

POLICY MANUAL

Board of Trustees

Christian Academy School System

Louisville, Kentucky

This document is currently under review.

Note: Dr. Phil Graybeal, of *Graybeal and Associates, LLC* (www.graybeal.org) has proposed these policies in a manner consistent with the Policy Governance[®] model. It is understood that the board will revise, delete, or make additions in whatever ways it deems appropriate to properly express its values.

Updated February 16, 2009

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POLICY TYPE: ENDS**POLICY TITLE: MISSION**

POLICY 1.0 Students with a heart for God...growing in wisdom, stature (character), and favor with God and man.

- 1.1 Students achieve academic excellence
- 1.2 Students realize that God has a purpose for their lives
- 1.3 Students are uniquely prepared for the next stage of life
- 1.4 Students embrace salvation and are committed to Jesus Christ, governed by the Word of God, and led by the Holy Spirit
- 1.5 Students have a love of Scripture
- 1.6 Students are servant-minded and sensitive to the needs of others
- 1.7 Students have a heart of gratitude and Godly character
- 1.8 Students are good lifelong stewards of their bodies
- 1.9 Students have a desire for continued spiritual growth and development
- 1.10 Students integrate their personal faith in Jesus Christ with the world around them by understanding who they are, what they should do and how they connect with the community around them.
 - 1.10.1 Who have a solid understanding of who they are
 - 1.10.1.1 Will be image bearers of Jesus Christ through the fruits of the Spirit.
 - 1.10.1.2 Who will be faithful stewards of all God has entrusted to them.
 - 1.10.1.3 Will recognize, understand, develop and use their God-given abilities and spiritual gifts to serve and glorify God. Who know what to do.
 - 1.10.1.4 Who will respond to world cultures and events from a biblical basis.
 - 1.10.1.5 Who will know how to share and defend their faith.
 - 1.10.1.6 Who will regularly worship in church communities.
 - 1.10.2 Will connect with community.
 - 1.10.2.1 Who will be connected within the school community.
 - 1.10.2.2 Who will understand, value, and connected in appropriate social and civic activities.
 - 1.10.2.3 Who will appreciate and develop an understanding of diversity (ethnic, socioeconomic, gender, handicaps, academic, denominational) within the family of God.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The superintendent shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unbiblical, unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the bylaws and mission of Christian Academy School System.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: TREATMENT OF STUDENTS/FAMILIES**

POLICY 2.1 With respect to interactions with students/families or potential students/families, the superintendent 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 superintendent shall not:

- 2.1.1 Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
- 2.1.2 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.
 - 2.1.2.1 The superintendent shall not fail to define and implement a uniform dress code that:
 - a. On spiritual issues-- reflects appropriate attention to modesty and respect.
 - b. On preferential issues-- reflects neatness and appropriateness.
- 2.1.3 Fail to provide a biblical grievance process and inform students/families accordingly.
- 2.1.4 Fail to operate in respectful partnership with parents/guardians.
- 2.1.5 Fail to consistently and effectively communicate with students/families.
- 2.1.6 Enroll families who do not meet the school's admission guidelines (See App. A or list below)
- 2.1.7 Operate without appropriate child abuse and sexual, racial, and ethnical harassment policies.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: TREATMENT OF STAFF**

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

Accordingly, the superintendent shall not:

- 2.2.1 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
- 2.2.2 Discriminate against any staff member for using Biblically consistent methods within the school's outlined process to express ethical/moral dissent concerning superiors.
- 2.2.3 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.
- 2.2.4 Fail to acquaint staff with this policy (2.2.3).
- 2.2.5 Hire employees that do not meet the appropriate qualifications. Additionally, all...
 - a. Administrative and instructional staff must:
 - 1. Be spiritually qualified in accordance with specifications of the contract
 - 2. Be academically qualified with at least a bachelor's degree
 - 3. Obtain and maintain ACSI certification
 - b. Non-instructional staff must be spiritually qualified (believer and in agreement with the school's Statement of Faith and Lifestyle Statement) and give evidence of competence in assigned area of responsibility.
- 2.2.6 Contract with individuals or companies that do not have appropriate licenses or bonding.
- 2.2.7 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.
- 2.2.8 Fail to consistently promote and provide staff development opportunities.
- 2.2.9 Operate without appropriate child abuse and sexual harassment policies that are communicated to staff.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

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2.2.10 Hire based upon personal influence of or relationship with a prospective employee.

2.2.11 Shall not fail to enforce the Nepotism Policy adopted by the Board.
a. CASS Board Policy on Nepotism

From time to time it may be in the best interest of the school to hire an employee who is related to another employee on staff, or has a close personal relationship with an employee. Close personal relationships include employees who are dating, married, or any other relationships such as close friends that would lead to the appearance of favoritism. When this is the case the following stipulations will apply:

1 – The employee being considered should stand on his/her own merit being the best qualified candidate for the job as can be reasonably determined

2 – In any situation where a relative, or close personal relation of a staff member or employee is being considered for employment, the Superintendent of the school is required to make the final decision and to take responsibility for any actual or perceived conflict of interest

3 – In no case would there be a direct reporting relationship between the employee and the relative or close personal relation. The school does not want individuals with close personal relationships to be working together in direct reporting relationships due to the potential for or even the appearance of favoritism. Where such potential exists, it would be the responsibility of the Superintendent and staff to arrange reporting in a different area or, where impracticable, reject the candidate. In addition, should the situation arise during the course of employment where an employee and another employee develop a close personal relationship, and they are working in a direct reporting relationship, the Superintendent and staff must arrange reporting in a different area or, where impracticable, terminate one of the employees.

4 – In no circumstance shall a relative or close personal relation of the Superintendent or Assistant Superintendent be eligible for employment. This policy shall not apply to anyone employed within the system as of August 21, 2006.

5 – All care and provision should be made to avoid the appearance or reality of nepotism in the school hiring and employment practices. Due consideration should be given to the supervisor responsible for the candidate as to their comfort in supervising someone related to or in a close personal relationship with another staff or faculty member.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: FINANCIAL PLANNING/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 superintendent shall not allow budgeting which:

- 2.3.1 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.
- 2.3.2 Increases tuition rates more than 7 percent or less 3 percent in any one fiscal year.
- 2.3.4 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.
- 2.3.5 Does not ensure ongoing staff/teacher development and retention.
- 2.3.6 Fails to provide funds for board maintenance and development.
- 2.3.7 Fails to designate funds for financial assistance of needy families.
- 2.3.8 Fails to designate 3 percent of total budget revenue as a contingency fund.
- 2.3.9 Places the school in jeopardy of defaulting on its loans or other obligations.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES**

POLICY 2.4 With respect to the actual, ongoing financial condition and activities, the superintendent 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 superintendent shall not:

- 2.4.1 Expend more funds than have been received in the fiscal year to date.
- 2.4.2 Accept money for a specified purpose that deviates from the Ends.
- 2.4.3 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.4 Fail to settle payroll and debts in a timely manner.
- 2.4.5 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.6 Acquire, encumber or dispose of real property.
- 2.4.7 Fail to aggressively pursue material receivables after a reasonable grace period.
- 2.4.8 Violate bank covenants.
- 2.4.9 Borrow money.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: ASSET PROTECTION**

POLICY 2.5 The superintendent shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the superintendent shall not:

- 2.5.1 Fail to insure against theft and casualty losses to at least 100% 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.
- 2.5.2 Allow unbonded personnel access to material amounts of funds.
- 2.5.3 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently or intentionally expose the organization, its board or staff to claims of liability.
- 2.5.5 Make any purchase wherein normally prudent protection has not been given against conflict of interest.
- 2.5.6 Make any purchase of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
- 2.5.7 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.8 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
- 2.5.9 Invest or hold operating capital in insecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 2.5.10 Endanger the organization's public image or credibility in ways that would hinder its accomplishment of mission.
- 2.5.11 Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

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2.5.12 In any decision affecting the job status of any employee made in response to the employee's arrest or indictment for any crime, including possible suspension or termination, the Superintendent shall not fail to make said decision in his sole discretion on a case-by-case basis and in consideration of the school's core values, its concern for its students, its desire to extend the grace and love of Christ within appropriate bounds, and the impact of the matter in question on the reputation of the school and of God.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY SUPERINTENDENT SUCCESSION

POLICY 2.6 In order to protect the board from sudden loss of superintendent services, the superintendent shall not fail to designate and inform the board of several individuals who will be familiar with board and school administrative issues and processes.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

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 superintendent shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the superintendent shall not:

- 2.7.1 Change his own compensation and benefits.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.7.4 Create compensation obligations over a term longer than one year.
- 2.7.5 Fail to use a table and/or formula-based compensation plan for faculty salaries.
- 2.7.6 Award non-budgeted bonuses.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

POLICY 2.8 The superintendent shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the superintendent shall not:

- 2.8.1 Neglect to submit monitoring data required by the board (see policy on Monitoring superintendent performance in Board/Superintendent Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.8.2 Let the board 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.
- 2.8.3 Fail to advise the board chair if, in the superintendent's opinion, the board is not in compliance with its own policies on Governance Process and Board/Superintendent Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the superintendent.
- 2.8.4 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.8.5 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.
- 2.8.6 Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
- 2.8.7 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

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POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: PROGRAMS / SERVICES**

POLICY 2.9 With respect to the programs and services provided by the school, the superintendent shall not fail to ensure that these programs and services meet or exceed school and or accreditation standards.

Accordingly, the superintendent shall not:

- 2.9.1 Eliminate or add any major category of program offerings.
- 2.9.2 Fail to evaluate the relationship of class size to the learning environment and financial condition of the school.
- 2.9.3 Fail to evaluate the impact of gender, personality, and learning styles within each class.
- 2.9.4 Fail to make a reasonably accommodative environment available to students with learning differences.
- 2.9.5 Fail to maintain accredited status with the Association of Christian Schools International and the applicable state or regional accrediting agency.
- 2.9.6 Fail to establish a comprehensive curriculum review cycle.
- 2.9.7 Fail to ensure a biblical worldview as it pertains to instruction and correction.
- 2.9.8 Fail to provide a redemptive school culture with an emphasis on grace and a deliberate avoidance of legalism.
- 2.9.9 Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time.
- 2.9.10 Fail to provide extra-curricular opportunities.
- 2.9.11 Fail to encourage, select, and instruct volunteers as a vital part of accomplishing the school's mission.
- 2.9.12 Fail to annually provide an Ends-directed operating plan and show how it fits with the long-range vision.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: DONORS/DONATIONS/FUND-RAISING**

Policy 2.10 The superintendent 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 Christian Academy School System.

Accordingly, the superintendent shall not...

- 2.10.1 Accept gifts without first assessing the appropriateness of the gift.
- 2.10.2 Accept gifts that may cause the school to deviate from its mission.
- 2.10.3 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.
- 2.10.4 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.
- 2.10.5 Fail to ensure that all fund-raising activities are well coordinated.
- 2.10.6 Allow donor funds to be mixed or congregated into one account when separate accounts are necessary for tracking and accountability.
- 2.10.7 Fail to gain board participation and agreement before announcing a major funding initiative.
- 2.10.8 Fail to establish and enforce clearly understood standards of measurement by which fund-raising personnel may gauge their level of success.
- 2.10.9 Fail to deliberately guard against activities that may jeopardize the school's 501(c) 3 tax status.
- 2.10.10 Fail to keep accurate donor records.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: BOARD/SUPERINTENDENT 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 superintendent.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICIES 3.1 Only decisions of the board, acting as a body by majority vote, are binding on the superintendent.

Accordingly:

- 3.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the superintendent 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 superintendent can refuse such requests that require, in the superintendent's opinion, a material amount of staff time or funds or is disruptive. However, the superintendent must provide reasons to the board chair for declining the request.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SUPERINTENDENT

POLICY 3.2 The superintendent 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 superintendent.

3.2.1 The board will never give instructions to persons who report directly or indirectly to the Superintendent.

3.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the Superintendent.

3.2.3 The board will view Superintendent 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 Superintendent performance.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE**POLICY TITLE: DELEGATION TO THE SUPERINTENDENT**

POLICY 3.3 The board will instruct the superintendent through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the superintendent to use any reasonable interpretation of these policies consistent with a biblical worldview.

Accordingly:

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

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE

POLICY TITLE: MONITORING SUPERINTENDENT PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of superintendent job performance will be solely against the expected superintendent 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.
- 3.4.2 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the superintendent 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 shall be any reasonable superintendent interpretation of the board policy being monitored.
- 3.4.4 All policies that instruct the superintendent will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

	Policy	Method	Frequency	Schedule
1.0	Ends	Internal	Each mtg.	All year
2.0	General Executive Constraint	Internal	Annually	October
2.1	Treatment of Students/families	Internal	Annually	October
2.2	Treatment of Staff	Internal	Annually	September
2.3	Financial Planning/Budgeting	Internal	Annually	November
	Financial Audit	External	Annually	October
	Financial Reports	Internal	Quarterly	
2.4	Financial Condition & Activities	Internal	Annually	June
2.5	Asset Protection	Internal	Annually	March
2.6	Emergency Superintendent Succession	Internal	Annually	March
2.7	Compensation and Benefits	Internal	Annually	September
2.8	Communication and Support of the Board	Direct	Annually	March
2.9	Programs/Services	Internal	Annually	October
2.10	Donors/Donations/Fund-raising	Internal	Semi-annual	Aug. & Jan.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
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POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 With a sense of accountability to God as Ultimate Owner and those who share a commitment to the mission of the CASS as fellow stewards, the board is to assure that Christian Academy School System achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNING STYLE & VALUES**

POLICY 4.1 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 superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 4.1.1 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.2 Christian Academy School System, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, gender, or military status.
- 4.1.3 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.
- 4.1.4 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 the intended long-term impacts on the lives of students and families, not on the administrative or programmatic means of attaining those effects.
- 4.1.5 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, 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.
- 4.1.6 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/Superintendent Linkage categories.
- 4.1.7 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.
- 4.1.8 All board action requires approval by simple majority of a quorum (quorum being half voting members plus one) of voting members.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

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POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: DOCTRINAL BELIEFS**

POLICY 4.1.1 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:

Statement of Faith

We believe that the Bible is the only inspired, inerrant Word of God.

We believe that there is only one God, externally existent in three persons: Father, Son, and Holy Spirit.

We believe that Jesus Christ is God Himself, came to earth in the flesh, was born of a virgin, and lived a sinless life. He died a substitutionary and atoning death on the cross. He arose bodily from the grave and ascended into heaven where He sits at the right hand of God.

We believe man was created in God's image and being descended from Adam inherited a sinful nature and is totally unable to save himself from the natural consequences of sin.

We believe men and women are saved and justified by faith in the shed blood of Jesus Christ and by accepting Him as Lord and Savior are born again by the Holy Spirit and become children of God. There is a spiritual unity of all believers in our Lord Jesus Christ.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: VALUE OF BIBLICAL APPLICATION**

POLICY 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission.

Accordingly, we believe:

- 4.1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.
- 4.1.2.2 That Christian schools exist to honor God and His Son by supporting parents and the church in fulfilling the parents' biblical responsibility to educate children.
- 4.1.2.3 That teaching God's Word, and teaching how to apply God's Word, is essential to education.
 - 4.1.2.3.1 All truth is God's truth.
 - 4.1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 4.1.2.3.3 The work of the Holy Spirit is essential.
 - 4.1.2.3.4 Prayer is vital.
 - 4.1.2.3.5 Every individual is of value; all are uniquely created in the image of God.
 - 4.1.2.3.6 A personal relationship with Christ is essential.
- 4.1.2.4 That every aspect of curriculum should be integrated with God's Word, including teaching on...
 - 4.1.2.4.1 the natural world.
 - 4.1.2.4.2 human history and God's activity in it.
 - 4.1.2.4.3 humanity, its cultures, and how we are to live in the world.
- 4.1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty, staff, administration, and board members...
 - 4.1.2.5.1 are born-again Christians who model Christ.
 - 4.1.2.5.2 strive for excellence.
 - 4.1.2.5.3 demonstrate a servant's heart.
 - 4.1.2.5.4 serve in harmony.
 - 4.1.2.5.5 engage only in activities consistent with biblical truth.
- 4.1.2.6 That all volunteers are encouraged to comply with the policies 4.1.2.5.2 through 4.1.2.5.5.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD JOB DESCRIPTION**

POLICY 4.2 The job of the Christian Academy School System Board is to represent God and those fellow stewards committed to the mission of CASS in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The board will produce the link between the organization and the moral ownership.
- 4.2.2 The board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 GOVERNANCE PROCESS: Specification of how the board conceives, carries out and monitors its own performance.
 - 4.2.2.4 BOARD/SUPERINTENDENT LINKAGE: How power is delegated and its proper use monitored; the superintendent role, authority, and accountability.
- 4.2.3 The board will produce assurance of superintendent performance (measured by compliance with policies 4.2.2.1 and 4.2.2.2).

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: AGENDA PLANNING**

POLICY 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually and continually improves board performance through board education and enriched input and deliberation.

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of July so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the board's development of its goals and direction for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, will be arranged during the spring, to be held during the balance of the board's planning cycle.
 - 4.3.2.2 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.
- 4.3.3 The board will meet monthly, generally the third Monday. Additional meetings will be scheduled as required.
- 4.3.4 Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.5 Superintendent evaluation, contract renewal and remuneration will be decided during the month of July after a review of monitoring reports received in the last year.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: CHAIRPERSON'S ROLE**

POLICY 4.4 The chairperson assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly:

- 4.4.1 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.
 - 4.4.1.1 Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the superintendent.
 - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by board policies on Governance Process and Board/Superintendent 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.
 - 4.4.2.1 The chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 4.4.2.2 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 superintendent.
 - 4.4.2.3 The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - 4.4.2.4 The chairperson may delegate this authority but remains accountable for its use.
- 4.4.3 The chairperson may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policies or the organization's bylaws.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair
Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT**

POLICY 4.5 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:

- 4.5.1 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.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 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.
 - 4.5.2.2 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.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire material compensation within the organization, he or she must first resign.
 - 4.5.2.4 Board members will sign a Conflict of Interest form.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 4.5.3.1 Board members' interaction with the superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.5.3.2 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.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of superintendent or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

POLICY 4.6 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:

- 4.6.1 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. If a board member misses three times in a row, follow-up by the chair is required. Board members should provide prior notification if missing a board meeting is unavoidable. If a Board member becomes unable to attend the majority of meetings, then he or she may be asked by the chair to resign the position.
- 4.6.2 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.
- 4.6.3 Members as Individuals - the superintendent is accountable only to the board as an organization, and not to individual board members. Accordingly, the relationship between the superintendent and individual members of the board, including the board chair, is collegial, not hierarchical.
- 4.6.4 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 superintendent's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the superintendent or responsible staff person.
- 4.6.5 Contributions - Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Christian Academy of Louisville. 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.
- 4.6.6 Continuing Education – Each board member is expected to make appropriate annual efforts toward continuing education in governance including the philosophy of Christian education.
- 4.6.7 Members will commit to regularly pray for the school.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

POLICY 4.7 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 superintendent.

Accordingly:

- 4.7.1 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.
- 4.7.2 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 superintendent.
- 4.7.3 Board committees cannot exercise authority over staff. Because the superintendent works for the full board, he or she will not be expected to obtain approval of a board committee before an executive action.
- 4.7.4 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.
- 4.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.7.6 This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the superintendent.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE STRUCTURE**

POLICY 4.8 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.

4.8.1 Governance Committee

- a. **Product:** Orientation of new members and continuing education of current members. Evaluate the board process for adherence to Policy Governance.
- b. **Authority:** Incur costs of no more than set aside in accordance with the Cost of Governance policy.

4.8.2 Nominating Committee

- a. **Product:** properly screened potential board members by no later than March 20 each year.
- b. **Authority:** To incur costs of no more than \$1000 and no more than 30 hours of staff time per year.

4.8.3 Audit Committee Policy

The Board of Directors shall constitute an Audit Committee comprised of at least three independent directors. The Audit Committee's responsibilities shall be delineated in the Audit Committee's Charter that is reviewed and approved by the Board annually. The Audit Committee shall report to the Board no less than annually that it has satisfied its responsibilities under the Charter.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD SIZE, NOMINATION, ELECTION & TERM LIMITS**

POLICY 4.9 The board aims to maintain a size of 7 to 11 elected members. The board nominating committee will properly screen and nominate, for board consideration, the board chair, and individuals to fill vacancies on the board.

Accordingly:

- 4.9.1 No later than the November meeting, the current board will elect a board nominating committee. It will elect its own chair and solicit suggestions for nominations.
- 4.9.2 By no later than the March meeting, the board nominating committee will qualify potential board nominees.
- 4.9.3 At the April meeting, the board shall:
 - 4.9.3.1 Approve or disapprove the board nominating committee's nomination for new board chair; and
 - 4.9.3.2 Approve or disapprove the board nominating committee's nominations for new board members.
 - 4.9.3.2.1 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.
 - 4.9.3.2.2 Individuals may not be nominated or serve if they or their spouse are employees of Christian Academy School System (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.
- 4.9.4 Members of the board shall serve no more than 2 consecutive 3-year terms.
- 4.9.5 Members who serve two (2) consecutive three (3)-year terms may be nominated for board membership again after spending a minimum of one (1) year off the board.

Re-nomination/nomination of board members may be based upon such factors, as the board nominating committee deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

Updated February 16, 2009

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: COST OF GOVERNANCE

POLICY 4.10 The board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.10.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 4.10.1.1 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.
 - 4.10.1.2 Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, annual fiscal audit.
 - 4.10.1.3 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 4.10.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - 4.10.2.1 Up to \$5,000 per year for training, including attendance at conferences and workshops, retreats and monthly meetings.
 - 4.10.2.2 Up to \$2,000 annually for surveys, focus groups and opinion analyses.

Date of Adoption _____ Affirmation of official board action adopting this policy: _____

Board Chair

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