MISSION

POLICY 1.0 The mission of CCS is to provide students with rigorous academic instruction designed to develop the skills for a lifetime of continued learning, in an orderly atmosphere structured to support the moral, social, physical and spiritual development occurring simultaneously in the Christian home. All instruction will be based upon a decidedly biblical world and life view and designed to equip all students spiritually, mentally, and physically for every good work to which the Lord calls them. (Eph. 2:10; Rom. 12:2).

Accordingly, in the programs and teaching at all levels, as well as through extracurricular activities and examples set by faculty and staff, C.C.S. strives to:

- 1.1 Teach all subjects in the curriculum as parts of an integrated whole with the scripture at the center (II Timothy 3:16-17).
- 1.2 Provide a clear model of biblical Christian life through the school staff and School Board (Matthew 22:37-40)
- 1.3 Encourage every student to begin and develop a personal relationship with God the Father through Jesus Christ (Matthew 28:18-20).
- 1.4 Emphasize grammar, logic, and rhetoric in all subjects. (Grammar is to be understood as the fundamental rules and data of each subject. Logic is to be understood as the ordered relationship of particulars in each subject. Rhetoric is to be understood as the means by which the grammar and logic of each subject may be expressed clearly.)
- 1.5 Encourage every student to develop a love for learning and to achieve maximum academic potential.
- 1.6 Foster an atmosphere whereby students learn to love their classmates, teachers, and others in the community.
- 1.7 Provide an orderly and secure atmosphere conducive to maintaining this mission.

In summary, we seek to provide the children of Christian families, in the Cary, NC area, with the skills for a lifetime of learning, and equip them spiritually, mentally, and physically for every good work to which the Lord calls them utilizing well-trained Godly faculty in an environment conducive to learning.

POLICY TYPE: GOVERNANCE PROCESS

POLICY 2.0 POLICY TITLE: GOVERNANCE COMMITMENT

- POLICY 2.0 The purpose of the Board is to ensure that Cary Christian School (1) achieves appropriate results for appropriate persons at an appropriate cost, *and* (2) avoids unacceptable actions and situations.
- 2.1 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Administrator roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.
 - 2.2 The Board is responsible for determining and demanding appropriate organizational performance.
 - 2.3 To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.
 - 2.4 The president assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
 - 2.5 The Board commits itself and its members to biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
 - 2.6 The Board commits itself to the individual and collective participation of its members to insure leadership success.
 - 2.7 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 Administrator.
 - 2.8 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. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.
 - 2.9 The Board will invest in its governance capacity.
 - 2.10 The Board is responsible for organizing and administrating effective Corporation Meetings.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE & VALUES

POLICY 2.1 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Administrator roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 2.1.1 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 2.1.2 The Board, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, gender, or military status. The Board's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its Corporation members.
- 2.1.3 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 the 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.
- 2.1.4 The Board will direct, control and inspire the organization through the careful establishment of broad 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 its intended long-term vision, not on the administrative or programmatic means of attaining those ends.
- 2.1.5 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. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 2.1.6 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the May meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.
- 2.1.7 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.
- 2.1.8 All Board action requires approval by simple majority of voting members.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VALUE OF BIBLICAL APPLICATION

POLICY 2.1.1 We believe that deriving practical applications from and modeling God’s Word are essential to completing our mission consistent with biblical truth.

Accordingly, we believe:

- 2.1.1.1 That a Christian, faith-based education is essential to the achievement of our mission.
- 2.1.1.2 That Christian schools exist to support parents and the church in fulfilling the parents’ biblical responsibility to educate children.
- 2.1.1.3 That teaching God’s Word, and teaching how to apply God’s Word, is essential to education.
 - 2.1.1.3.1 All truth is God’s truth.
 - 2.1.1.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 2.1.1.3.3 The work of the Holy Spirit is significant.
 - 2.1.1.3.4 Prayer is essential.
 - 2.1.1.3.5 Every individual is of value; all are uniquely created in the image of God.
 - 2.1.1.3.6 That a personal relationship with Christ is essential.
- 2.1.1.4 That every aspect of curriculum should be permeated with God’s Word, including teaching on...
 - 2.1.1.4.1 the natural world.
 - 2.1.1.4.2 human history and God’s activity in it.
 - 2.1.1.4.3 humanity, its cultures, and how we are to live in the world.
- 2.1.1.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty and staff...
 - 2.1.1.5.1 embody excellence.
 - 2.1.1.5.2 demonstrate a servant’s heart.
 - 2.1.1.5.3 serve in harmony.
 - 2.1.1.5.4 engage only in activities consistent with biblical truth.
 - 2.1.1.5.5 model submission to authority.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 2.2 The Board is responsible for determining and demanding appropriate organizational performance.

Accordingly:

- 2.2.1 The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 2.2.1.1 **ENDS:** Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 2.2.1.2 **EXECUTIVE LIMITATIONS:** Constraints on executive authority, which establish the boundaries within which all executive activity and decisions must take place.
 - 2.2.1.3 **GOVERNANCE PROCESS:** Specification of how the Board conceives, carries out and monitors its own task.
 - 2.2.1.4 **BOARD/STAFF LINKAGE:** How power is delegated and its proper use monitored; the Administrator role, authority, and accountability.
 - 2.2.1.5 **DOCUMENT REVISIONS:** Revisions to these written governing policies must be approved by the Board. Notice of revisions must be communicated to the Board and the Administration, with receipt acknowledge required.
- 2.2.2 The Board will produce assurance of Administrator performance (against policies in 2.2.1.1 and 2.2.1.2).
- 2.2.3 The Board will be involved in the raising of funds, as it may from time to time deem necessary.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 2.3 To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

- 2.3.1 The cycle will conclude each year on the last day of June so that Board planning can be based on accomplishing a one year segment of the most recent statement of long term Ends, to be reported, if appropriate, in the President's annual report.
- 2.3.2 The cycle will start with the Board's development of its agenda for the next year.
 - 2.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, (e.g. presentations by futurists, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the Board's planning cycle.
 - 2.3.2.2 The President is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The President 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 president 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.
- 2.3.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 2.3.4 The Board will meet monthly, generally the 2nd Tuesday, at regularly designated place(s), and at pre-announced times. Such meetings shall be open to any member of the Corporation and shall be conducted from a published, printed agenda. Additional meetings will be scheduled as required. All meetings shall be conducted according to Robert's Rules of Order, and the minutes of each meeting shall be recorded and maintained in a permanent binder in the Corporation offices, available to Corporation members. In addition, the School Board may adjourn to a closed, executive session as the need arises to address spiritual, personnel, disciplinary, or sensitive issues.
- 2.3.5 School administrator monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 2.3.6 School administrator remuneration will be decided in June, after a review of monitoring reports received in the last calendar year from the Administrator.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: PRESIDENT'S ROLE

POLICY 2.4 The president assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 2.4.1 To be eligible for nomination to the position of Board President, the nominee must have previously served a minimum of one year as a member of the Board
- 2.4.2 The job result of the president is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 2.4.2.1 Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Administrator.
 - 2.4.2.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 2.4.3 The authority of the president consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.4.3.1 The president is empowered to preside over Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 2.4.3.2 The president has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the president has no authority to supervise or direct the Administrator.
 - 2.4.3.3 The president may represent the Board to outside parties in announcing Board-stated positions and in stating president decisions and interpretations within the area delegated to her or him.
 - 2.4.3.4 The president will represent the Board in matters that relate to the Administrator.
 - 2.4.3.5 The president may delegate this authority to other Board members but remains accountable for its use.
- 2.4.4 The president may appoint members and a chairman for each Board committee, unless otherwise stipulated by Board policies or the organization's bylaws.
- 2.4.5 The president shall publish an annual agenda in writing during January of each year. The spring and fall Corporation Meetings will be scheduled on the agenda.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

- 2.4.6 The President shall not fail to annually address the corporate body prior to the end of the academic year for the purpose of keeping the corporate body informed of accomplishments in the current one year segment and communicate the Board's long-term vision. This address may include, but is not restricted to, the introduction of new officers, recap of accomplishments, summarization of parent interviews and Board responses, reminders about board nomination criteria, promoting the ACCS conference, and information to address rumors and/or turmoil.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

POLICY 2.5 The Board commits itself and its members to biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

- 2.5.1 Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
 - 2.5.1.1 Board members will report any conversation, outside of legal board meetings, where the topic touches CCS personnel, policy, governance, or gossip to the highest Board Officer not involved, to be presented at the next Board Executive Session. The board member must report the name of the person they spoke with along with details of the entire conversation. If they are unwilling to report the name and the details of the conversation they must stop the conversation the moment it turns down the path toward such issues.
- 2.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 2.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 2.5.2.2 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.
 - 2.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates.
 - 2.5.2.4 Should a Board member desire employment within the organization, they must first resign.
- 2.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 2.5.3.1 Board members' interaction with the Administrator or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 2.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 2.5.3.3 Board members will give no consequence or voice to individual judgments of Administrator or staff performance.
- 2.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

- 2.5.5 Board members must meet the qualifications as stated in the By-Laws of Cary Christian School, Inc., Article VI, Section 1, Appointment and Qualification for Board Membership.
- 2.5.6 Board members must give unconditional acceptance to the CCS Statement of Faith.
- 2.5.7 Board Member Disciplinary Actions: Upon strict adherence to the Grievance Policy, any Board Member can bring to the Board a complaint against another Board Member. The charges should be filed in writing to the highest ranking officer not charged and should include the complaint and the measures completed to resolve the matter. The issue will be discussed in closed session and a determination made through a motion and adopted by the majority with the charged party abstaining. Determinations may include dismissal of the charges, disciplinary action, or expulsion. Expulsion must be referred to an investigative body comprised of three (3) Board Members; must follow Roberts Rules of Order (75. Trial of Members of Societies) and must be upheld by a ballot vote of two thirds of the Board. The investigative body will be determined through a blind draw of Board Members excluding the charged party.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

POLICY 2.6 The Board commits itself to the individual and collective participation of its members to insure leadership success.

Therefore, each Board member is required to participate in the following ways:

- 2.6.1 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. Members may not be absent from more than 4 (four) of the Board's regularly scheduled meetings in any fiscal year. Any absence, which exceeds this allotment, will be interpreted as that member's resignation from the Board.
- 2.6.2 Preparation and Participation - 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.
- 2.6.3 Members as Individuals - the Administrator is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Administrator and individual members of the Board, including the Board president, is collegial, not hierarchical.
- 2.6.4 Volunteerism - As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all Board members are expected to contribute a minimum of thirty (30) hours (inclusive of Board meeting time) annually to the school. In view of the Administrator's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Administrator or responsible staff person.
- 2.6.5 Contributions - Each Board member is expected to contribute generously within their individual means to make an annual financial contribution to Cary Christian School. The demonstration of support, rather than the amount of the contribution, is of principal importance; members are expected to contribute only within their individual means.
- 2.6.6 Board members will have their school-age children in Cary Christian School. The Board may approve exceptions to this policy under special situations.
- 2.6.7 Members will commit to regularly pray for the school.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 2.7 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 Administrator.

Accordingly:

- 2.7.1 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 direct dealings with current staff operations.
- 2.7.2 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 Administrator.
- 2.7.3 Board committees cannot exercise authority over staff. Because the Administrator works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
- 2.7.4 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 subject.
- 2.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 2.7.6 This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 2.8 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. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

2.8.1 Nominating Committee

- 2.8.1.1 Product: Properly screened potential Board members prior to the March Meeting of the Board.
- 2.8.1.2 Orientation of prospective Board members.
- 2.8.1.3 Produce an annual training session for the prospective CCS Board members.
- 2.8.1.4 The Board shall appoint the Nominating Committee Chairman at the September Board Meeting to serve until September of the year following and Nominating Committee members at the October Board Meeting to serve until September of the year following. The committee shall consist of one Board member and two members at large.
- 2.8.1.5 The Nominating Committee shall use the requirements and procedures as outlined in the “Prerequisites for service on Cary Christian School Board of Directors” pamphlet (Attachment A) and “Cary Christian School Board of Directors Candidate Selection Plan and Milestones” pamphlet (Attachment B).
- 2.8.1.6 The Nominating Committee Chairman shall not fail to keep the Board informed regarding the developmental candidate’s progress in completing the requisite materials and actions.
- 2.8.1.7 The Nominating Committee Chairman shall not fail to deliver a number of fully qualified candidates that is greater than the number of seats open for election that year.
- 2.8.1.8 The Nominating Committee Chairman shall present a slate of qualified candidates to the Board prior to the May Board Meeting.
- 2.8.1.9 The Nominating Committee shall not fail to ensure that prerequisites are met prior to the election and prior to assuming office.

2.8.2 Corporate Membership Committee

- 2.8.2.1 Product: CCS members who are informed of the methods and purpose of the classical education model and who are actively involved in the advancement of CCS pursuit of such a model in Cary, NC.
- 2.8.2.2 Corporate Membership Committee shall be comprised of all seven board members.
- 2.8.2.3 The Board shall utilize the spring Corporation Meeting to educate the membership regarding the educational philosophy of CCS.

2.8.3 Capital Development Committee

- 2.8.3.1 Product: A mature capital structure that supports building and sustenance of a permanent campus, student scholarship programs, and student financial aid programs.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

2.8.3.2 Devise ways and means of a Capital Development Committee as needed.

2.8.4 Building Committee

2.8.4.1 Product: A permanent classical education campus that facilitates all aspects of the CCS mission.

2.8.4.2 Oversight of campus location, design, planning and development. Responsible for allocation of capital funds designated for campus development and major maintenance (e.g. roofs, parking lots, etc.).

2.8.4.3 Building Committee shall be comprised of all seven board members.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 2.9 The Board will invest in it's governance capacity.

Accordingly:

- 2.9.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
- 2.9.2 Training and retraining will be used liberally to orient new members and candidates for Board membership, as well as to maintain and increase existing member skills and understandings.
- 2.9.3 Monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
- 2.9.4 The Board will use appropriate mechanisms periodically to ensure they are aware of corporate member views and satisfaction
- 2.9.5 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CORPORATE MEETINGS

POLICY 2.10 The Board is responsible for organizing and administrating effective Corporation Meetings.

Accordingly:

- 2.10.1 The Board schedules two Corporation Meetings to be held in the spring and fall of each year. The Corporation Meetings will be included in the annual agenda published by the Board President in January.
- 2.10.2 During the May meeting of the Board, the Board shall select and approve the final slate of candidates that will stand for election at the fall Corporation Meeting. Subsequent to this process the Board shall publish the slate of candidates selected to stand for election along with their respective candidate profile information.
- 2.10.3 The Board President shall not fail to publish an agenda not less than 30 days prior to the scheduled Corporation Meeting.
- 2.10.4 The Board shall insure that the election of Board members is by secret ballot.
- 2.10.5 The Board shall allow absentee ballots for all scheduled voting.
 - 2.10.5.1 Each completed absentee ballot must be registered with the Board Secretary before it can be deemed a valid vote.
 - 2.10.5.2 To insure secrecy, each ballot shall be placed inside an unmarked envelope and sealed by the person casting the vote. The unmarked envelope will be placed inside another envelope with the member's name written clearly on the outside of the envelope. The envelope shall be placed in the care of the Board Secretary for registration of the absentee vote and for safe keeping.
 - 2.10.5.3 At the time the voting takes place, the Secretary will verify the absent member is not in attendance at the meeting. If the member is at attendance, the absentee ballot will be torn in half and the two pieces given to the member. If the member is not in attendance, the outer envelope will be opened and the inner envelope placed with the ballots collected from those members present.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION

POLICY 3.0 The Board's sole connection to the operational organization, its achievements and conduct will be through a titled Administrator.

- 3.1 Only decisions of the Board acting as a body, by majority vote, are binding on the Administrator.
- 3.2 The Administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Administrator.
- 3.3 The Board will instruct the Administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Administrator to use any reasonable interpretation of these policies.
- 3.4 Systematic and rigorous monitoring of Administrator job performance will be solely against the expected Administrator job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions of the Board acting as a body, by majority vote, are binding on the Administrator.

Accordingly:

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

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL ADMINISTRATOR

POLICY 3.2 The Administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Administrator.

Accordingly:

- 3.2.1 The Board will never give instructions to persons who report directly or indirectly to the Administrator.
- 3.2.2 The Board will refrain from evaluating, either formally or informally, any staff other than the Administrator.
- 3.2.3 The Board will view Administrator performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends within Board-proscribed *Executive Limitations* will be viewed as successful Administrator performance.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: DELEGATION TO THE SCHOOL ADMINISTRATOR

POLICY 3.3 The Board will instruct the Administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Administrator to use any reasonable interpretation of these policies.

Accordingly:

- 3.3.1 The Board will develop policies instructing the Administrator to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends* policies.
- 3.3.2 The Board will develop policies, which limit the latitude the Administrator may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies.
- 3.3.3 As long as the Administrator uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Administrator is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Administrator domains. By doing so, the Board changes the latitude of choice given to the Administrator. However, as long as any particular delegation is in place, the Board will respect and support the Administrator's choices.
- 3.3.5 Should the Administrator violate a Board policy, he or she shall promptly inform the Board. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the Administrator from subsequent Board judgment of the action nor does it curtail any executive decision.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of Administrator job performance will be solely against the expected Administrator job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

- 3.4.1 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.
- 3.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Administrator discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance to the policy being monitored shall be *any reasonable interpretation* by the Administrator.
- 3.4.4 All policies, which instruct the Administrator, will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

	<i>Policy</i>	<i>Method</i>	<i>Frequency</i>	<i>Schedule</i>
1.0	<i>Ends</i>	<i>Internal/ Board</i>	<i>Quarterly</i>	<i>Oct., Dec., Mar., May</i>
4.1	<i>Treatment of Consumers</i>	<i>Internal</i>	<i>Annually</i>	<i>May</i>
4.2	<i>Treatment of Staff</i>	<i>Internal</i>	<i>Annually</i>	<i>September</i>
4.3	<i>Financial Planning/Budgeting</i>	<i>Internal</i>	<i>Semi-Annually</i>	<i>Feb., May</i>
4.4	<i>Financial Condition & Activities</i>			
	<i>Financial Reports (including Accounts Receivable)</i>	<i>Internal</i>	<i>Monthly</i>	
	<i>Financial Audit</i>	<i>External</i>	<i>Annually</i>	<i>November</i>
4.5	<i>Asset Protection</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.6	<i>Emergency School Administrator Succession</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.7	<i>Compensation and Benefits</i>	<i>Internal</i>	<i>Annually</i>	<i>September</i>
4.8	<i>Communication and Support of the Board</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.9	<i>Programs/Services</i>	<i>Internal</i>	<i>Annually</i>	<i>October</i>

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

- POLICY 4.0 The Administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.
- 4.1 With respect to interactions with consumers or potential consumers, the Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality or privacy.
 - 4.2 With respect to the hiring and treatment of paid staff and/or volunteers, the Administrator may not cause or allow conditions which are unfair, unsafe, unbiblical, undignified, or unlawful.
 - 4.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.
 - 4.4 With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.
 - 4.5 The Administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.
 - 4.6 In order to protect the Board from sudden loss of Administrator services, the Administrator shall not fail to designate and inform the Board of several individuals who will be familiar with Board and school administrative issues and processes.
 - 4.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
 - 4.8 The Administrator shall not permit the Board to be uninformed or unsupported in its work.
 - 4.9 With respect to the programs produced / services provided by the organization, the Administrator shall not fail to ensure that these programs / services meet or exceed industry standards for excellence in program quality and safety, and adhere to the Logos model.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF CONSUMERS

POLICY 4.1 With respect to interactions with consumers or potential consumers, the Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality or privacy.

Accordingly, the Administrator shall not:

- 4.1.1 Use application forms that elicit information for which there is no clear necessity.
- 4.1.2 Use methods of collecting, reviewing, transmitting, or storing consumer information that fails to protect against improper access to the material elicited.
- 4.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 4.1.4 Operate without clear written policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
- 4.1.5 Fail to inform consumers of this written policy or to provide a grievance process, based on the "CCS Issue Resolution Guidelines" in Attachment B, to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 4.1.6 Enroll students who individually and in their home environments are not supportive of the school's biblical orientation. Parent(s)/guardian(s) must be united in their desire to have their child taught from a Christian perspective reflective of the Statement of Faith. At least one parent/guardian must have a clear testimony of personal faith in Jesus Christ as Savior
- 4.1.7 Operate without a uniform policy.
- 4.1.8 Allow school wide information to be communicated orally or in written form by individual staff or teachers rather than school wide communiqué.
- 4.1.9 Allow a particular Christian denominational doctrine or distinctive to be presented as favored within the school particularly any that extend beyond the 9 foundational statements as presented in Article III of the By-laws. The school is comprised of families from a variety of Christian congregations each with their own historical heritage regarding issues of liturgy, governance and doctrinal emphasis. The discussion and debate of these historic differences is permissible and encouraged as a part of the rhetorical curriculum but must be done with due respect in the spirit of Christian charity with scripture as the rule.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

- 4.1.10 Fail to consider the following criteria when evaluating the reenrollment of a student:
- The parents' support of the Cary Christian School mission for K-12 classical, Christian education based upon a biblical world view.
 - The parents' support and commitment to a K-12 Christian education based upon a biblical world view for all of their children.
 - The Cary Christian School's Board authorization and charge for the Administrator to make admission and reenrollment decisions in the best interest of Cary Christian School.
- 4.1.11 Fail to adequately communicate the policies described in 4.1.10 to parents in the form of admission or enrollment contracts, or letters, or verbal communications as the Administrator deems appropriate in protecting and upholding the mission of the Cary Christian School.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: HIRING AND TREATMENT OF STAFF

POLICY 4.2 With respect to the hiring and treatment of paid staff and/or volunteers, the Administrator may not cause or allow conditions which are unfair, unsafe, unbiblical, undignified, or unlawful.

Accordingly, pertaining to paid staff, the Administrator shall not:

- 4.2.1 Discriminate on the basis of race, national origin, age, handicap, gender, or military status.
- 4.2.2 Operate without written personnel policies, which clarify personnel rules for staff, provide for effective handling of grievances, based on the "CCS Issue Resolution Guidelines" in Attachment B, and protect against wrongful conditions.
- 4.2.3 Discriminate against any staff member for expressing an ethical dissent.
- 4.2.4 Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *or* (2) the employee alleges that Board policy has been violated to his/her detriment.
- 4.2.5 Fail to acquaint staff with this policy.
- 4.2.6 Fail to receive approval from the Board to hire or renew a contract for a Board member's spouse. If there is even one dissenting vote from the Board, the Administrator shall not hire or renew the contract of the Board member's spouse.
- 4.2.7 Fail to employ teachers that meet the approved qualifications. Accordingly, all teachers and administrative personnel must:
 - 4.2.7.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
 - 4.2.7.2 Be an active participant in a church of Christian faith. There can be no deviation in the belief system of the applicant from the CCS Statement of Faith.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

POLICY 4.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Administrator shall not allow budgeting which:

- 4.3.1 Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.3.2 Increases tuition and fees more than 3 percent in any one fiscal year.
- 4.3.3 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition related income in that period or are available from previous year surpluses.
- 4.3.4 Allows cash to drop below a safety reserve of \$150,000 and accumulated long term reserves.
- 4.3.5 Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy 2.9 (in *Governance Process*).
- 4.3.6 Fails to reserve 2% of the Annual budget to be added to long term reserves. These reserves will be maintained for capital maintenance and to preserve operational stability to be used ONLY on expenditures for these purposes when approved by the Board.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

POLICY 4.4 With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Accordingly, the Administrator shall not:

- 4.4.1 Expend more funds than have been received in the fiscal year to date.
- 4.4.2 Use any long-term reserves without specific approval from the Board.
- 4.4.3 Accept money for a specified purpose that deviates materially from the Board's Ends priorities.
- 4.4.4 Spend or permit spending of designated donations other than for specified purposes.
- 4.4.5 Fail to settle payroll and debts in a timely manner.
- 4.4.6 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.4.7 Acquire, encumber or dispose of real property.
- 4.4.8 Fail to aggressively pursue material receivables after a reasonable grace period.
- 4.4.9 Accept any funds that have conditions that contradict the By-Laws of Cary Christian School.
- 4.4.10 Fail to institute a required service program for families accepting and receiving tuition assistance.
- 4.4.11 Be encumbered when shopping and committing to refinance the primary mortgage with a more advantageous financial package. Therefore, due to the volatility of mortgage rates, the Board delegates this authority to the Administrator (in the event that timing does not permit a Board vote). The Administrator must inform at least one Board Officer of the details and receive verbal approval to proceed. The entire Board should be informed of the details of the refinancing and provide ex post facto approval.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 4.5 The Administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Administrator shall not:

- 4.5.1 Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to Board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 4.5.2 Allow unbonded personnel access to material amounts of funds.
- 4.5.3 Subject facilities, property, or equipment to improper wear and tear or insufficient maintenance.
- 4.5.4 Negligently expose the organization, its Board or staff to claims of liability.
- 4.5.5 Obligate any funds:
 - 4.5.5.1 Wherein normally prudent protection has not been given against conflict of interest;
 - 4.5.5.2 Without obtaining comparable bids for purchases over \$1,500; Exceptions that demonstrates effective price shopping or sole sourcing due to insufficient selection must be documented.
 - 4.5.5.3 Of over \$10,000 on any given project, without a stringent method of assuring the balance of long-term quality and cost.
 - 4.5.5.4 For any consulting services without an executed contract that states milestones, consulting deliverables, and criteria for acceptance of those deliverables.
- 4.5.6 Fail to protect intellectual property, information and files from loss or significant damage or from unauthorized use.
- 4.5.7 Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
- 4.5.8 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.
- 4.5.9 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

POLICY 4.6 In order to protect the Board from sudden loss of Administrator services, the Administrator shall not fail to designate and inform the Board of several individuals who will be familiar with Board and school administrative issues and processes.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

POLICY 4.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the Administrator shall not:

- 4.7.1 Change his own compensation and benefits.
- 4.7.2 Promise or imply permanent or guaranteed employment.
- 4.7.3 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- 4.7.4 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 4.7.4.1 Incur unfunded liabilities.
 - 4.7.4.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 4.7.4.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 4.7.5 Fail to use a formula-based compensation plan for faculty.
- 4.7.6 Budget more than seven percent of total compensation (salary plus benefits) for bonuses, nor fail to gain Board approval to give an individual a bonus that exceeds 10% of that individual's annual compensation.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

POLICY 4.8 The Administrator shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Administrator shall not:

- 4.8.1 Fail to submit monitoring data required by the Board (see policy on Monitoring Administrator Performance in *Board/Staff Linkage*) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- 4.8.2 Allow the Board to be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has been previously established.
- 4.8.3 Fail to advise the Board if, in the Administrator's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Administrator.
- 4.8.4 Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
- 4.8.5 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 incidental.
- 4.8.6 Fail to provide a mechanism for official Board, officer or committee communications.
- 4.8.7 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.
- 4.8.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- 4.8.9 Fail to supply for the consent agenda all items delegated to the Administrator yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS / SERVICES

POLICY 4.9 With respect to the programs produced / services provided by the organization, the Administrator shall not fail to ensure that these programs / services meet or exceed industry standards for excellence in program quality and safety, and adhere to the Logos model.

Accordingly, the Administrator shall not:

- 4.9.1 Fail to aggressively maintain ACCS accreditation.
- 4.9.2 Fail to promote/develop an ACCS certification program for the teaching staff.
- 4.9.3 Fail to fully implement and adhere to the Logos model of education in regards to curriculum and style of teaching.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

School Board's Year-round Agenda

June

PRAE (Process Review At End) 2.1.6
Prepare for September Corporation Meeting – Assign tasks
Board review of Administrator including remuneration 2.3.6
Ensure all Board Candidates have met prerequisite criteria - Chairman

July

Board social meeting – no official Board Meeting.
Fourth Quarter Financial Report: (MR - Monitoring Report) 3.4.4 & 4.3

August

PRAE – 2.1.6
Finalize and Publish Agenda for September Corporation meeting
Candidates submitted to Board for approval – Chairman

September

PRAE - 2.1.6
Begin Annual Financial Audit (3rd party CPA) – Treasurer
Post Profiles on the CCS web site – Chairman
Send announcement to the Corporation providing notice of the slate of candidates – Chairman
Appoint New Nominating Committee Members 2.8.1.4
Treatment of Staff (MR) (3.4.4 & 4.2)
Compensation and Benefits (MR) 4.7 (3.4.4)

October

PRAE – 2.1.6
Financial Audit Summary Due - Treasurer (MR) 3.4.4
First Quarter Financial Report (MR) 3.4.4 & 4.3
Financial Conditions and Activities (MR) 4.4 (3.4.4)
Programs/Services (MR) 4.9 (3.4.4)

November

PRAE – 2.1.6
Establish Christmas Bonuses
Identify potential slate of candidates to enter the program (Board and Chairman)
External Financial Annual Audit Completed – Treasurer

- Report due to NC Revenue Office
- Final Report on Audit to Board

December

PRAE – 2.1.6
Set Date for Board Retreat
Board Day & Corporation Meeting – Set date

January

PRAE – 2.1.6
Set Agenda for Board Retreat
Board Officer Elections
Board candidates interviewed by the Board Nominating Committee
Second Quarter Financial Report (MR) 3.4.4 & 4.3
Review Preliminary Budget for Following Year – Treasurer
Financial Planning/Budgeting (MR) 4.3 (3.4.4)
Board President's Letter to the Corporation 2.3.2.3

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

February

PRAE – 2.1.6

Contact Potential Board Candidates and Send Requirements – Chairman

Financial Planning/Budgeting Internal (February and May)

Review PGM for consistency and relevancy.

Begin planning for Board Day and Spring Corporation Meeting. Assign tasks, consider By-Laws changes.

March

PRAE – 2.1.6

Present next year budget at Corporation Meeting – Treasurer

Review Progress on Board Candidate Initiatives – Profiles Due

Asset Protection (MR) 4.5 (3.4.4)

Emergency School Administrator Succession (MR) 4.6 (3.4.4)

Communication and Support of the Board (MR) 4.8 (3.4.4)

Spring Corporation Meeting

April

PRAE – 2.1.6

Progress of Board Candidates presented to Board – Chairman

Profiles of Board Candidates presented to Board – Chairman

Third Quarter Financial Report (MR) 3.4.4 & 4.3

Ownership Input and Education 2.3.2.1

May

PRAE – 2.1.6

Board Day - The Board's annual performance review of itself 2.1.6

Board Day - Board Observations - Ends (MR) 1.0 (3.4.4)

Progress report and evaluation of candidate and program in general – Chairman

Pastor Interviews Completed for Board Candidates – Chairman

Financial Planning/Budgeting Internal (February and May)

Treatment of Consumers (MR) 4.1 (3.4.4)

	<i>Policy</i>	<i>Method</i>	<i>Frequency</i>	<i>Schedule</i>
1.0	<i>Ends</i>	<i>Internal/ Board</i>	<i>Quarterly</i>	<i>Oct., Dec., Mar., May</i>
4.1	<i>Treatment of Consumers</i>	<i>Internal</i>	<i>Annually</i>	<i>May</i>
4.2	<i>Treatment of Staff</i>	<i>Internal</i>	<i>Annually</i>	<i>September</i>
4.3	<i>Financial Planning/Budgeting</i>	<i>Internal</i>	<i>Semi-Annually</i>	<i>Feb., May</i>
4.4	<i>Financial Condition & Activities</i>			
	<i>Financial Reports (including Accounts Receivable)</i>	<i>Internal</i>	<i>Monthly</i>	
	<i>Financial Audit</i>	<i>External</i>	<i>Annually</i>	<i>November</i>
4.5	<i>Asset Protection</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.6	<i>Emergency School Administrator Succession</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.7	<i>Compensation and Benefits</i>	<i>Internal</i>	<i>Annually</i>	<i>September</i>
4.8	<i>Communication and Support of the Board</i>	<i>Internal</i>	<i>Annually</i>	<i>March</i>
4.9	<i>Programs/Services</i>	<i>Internal</i>	<i>Annually</i>	<i>October</i>

Attachment A



*Prerequisites for service on
Cary Christian School Board of Directors*

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

Overview & Intent:

Active parental involvement is a core value of Cary Christian School (CCS) as well as a critical success factor for the growth and development of both the school and of each CCS student. Because of this, CCS encourages intimate and active involvement of parents in the school. There are many ways for parents to serve. By the same token, certain volunteer positions within the school require specific knowledge, skills, spiritual maturity, and personal experience to ensure the appropriate leadership and smooth operation of the school.

The personal experience referenced above can pertain to the experience needed from “within” the school, as a tenured, active, and knowledgeable CCS Corporate member who is familiar with the school’s mission, policies, personnel, etc. It can also relate to experience needed for effective service that typically comes from outside of the school in terms of a volunteer’s professional experience (i.e.: specific technical or managerial experience).

The most critical volunteer position within CCS is serving as a member of the Board of Directors. Due to the critical nature of this position, Cary Christian School believes that it is **essential** that each member of the Board of Directors and each candidate for membership on the Board have a strong knowledge of the school and a strong understanding of the Biblical and academic principles and values that the school is striving to instill and to achieve. Based on this, and our belief that CCS Board Members be held to the standards and requirements of Overseers as specified in 1 Timothy 3, the following is a list of the prerequisites to service and membership on Cary Christian School’s Board of Directors:

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

All corporate members desiring to be a Board Member candidate must complete the “Prerequisites for Candidacy” before the Nominating Committee may recommend the candidate to the CCS Board of Directors..

Prerequisites for Candidacy:

Each person desiring to be a Board Member candidate **must**:

1. be a CCS Corporation member.
2. be familiar with and committed to the educational philosophy outlined in Article III of the By-Laws of CCS, Inc.
3. must be “head of household”.
4. understand the responsibilities of, and the standards to which a Board Member is held (PGM 2.5 & 2.6).
5. meet the requirements of the CCS Policy Governance Manual Section 2.6.6.
6. meet the requirements of the By-Laws of CCS (Article VI, section 1, paragraph 3).
7. have read, and be able to articulate the key concepts and principles of:
 - “Recovering The Lost Tools of Learning”, by Douglas Wilson; Crossway Books.
 - “The Harsh Truth About Public Schools”, by Bruce N. Shortt; The Chalcedon Foundation
 - “Repairing The Ruins”, by Douglas Wilson; Canon Press
 - “Serving God on the Christian School Board”, by Roy Lowrie, Jr.; Association of Christian Schools International (ACSI).
 - The current revision of the CCS By-Laws.
 - The current revision of the CCS Policy Governance Manual.
 - The CCS Mission Statement and Parent’s Guide
8. Listen to, and be familiar with, the audio tapes entitled “Policy Governance”.

Additional considerations for candidates for CCS Board of Directors would include:

1. Frequency and regularity with which the candidate has attended prior Board Meetings (as a Corporation member).
2. Current or recent non-CCS service or ministry, including but not limited to church, para-church, or community service.
3. Professional background versus current skills needed by CCS or by the Board of Directors (i.e.: accounting, finance, general management, etc.).
4. Family viewed as generally being of good behavior and good character.
5. Have regular access to a computer and regular access to email/the internet.
6. Be computer literate particularly in terms of dealing with email and emailed attachments (in Microsoft Word, Excel, and PowerPoint).

Attachment B



***Cary Christian School Board of Directors
Candidate Selection Plan and Milestones***

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

Overview & Intent:

Prospective candidates for the Cary Christian School (CCS) Board of Directors require specific knowledge, skills, spiritual maturity, and personal experience to ensure the appropriate leadership and smooth operation of the school.

A significant portion of the knowledge required for a successful term on the Board of Directors comes from the prerequisites defined in the Policy Governance Manual (PGM) Attachment A.

It is essential that each candidate for membership on the Board develop a strong knowledge of the school. This includes a strong understanding of the Biblical values, academic philosophy and standards that the school is striving to instill and to achieve. Based on these precepts and our belief that CCS Board Members must be held to the standards and requirements of Overseers as specified in 1 Timothy 3, the development candidates shall be chosen and appointed by the Board of Directors.

Implementation:

Every year, following the September Corporate Meeting, Board members and the Nominating Committee will begin to develop a slate of candidates for the following year's election. Up to ten (10) candidates should be identified and placed into the development program defined in the PGM. The Nominating Committee shall assume responsibility to monitor the development and progress of the fledgling candidates.

The Nominating Committee Chairman shall present the slate of developmental candidates and their completed profile documents at the January Board Meeting Executive session. At this time the Chair shall report on the progress of each prospective candidate. The Chair shall recommend further development of each candidate on the slate. At the same time the Chair shall recommend removal from consideration any prospective candidate that has failed to make sustained progress toward the successful completion of the prescribed development course.

Prior to the March Board Meeting, the Nominating Committee shall determine the suitability of each developmental candidate as a board member, their willingness to stand for election, and serve on the Board. Each candidate should be able to demonstrate a valuable expertise to the committee. A commitment to classical and Christian education as defined by the CCS By-Laws and PGM must be expressed and apparent. A demonstrated Christian profession and walk of the individual board member candidate shall be a major consideration as to their suitability as board members. Based on these criteria, the Chair will report to the Board one week prior to the March Board Meeting as to the fitness of each developmental candidate.

At the March Executive session, the entire Board shall evaluate the complete slate of developmental candidates in order to determine the final slate of candidates which will stand for election at the September Corporate Meeting. The Board shall assess the progress of the selected candidates and fix a course of action for those found to have deficiencies that will ensure their timely completion of the entire requisite materials and actions prior to the May meeting of the Board.

The Board shall, at the May Executive Session, choose and appoint to stand for election, no more final candidates than one greater than the number of seats open for election that year. The candidate profiles shall be posted on the Cary Christian School web site following the May meeting. The Nominating Committee Chairman shall ensure the posting occurs prior to the final week of school. The Chair shall cause an announcement to be distributed to the entire corporation membership. The announcement will call attention to the candidate profiles on the school website.

POLICY OF THE CARY CHRISTIAN SCHOOL BOARD

During August and after the start of school, the Nominating Committee Chair shall cause another announcement to be distributed to the entire corporation membership. This announcement will list the candidates, call attention to the candidate profiles on the school web site, and promote attendance to the September Corporation Meeting. The Chairman will identify new committee members and make preparations to present these candidates at the September Meeting of Board. Prior to this meeting the Chairman will have gathered applicable documents, files, mailing lists, and collateral pieces from the Committee's activities. The Chair will present them to the Board Secretary at the Board Meeting.

During the September Board meeting the President of the board shall appoint the next Nominating Committee Chairman from those Board Members remaining on the Board after the election and not standing for election. During the Executive session, the outgoing Chair shall turn over the position to the incoming Chair.

Attachment C

CCS ISSUE RESOLUTION GUIDELINES

The objective of these guidelines is to establish biblical guidelines for the resolution of misunderstandings, differences of opinion, concerns, disputes, and grievances in the operation of Cary Christian School. These guidelines are to be followed whenever there is a misunderstanding, difference of opinion, concern, dispute, or grievance concerning any aspect of Cary Christian School's operations between any two parties connected in a direct way to the school. This includes students, parents, staff, volunteers, administration, and board members.

Students/parents to teachers:

1. All issues associated with the classroom must first be presented to the teacher by the parents or, if the student is mature enough, by the student them self. If the student presents the concern, a respectful demeanor is required at all times.
2. If the issue is not resolved, the parents or student may bring the issue to the appropriate principal. If the student brings the issue, they must have permission from their parents to do so.
3. If the issue is still not resolved, the parents should appeal the decision to the superintendent. If there is still no resolution, they should request a hearing in writing with the Cary Christian School Board stating the issues, concerns, proposals, or comments and steps taken while seeking resolution.

Parents/patrons to administrator:

1. If parents or patrons have a misunderstanding, difference of opinion, concern, grievance, or dispute about the general operation of the school (apart from the operation of the classrooms), they should bring their issues to the appropriate principal.
2. If the situation is not resolved, they should present their issues, concerns, proposals or comments in writing to the superintendent.
3. If there is still no resolution, they should request a hearing in writing from the Cary Christian School Board, stating the issues, concerns, proposals, or comments and steps taken while seeking resolution.
4. This procedure also applies to board members who are acting in their capacity as parents/patrons and not as representatives of the board.

Attachment D

CCS Treasurer's Calendar

Recurring Monthly

Every Friday before the second Tuesday of each month – receive prior month's financial information from Business Manager.

Second Tuesday of each month - Present the Treasurer's report at Board meeting.

January

Review preliminary budget for following year

2nd Quarter Financial Report

Review PGM 4.3 Financial Planning/Budgeting

March

Present next year Budget to Corporate membership

Review PGM 4.5 Asset Protection

April

3rd Quarter Financial Report

July

4th Quarter Financial Report

September

Start annual Financial Audit (3rd party CPA)

October

1st Quarter Financial Report

Review PGM 4.4 Financial Conditions and Activities

Financial Audit Summary

November

Financial Audit Complete, Report due to NC State Revenue office