

**POLICY OF
THE BRAZOSPORT CHRISTIAN SCHOOL
BOARD OF DIRECTORS**

POLICY TYPE: ENDS

POLICY TITLE: MISSION

POLICY 1.0 Brazosport Christian School provides families academic excellence with a Biblical worldview and equips students with qualities of knowledge, character and leadership to the glory of God..

1.0.1 Students will receive an excellent Christian education at a reasonable tuition cost.

1.0.2 Low finances will not prevent enrollment for children from qualified Christian families to the extent of available financial aid.

1.0.3 Students are equipped with an integrated, biblical world view.

1.0.4 Graduates are equipped to thrive in future academic studies.

1.0.4.1 Average ACT/SAT scores will meet or exceed the national average.

1.0.4.2 The average for every grade tested will meet or exceed the 70th percentile on nationally standardized tests.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The school 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 or in violation of the Statement of Faith of Brazosport Christian School.

- 2.0.1 With respect to interactions with consumers or potential consumers, the school administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.
- 2.0.2 With respect to the treatment of paid staff and/or volunteers, the school administrator may not cause or allow conditions that are unfair, unsafe, unbiblical, or undignified.
- 2.0.3 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 two-year plan.
- 2.0.4 With respect to the actual, ongoing financial condition and activities, the school 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.
- 2.0.5 The school administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.
- 2.0.6 In order to protect the board from sudden loss of school administrator services, the school 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.
- 2.0.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the school administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
- 2.0.8 The school administrator shall not permit the board to be uninformed or unsupported in its work.
- 2.0.9 With respect to the programs produced/services provided by the organization, the school administrator shall not fail to ensure that these programs/services meet or exceed industry standards for excellence in program quality and safety.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF CONSUMER

POLICY 2.0.1 With respect to interactions with consumers or potential consumers, the school 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 school administrator shall not:

- 2.0.1.1 Use application forms that elicit information for which there is no clear necessity.
- 2.0.1.2 Use methods of collecting, reviewing, transmitting, or storing consumer information that fails to protect against improper access to material elicited.
- 2.0.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 2.0.1.4 Operate without clear 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.
- 2.0.1.5 Fail to inform consumers of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 2.0.1.6 Enroll students in grades PreK-3 – 12th who individually and in their home environments are not supportive of the school's biblical orientation.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STAFF

POLICY 2.0.2 With respect to the treatment of paid staff and/or volunteers, the school administrator may not cause or allow conditions that are unfair, unsafe, unbiblical, or undignified.

Accordingly, pertaining to paid staff, the school administrator shall not:

2.0.2.1 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.

2.0.2.2 Discriminate against any staff member for expressing an ethical dissent.

2.0.2.3 Prevent staff from grieving to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges that board policy has been violated to his/her detriment.

2.0.2.4 Fail to acquaint staff with this policy.

2.0.2.5 Fail to employ teachers that meet the approved qualifications. Accordingly, all teachers (K-12) and administrative personnel must:

2.0.2.5.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.

2.0.2.5.2 All employees must be actively involved in a local church.

2.0.2.5.3 Agree with the Statement of Faith of Brazosport Christian School.

2.0.2.5.4 Have obtained at least a college-level bachelor's degree.

2.0.2.5.5 Have a current ACSI teaching certificate or agree to an administratively approved timetable for obtaining one.

2.0.2.6 Fail to employ hourly staff members (PreK3 and PreK4 teachers) that meet qualifications 2.0.2.5.1, 2.0.2.5.2, and 2.0.2.5.3.

2.0.2.7 Hire a relative of the administration or board without board approval.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

POLICY 2.0.3 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 2-year plan.

Accordingly, the school administrator shall not allow budgeting which:

- 2.0.3.1 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.
- 2.0.3.2 Increases tuition without board approval.
- 2.0.3.3 Eliminates financial aid.
- 2.0.3.4 Plans the expenditure in any fiscal year of more funds for operations that are conservatively projected to be received in that period.
- 2.0.3.5 Allows cash to drop below a safety reserve of three months operating expenses, without notification of the board.
- 2.0.3.6 Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy (in *Governance Process*).

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

POLICY 2.0.4 With respect to the actual, ongoing financial condition and activities, the school 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 school administrator shall not:

- 2.0.4.1 Expend more funds than have been received in the fiscal year to date.
- 2.0.4.2 Use any long-term reserves.
- 2.0.4.3 Accept money for a specified purpose that deviates materially from the board's Ends priorities.
- 2.0.4.4 Spend or permit spending of designated funds other than for specified purposes.
- 2.0.4.5 Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within the fiscal year.
- 2.0.4.6 Fail to settle payroll and debts in a timely manner.
- 2.0.4.7 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.0.4.8 Make a single unbudgeted purchase or commitment that exceeds \$10,000, or a term commitment of greater than twelve months.
- 2.0.4.9 Acquire, encumber or dispose of real property.
- 2.0.4.10 Fail to aggressively pursue material receivables after a reasonable grace period.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 2.0.5 The school administrator shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the school administrator shall not:

- 2.0.5.1 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.
- 2.0.5.2 Allow unbonded personnel access to material amounts of funds.
- 2.0.5.3 Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 2.0.5.4 Negligently expose the organization, its board or staff to claims of liability.
- 2.0.5.5 Make any purchase:
 - 2.0.5.5.1 Wherein normally prudent protection has not been given against conflict of interest.
 - 2.0.5.5.2 That fails to follow reasonable financial principles regarding comparative prices and quality
 - 2.0.5.5.3 Of over \$20,000 without a stringent method of assuring the balance of long-term quality and cost.
 - 2.0.5.5.4 Fail to protect intellectual property, information and files from loss or significant damage.
 - 2.0.5.5.5 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
 - 2.0.5.5.6 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.
 - 2.0.5.5.7 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

POLICY 2.0.6 In order to protect the board from sudden loss of school administrator services, the school 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 TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

POLICY 2.0.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the school administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the school administrator shall not, without prior board approval:

2.0.7.1 Change his/her own compensation and benefits.

2.0.7.2 Promise or imply permanent or guaranteed employment.

2.0.7.3 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.

2.0.7.4 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:

2.0.7.4.1 Incur unfunded liabilities.

2.0.7.4.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.

2.0.7.4.3 Allow any employee to lose benefits already accrued from any foregoing plan.

2.0.7.5 Fail to use a formula-based compensation plan for staff.

2.0.7.6 Award annual bonuses in excess of \$100 for full-time and \$50 for part-time staff.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

POLICY 2.0.8 The school administrator shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the school administrator shall not:

- 2.0.8.1 Neglect to submit monitoring data required by the board (see policy on Monitoring School Administrator Performance in Board/Staff Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.0.8.2 Let the board be aware 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.
- 2.0.8.3 Fail to advise the board if, in the school 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, which is detrimental to the work relationship between the board and the school administrator.
- 2.0.8.4 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.0.8.5 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.
- 2.0.8.6 Fail to provide a mechanism for official board, officer or committee communications.
- 2.0.8.7 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.
- 2.0.8.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
- 2.0.8.9 Fail to supply for the consent agenda all items delegated to the school administrator yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS/SERVICES

POLICY 2.0.9 With respect to the programs produced/services provided by the organization, the school administrator shall not fail to ensure that these programs/services meet or exceed industry standards for excellence in program quality and safety.

Accordingly, the school administrator shall not:

2.0.9.1 Allow ACSI accreditation standards to be unmet.

2.0.9.2 Allow AdvancedED accreditation standards to be unmet.

2.0.9.3 Allow exemption for pre-school and after school care to be unmet.

2.0.9.4 Allow a TAPPS regulation to be unmet.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: GOVERNANCE-MANAGEMENT CONNECTION

POLICY 3.0 The board's role connection to the operational organization, its achievements and conduct will be through a titled school administrator.

- 3.0.1 Only decisions of the board acting as a body, by majority vote, are binding on the school administrator.
- 3.0.2 The school 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 school administrator.
- 3.0.3 The board will instruct the school administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the school administrator to use any reasonable interpretation of these policies.
- 3.0.4 Systematic and rigorous monitoring of school administrator job performance will be solely against the expected school administrator job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.0.1 Only decisions of the board acting as a body, by majority vote, are binding on the school administrator.

Accordingly:

3.0.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the school administrator except in rare instances when the board has specifically authorized such exercise of authority.

3.0.1.2 In the case of board members or committees requesting information or assistance without board authorization, the school administrator can refuse such requests that require, in the school administrator's opinion, a material amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL ADMINISTRATOR

POLICY 3.0.2 The school 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 school administrator.

Accordingly:

3.0.2.1 The board will never give instructions to persons who report directly or indirectly to the school administrator.

3.0.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the school administrator.

3.0.2.3 The board will consider overall organizational performance in its evaluation of the school administrator, so that organizational accomplishment of board-stated Ends and avoidance of board-prescribed means will be viewed as successful school administrator performance.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: DELEGATION TO THE SCHOOL ADMINISTRATOR

POLICY 3.0.3 The board will instruct the school administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the school administrator to use any reasonable interpretation of these policies.

Accordingly:

- 3.0.3.1 The board will develop policies instructing the school administrator to achieve certain results, for certain recipients as 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.
- 3.0.3.2 The board will develop policies that limit the latitude the school 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.
- 3.0.3.3 As long as the school administrator uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the school administrator is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities and procedures.
- 3.0.3.4 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and school administrator domains. By doing so, the board changes the latitude of choice given to the school administrator. However, as long as any particular delegation is in place, the board will respect and support the school administrator's choices.
- 3.0.3.5 Should the school 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 school administrator from subsequent board judgment of the action nor does it curtail any executive decision.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

POLICY 3.0.4 Systematic monitoring of school administrator job performance will be based on organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

3.0.4.1 Monitoring is simply to determine the degree to which board policies are being met.

3.0.4.2 The board will acquire monitoring data by one or more of three methods:

- (a) by internal report, in which the school 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, or
- (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

3.0.4.3 In every case, the standard for compliance shall be any reasonable school administrator interpretation of the board policy being monitored.

3.0.4.4 All policies that instruct the school administrator will be monitored at a frequency and by a method chosen by the board, but will ordinarily depend on a routine schedule.

	Policy	Method	Frequency	Schedule
1.0	Ends	Internal	Annually	November
2.1	Treatment of Consumers	Internal	Annually	October
2.2	Treatment of Staff	Internal	Annually	September
2.3	Financial Planning/Budgeting	Internal	Annually	January
	Financial Review	External	Annually	October
	Financial Reports	Internal	Monthly	July-July
2.4	Financial Condition & Activities	Internal	Annually	September
2.5	Asset Protection	Internal	Annually	February
2.6	Emergency School Adm. Succession	Internal	Annually	March
2.7	Compensation and Benefits	Internal	Annually	May
2.8	Communication and Support of Board	Internal	Annually	April
2.9	Programs/Services	Internal	Annually	October

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The Board of Directors is an integral part of Brazosport Christian School. The Board establishes the policies within which the administration carries out the daily operations of the school. Board members must have a clear testimony of faith in Jesus Christ and be committed to the philosophy and objectives of the school. They must have their own eligible children enrolled in grades K-12. The purpose of the board is to see that Brazosport Christian School (1) achieves appropriate results for appropriate persons at appropriate cost, and (2) avoids unacceptable actions and situations.

Accordingly:

- 4.0.1 The Board shall govern with an emphasis on:
biblically-based integrity and truthfulness in all methods and practices,
outward vision rather than an internal preoccupation,
strategic leadership more than administrative detail,
clear distinction of board and chief executive roles,
collective rather than individual decisions,
future rather than past or present, and
pro-activity rather than reactivity.
- 4.0.2 It is our conviction that God has established the structure of authority to provide for and protect those in His service. We acknowledge God as the spiritual Head and Sustainer of the school. The Board of Directors is the policy setting authority under God, and the Administrator is the head of the school. The Board is to seek the will of God and to serve as His instrument in setting policy, determining boundaries and setting Ends. The Board shall pray for the mind of Christ and pray to function with Godly wisdom. The job of the Board is to determine and to demand appropriate organizational performance.
- 4.0.3 In order to accomplish its job, 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.
- 4.0.4 The chairman assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
- 4.0.5 The vice-chairman will work with the chairman and assume the chairman's responsibilities when necessary.
- 4.0.6 The secretary will maintain records of board transactions and policies.
- 4.0.7 The treasurer will provide independent oversight of school financial

POLICY TYPE: GOVERNANCE PROCESS

matters.

POLICY TITLE:

GOVERNANCE COMMITMENT

4.0.8 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.

- 4.0.9 The Board commits itself to the individual and collective participation of its members to ensure leadership success.
- 4.0.10 Board committees, when used, will be assigned to reinforce the wholeness of the board's job and never to interfere with delegation from board to school administrator.
- 4.0.11 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. The school administrator will serve as a non-voting member of each committee.
- 4.0.12 The Board aims to maintain a size of 6-9 members serving 3-year terms. The terms should be staggered so that normally only 3 members retire each year. Nominations are made by the Board of Trustees. Board members will prayerfully consider each nominee. Pairs of board members will be sent out to interview nominees. Members will give their reports to the full board. Nominees will be invited to attend a board meeting as observers. The full board will vote on nominees. The vote must be unanimous to elect a new member. New Board Member orientation will be conducted as needed. New board members will formally join the board after his election. A member may succeed himself by re-nomination and re-election and may serve any number of terms as long as he qualifies. The election of Chairman, Vice-Chairman, Secretary and Treasurer shall be held annually in January.
- 4.0.13 The board will invest in its governance capacity.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE STYLE, DOCTRINAL BELIEFS AND VALUES

POLICY 4.0.1 The Board shall govern with an emphasis on biblically-based integrity and truthfulness in all methods and practices, outward vision rather than internal preoccupation, strategic leadership more than administrative detail, clear distinction of board and chief executive roles, collective rather than individual decisions, the future rather than past or present, and pro-activity rather than reactivity.

Accordingly:

4.0.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings and that they are of supreme and final authority in faith and conduct.

4.0.1.1.1 That there is one God, eternally existent in three Persons: Father, Son, and Holy Spirit. (Genesis 1:1, Matthew 28:19, John 10:30)

4.0.1.1.2 That the Bible is the only inspired and infallible authoritative Word of God. (II Timothy 3:16&17, II Peter 1:21)

4.0.1.1.3 In the deity of our Lord Jesus Christ, The Son of God; in His virgin birth; in His sinless life; in His miracles; in His vicarious and atoning death through His shed blood; in His bodily resurrection from the dead; in His personal return in power and glory. (John 10:30)

4.0.1.1.4 In the creation of man by a direct and unique act of God. (Genesis 1:26-28)

4.0.1.1.5 That man is sinful by nature and by choice, and that regeneration by the Holy Spirit is essential for his salvation. This regeneration occurs when an individual believes in his innermost being that he is separated from God because of his sin, repents of that sin, and by an act of God-given faith, receives Jesus Christ as his personal and only Master and Savior. At this point, we believe God gives the free gift of eternal life. (John 3:16-19, John 5:24, Romans 3:23, Romans 5:8-9, Ephesians 2:8-10, Titus 3:5)

4.0.1.1.6 In the continuing ministry of the Holy Spirit, by whose indwelling from the moment of regeneration, the Christian is enabled to live a Godly life that glorifies the Lord Jesus Christ. (Romans 8:13-14, I Corinthians 3:16, I Corinthians 6:19-20, Ephesians 4:30, Ephesians 5:18)

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE STYLE, DOCTRINAL BELIEFS AND VALUES

- 4.0.1.1.7 In the resurrection of both the saved and the lost; they who are saved unto eternal life with God, and those who are lost unto eternal damnation and separation from God. (John 5:28-29)
 - 4.0.1.1.8 In the spiritual unity of believers in our Lord Jesus Christ. As His earthly body, He has uniquely equipped each believer to serve Him and one another. (Romans 8:9, I Corinthians 12:12-13, Galatians 3:26-28)
 - 4.0.1.1.9 With these tenets as our basis, it is our stated intention to obey Christ's command to "Go...into all the world and make disciples of all nations", which includes the evangelism of all children, which our Lord brings under our instruction. This will be done with discretion and sensitivity, and with full communication with the parents as to the activity of the Holy Spirit in the life of the child.
- 4.0.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- According, we believe:
- 4.0.1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.
 - 4.0.1.2.2 That Christian school exists to support parents and the church in fulfilling the parents' biblical responsibility to educate children.
 - 4.0.1.2.3 That teaching God's Word, and teaching how to apply God's Word, is essential to education.
 - 4.0.1.2.3.1 All truth is God's truth.
 - 4.0.1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 4.0.1.2.3.3 The work of the Holy Spirit is significant.
 - 4.0.1.2.3.4 Prayer is essential.
 - 4.0.1.2.3.5 Every individual is of value, all are uniquely created in the image of God.
 - 4.0.1.2.3.6 That a personal relationship with Christ is essential.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE STYLE, DOCTRINAL BELIEFS AND VALUES

4.0.1.2.4 That every aspect of curriculum should be permeated with God's Word, including teaching on the following:

- 4.0.1.2.4.1 The natural world.
- 4.0.1.2.4.2 Human history and God's activity in it.
- 4.0.1.2.4.3 Humanity, its cultures, and how we are to live in the world.

4.0.1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty and staff are to:

- 4.0.1.2.5.1 Be born-again Christians who model Christ.
- 4.0.1.2.5.2 Embody excellence.
- 4.0.1.2.5.3 Demonstrate a servant's heart.
- 4.0.1.2.5.4 Serve in harmony.
- 4.0.1.2.5.5 Engage only in activities consistent with biblical truth.

4.0.1.3 The organization, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, gender, or military status.

4.0.1.4 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will 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.

4.0.1.5 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 outside the organization, not on the administrative or programmatic means of attaining those effects.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE STYLE, DOCTRINAL BELIEFS AND VALUES

- 4.0.1.6 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, and 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.
- 4.0.1.7 The board will monitor and discuss the board's process at each meeting and it's overall performance annually at the June meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.
- 4.0.1.8 Each member of the board will support the final determination of the board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.0.1.9 All board action requires approval by simple majority of voting members, except election of new board members, which requires a unanimous vote.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.0.2 It is our conviction that God has established the structure of authority to provide for and protect those in His service. We acknowledge God as the spiritual Head and Sustainer of the school. The Board of Directors is the policy setting authority under God, and the Administrator is the head of the school. The Board is to seek the will of God and to serve as His instrument in setting policy, determining boundaries and setting Ends. The Board shall pray for the mind of Christ and pray to function with Godly wisdom. The job of the Board is to determine and to demand appropriate organizational performance.

Accordingly:

4.0.2.1 The Board will recruit, hire, and retain a competent administrator.

4.0.2.2 The Board will produce written governing policies that, at the broadest levels, address each category or organizational decision:

4.0.2.2.1 ENDS: Brazosport Christian School provides families academic excellence with a Biblical worldview and equips students with qualities of knowledge, character and leadership to the glory of God.

4.0.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority, which establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

4.0.2.2.3 GOVERNANCE PROCESS: Specification of how the board conceives, carries out, and monitors its own task.

4.0.2.2.4 BOARD/STAFF LINKAGE: How power is delegated and its proper use monitored; the school administrator's role, authority, and accountability.

4.0.2.3 The Board will assure the performance of the school administrator against policies in 4.0.2.2.1 and 4.0.2.2.2.

4.0.2.4 The Board will be involved in raising funds.

4.0.2.5 The Board will provide adequate facilities and equipment.

4.0.2.6 The board will approve purchase and sale of school property.

4.0.2.7 The Board will exercise final authority in all matters of policy or in unresolved disputes applying Biblical principles such as Mathew 18:15-17.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

4.0.3 In order 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:

4.0.3.1 The cycle will conclude each year on the last day of October so that administration planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long term Ends.

4.0.3.2 The cycle will start with the Board's development of its agenda for the next year.

4.0.3.2.1 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 Boards planning cycle.

4.0.3.2.2 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.

4.0.3.3 Throughout the year, the Board will attend to agenda items as expeditiously as possible.

4.0.3.4 The Board will meet monthly, except for July and December, generally on the 4th Monday. Additional meetings will be scheduled as required.

4.0.3.5 School Administrator monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

4.0.3.6 School Administrator remuneration will be decided after a review of monitoring reports received in the last year from the school administrator during the month of January.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRMAN'S ROLE

POLICY 4.0.4 The chairman assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

4.0.4.1 The job result of the chairman is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

4.0.4.1.1 Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the school administrator.

4.0.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

4.0.4.2 The authority of the chairman consists in making decisions that fall within topics covered by board policies and Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The chairman is authorized to use any reasonable interpretation of the provisions in these policies.

4.0.4.2.1 The chairman is empowered to chair board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).

4.0.4.2.2 The chairman has no authority to make decisions about policies created by the Board within Ends and Executive Limitation policy areas. Therefore, the chairman has no authority to supervise or direct the school administrator.

4.0.4.2.3 The chairman 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.

4.0.4.2.4 The chairman, upon recommendation by the administrator and approval of the Board, will sign non-personnel contracts.

4.0.4.2.5 The chairman reviews the Board's evaluation of the administrator, with the administrator, and provides the administrator with a written copy of the evaluation.

4.0.4.2.6 The chairman may delegate this authority but remains accountable for its use.

4.0.4.2.7 The chairman reproves Board members who are falling short in their responsibilities.

4.0.4.3 The chairman may appoint members and a chairman for each board committee, unless otherwise stipulated by board policies or the organization's by-laws. The chairman and the school administrator are ex-officio members of all committees.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRMAN'S ROLE

4.0.4.4 The chairman, vice-chairman and the administrator are responsible for the orientation of new board members as to their duties.

4.0.4.5 See that all required notices are given.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VICE-CHAIRMAN'S ROLE

POLICY 4.0.5 The vice-chairman will work with the chairman and assume the chairman's responsibilities when necessary.

Accordingly: the vice-chairman will:

4.0.5.1 Periodically evaluate the By-laws of Brazosport Christian School and determine that all items are current and in proper order.

4.0.5.2 Periodically evaluate the Articles of Organization of Brazosport Christian School and determine that all items are current and in proper order.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: SECRETARY'S ROLE

POLICY 4.0.6 The secretary will maintain records of Board transactions and policies.

Accordingly, the secretary will:

- 4.0.6.1 Record the minutes of each board meeting and present them for approval at the next meeting.
- 4.0.6.2 Record the policies as they are revised or added.
- 4.0.6.3 Ensures safekeeping and compliance of the corporate records and seals.
- 4.0.6.4 Keep a record of board members by name, term of office and attendance.
- 4.0.6.5 Along with the administrator see that all copies of the current policy manual are current and identical. Further, the secretary assures that copies are available for new board members and customers on request.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: TREASURER'S ROLE

POLICY 4.0.7 The treasurer will provide independent oversight and assure periodic reporting to the Board of the school's financial matters.

Accordingly, the treasurer will:

4.0.7.1 Assist the Administrator in serving as fiduciary of the school.

4.0.7.2 Assist the Bookkeeper in maintaining an accounting system for the school.

4.0.7.3 Present a financial report to the Board monthly.

4.0.7.4 Ensure that the school meets IRS requirements and regulations.

4.0.7.5 Ensures appropriate controls for all banking and savings accounts in the school's name.

4.0.7.6 Assist administration in developing annual recommendations for tuition, fees, salaries and budget.

4.0.7.7 Be available to sign checks as needed.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

POLICY 4.0.8 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.

According to the board members must:

- 4.0.8.1 Exhibit loyalty without conflict to the interests of the mission of the school. This accountability supersedes any conflicting loyalty to any other interest group, board or staff. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
- 4.0.8.2 Avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.0.8.2.1 There must be no self-dealing or any conduct of private business services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
 - 4.0.8.2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself/himself without comment from not only the vote but also from the deliberation.
 - 4.0.8.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire employment within the organization, he/she must first resign.
- 4.0.8.3 Board members' may not attempt to exercise individual authority over the organization except as explicitly set forth in the board policies.
 - 4.0.8.3.1 Board members' interaction with the school Administrator or with the staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.0.8.3.2 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.
 - 4.0.8.3.3 Board members' will give no consequence or voice to individual judgments of school administrator or staff performance.
- 4.0.8.4 Board members' will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.0.8.5 Board members must give unconditional acceptance to the Brazosport Christian School Statement of Faith.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

POLICY 4.0.9 The Board commits itself to the individual and collective participation of its members to ensure leadership success. Members will pray for the mind of Christ and pray to serve with Godly wisdom. All Board members have a daily ministry to the administrator and school by supporting them in prayer. Each board member is responsible for projecting to the school family that the administrator is the head of the school. It is the function and responsibility of the Board to establish basic policies within which the Administrator is to administer the school.

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

4.0.9.1 Attendance: As board contemplation and decision-making are processes, which require collaboration and participation, attendance at board meetings is required of board members. Members may not be absent from more than four (4) of the Board's regularly scheduled meetings in any fiscal year. Members may not miss three (3) consecutive regularly scheduled meetings. Any absence that exceeds this allotment will be interpreted as that member's resignation from the Board.

4.0.9.2 Preparation and Participation: Board members will prepare for board and committee meetings and will participate productively in discussions. Each member will contribute his/her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.

4.0.9.3 Members as Individuals:

4.9.3.1 The school Administrator is accountable only to the Board as an organization, and not to individual board members. Accordingly, the relationship between the school administrator and individual members of the Board including the board chairman is collegial, not hierarchical. A board member has no power in and of himself/herself; his only power is within the board meetings. Although he/she may have contact with the administrator, teachers, staff and students as any other parent or supporter of the school might have, the board member must be discreet in what he/she says and does in relation to others--no decisions can be made by an individual board member, and he/she must be aware that their words/actions could be construed as representing the Board instead of an individual. Board members are expected to support the voted-on decisions and policies of the Board, although he/she may have voiced disagreement with those decisions during the discussions.

4.0.9.3.2 Members will cultivate and maintain public relations.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

hours **4.0.9.4 *Volunteerism:*** As the functioning and success of the organization depend largely upon the involvement and dedication of volunteers, all board members are expected to contribute a minimum of thirty (30) (inclusive of board meeting time) annually to the school. In view of the school administrator's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the school administrator or responsible staff person.

their **4.0.9.5 *Contributions:*** Each board member is expected to contribute within individual means to make an annual financial contribution to Brazosport Christian School. The demonstration of support, rather than the amount of the contribution, is of principal importance.

4.0.9.6 *School-age Children of Board Members:* Board members shall have their eligible school-age children in Brazosport Christian School. Under special situations, exceptions to this policy may be approved by the school Board.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 4.0.10 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 school Administrator.

Accordingly:

4.0.10.1 Board committees shall be created 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.

4.0.10.2 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 school Administrator.

4.0.10.3 Board committees cannot exercise authority over staff.

4.0.10.4 The school Administrator works for the full Board, he/she will not be expected to obtain approval of a board committee before an executive action.

4.0.10.5 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.

4.0.10.6 Committees will be used sparingly and ordinarily in an ad hoc capacity. Board members are to chair all committees.

4.0.10.7 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 school Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 4.0.11 A committee is a board committee only if its existence and charge comes from the Board, regardless of whether board members sit on the committee. Unless otherwise stated, a committee will cease to exist as soon as its task is complete. The school Administrator will serve as a non-voting member of each committee.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD SIZE, NOMINATION, ELECTION AND TERM LIMITS

POLICY 4.0.12 The Board aims to maintain a size of 6-9 members serving 3-year terms. The terms should be staggered so that normally only 3 members retire each year. Nominations are made by the Board of Trustees. Board members will prayerfully consider each nominee. Pairs of board members will be sent out to interview nominees. Members will give their reports to the full board. Nominees will be invited to attend a board meeting as observers. The full board will vote on nominees. The vote must be unanimous to elect a new member. New Board Member orientation will be conducted as needed. New board members will formally join the board after his election. A member may succeed himself by re-nomination and re-election and may serve any number of terms as long as he qualifies. The election of Chairman, Vice-Chairman, Secretary and Treasurer shall be held annually in January.

Accordingly, board members will display the following:

4.0.12.1 Spiritual Qualifications for Board Membership:

- 4.0.12.1.1 A commitment to Jesus Christ as personal Lord and Savior.
- 4.0.12.1.2 Agreement with the Statement of Faith and the Standard of Conduct.
- 4.0.12.1.3 Active participation in a local Bible-believing church.
- 4.0.12.1.4 A conviction that God required that our children be trained in the ways of God and His Word.
- 4.0.12.1.5 A good Christian testimony in the community.
- 4.0.12.1.6 Certified by God as a candidate for Church leadership by the fulfillment of the requirements outlined in I Timothy 3 and Titus 1 with the exception of gender.

4.0.12.2 Other Qualifications for Board Membership:

- 4.0.12.2.1 Must be committed to the doctrines, philosophy and objectives of the school.
- 4.0.12.2.2 Must be willing to work hard and participate in committee work and school functions.
- 4.0.12.2.3 Must be able to work with the Board as a whole.
- 4.0.12.2.4 Must not be employed by the school.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.0.13 The Board will invest in its Governance capacity.

Accordingly:

4.0.13.1 Board skills, methods and supports will be sufficient to assure governing with excellence.

4.0.13.1.1 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.

4.0.13.1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.

4.0.13.1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.

4.0.13.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

4.0.13.2.1 Up to \$1500 per year for training, including attendance at conferences and workshops, retreats and monthly meetings.

4.0.13.2.2 Up to \$500 per year for surveys, focus groups and opinion analyses.