

# Board Policies Manual for the North Valley Christian Academy July 12, 2022

## Part 1: Introduction and Administration

This Board Policies Manual (BPM) contains all the current standing (ongoing) policies of North Valley Christian Academy (NVCA) Board of Directors (Board).

- 1.1 Reasons for Adoption.** The Board adopts this BPM to:
- Clearly communicate how the Board will meet its fiduciary responsibilities as well as its duties of care, loyalty, and obedience.
  - Provide a single source for all ongoing Board policies.
  - Facilitate orientation of new Board members to current policies.
  - Eliminate redundant or conflicting policies over time.
  - Efficiently review current policy when considering new issues.
  - Provide clear policies to guide the Head of School and staff.
- 1.2 Consistency.** Each policy in this document must be consistent with the law, with the Articles of Incorporation, and its Bylaws, each of which has precedence over these Board policies. Except for time-limited or procedural only Board decisions (approving minutes, electing an officer, etc.), which are recorded in Board minutes, all standing Board policies shall be contained in this document. Unless it is included in this document or incorporated by reference, a verbal statement or written statement in a different document shall not be recognized as a Board policy. The Head of School is responsible for developing organizational and administrative policies and procedures that are consistent with this BPM.
- 1.3 Transition.** As soon as a policy is voted on as the “one voice” of the Board, that policy becomes a part of the BPM and supersedes any past policy that might be found in other documents such as old minutes unless a statute, ordinance, or governing administrative regulation, or a prior Board resolution or contract, obligates the organization with regard to a specific matter relating to the policy.
- 1.4 Changes.** These policies are reviewed on an on-going basis as new issues are addressed or existing policies need refinement. When language is recommended for deletion or modification, it is shown in a “tracked change” format, showing how the new language replaces the old. Any change to this BPM must be approved by formal Board action, e.g., a majority of Board members during a properly called Board meeting or conference call. Proposed changes may be submitted by any Board Member as well as by the Head of School. In most cases, proposed

changes will be referred to and reviewed by the appropriate committee before being presented to the Board for action. Whenever changes are adopted, a new document is to be printed, dated, and quickly made available to the Board and appropriate staff. The previous version is to be kept for future reference.

- 1.5 Specificity.** Each new policy will be drafted to fit in the appropriate place within the BPM. Conceptually, policies are drafted from the "outside in," i.e., the broadest policy statement being presented first, then the next broadest, etc., down to the level of detail that the Board finds appropriate for Board action and below which management is afforded discretion as to how it implements the policies in this BPM.
- 1.6 Maintenance of Policies.** The Head of School or her/his designee shall maintain the BPM and provide updated copies to the Board whenever the policies change, or upon request.

## **Part 2: Organization Essentials**

- 2.1 Mission:** Develop Christ-centered students who aspire to excellence and impact their communities for Him.
- 2.2 Brand Promise:** Steadfast in faith, NVCA is committed to providing a Christ-centered education that will transform lives and touch communities. Our role is to create a passion for life-long learning, in the pursuit of knowledge, that provides the foundation upon which all academic pursuits are built, thereby enabling students to reach their full educational potential.
- 2.3 Accountability:** The Board is accountable to the students attending NVCA, their parents, their teachers, and the community at large.
- 2.4 Values:** The guiding and non-negotiable principles essential to living out our mission and promise are:
  - 2.4.1 Excellence** -- in the way we perform in our roles as leaders, teachers, and students.
  - 2.4.2 Integrity** -- in the way we honor the truth.
  - 2.4.3 Respect** -- in the way we treat one another.
  - 2.4.4 Responsibility** – in the way we understand and complete our duties.
  - 2.4.5 Reverence** -- in the way we keep God first in our lives

**2.5 Strategic Planning:** The Board is expected to think strategically at all times and along with the Head of School develop a Strategic Plan for sustained success. By March 31 of each year the Board shall review and update the Strategic Plan to be approved at its April meeting. The Strategic Plan shall inform all strategic and tactical decisions and shall be the primary reference for the Annual Budget as well as the Board strategies in this section and the current objectives in BPM Section 2.6. The Board strategies by which it will fulfill the mission of NVCA are:

**2.5.1** Outlined in the Strategic Plan dated 4.26.2022.

**2.6 Current Objectives:** Consistent with the Strategic Plan and the Board strategies in BPM Section 2.5, the major organizational goals and monitoring indicators for the year ahead will be:

**2.6.1** Presented for approval to the Planning Committee in advance of presentation to the Board for approval at the September meeting.

### **Part 3: Board Structure and Processes**

**3.1 Governing Style.** The Board will approach its task in a manner that focuses on strategic issues rather than on operational issues while encouraging diversity of perspective and observing a clear distinction of Board and staff roles in a proactive manner. As such, the Board will:

**3.1.1** Enforce upon itself and its Board Members whatever reasonable discipline may be needed to govern with excellence. Discipline shall apply to matters such as attendance, respect for individual roles, speaking to management and the Members with one voice, and any tendency to stray from the governance structure and processes adopted in these Board policies.

**3.1.2** Be accountable to its stakeholders for competent, conscientious, and effective accomplishment of its obligations.

**3.1.3** Monitor and regularly discuss the Board's own processes and performance, seeking to ensure the continuity of its governance functions by orientation, training, and evaluation.

**3.1.4** Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, is responsible for Board performance.

**3.2 Board Job Description.** Arizona law provides that the business and affairs of NVCA are managed by its Board of Directors, subject to such delegations of authority as it shall deem suitable and proper. The job of

the Board is to lead the organization toward the desired performance and ensure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. Consistent with the powers granted to the Board in the Bylaws and all other governing documents, the Board shall:

- 3.2.1** Set appropriate limits within which the Head of School is expected to achieve the goals/outcomes. Determine the strategies and major goals/outcomes and hold the Head of School accountable to follow the strategic plan.
  - 3.2.2** Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive limitations in BPM Parts 4 and 5.
  - 3.2.3** Maintain and constantly improve all ongoing policies of the Board in this BPM.
  - 3.2.4** Select, fairly compensate, support, nurture, evaluate, and, if justified, terminate the Head of School.
  - 3.2.5** Ensure financial solvency and integrity.
  - 3.2.6** Require periodic financial and other external audits to ensure compliance with the law and with good practices.
  - 3.2.7** Evaluate and constantly improve the Board's performance and set expectations for Board Members' involvement.
  - 3.2.8** Develop and enforce the policies set forth in Part 5 of this BPM.
  - 3.2.9** Ensure the Head of School is given the authority, flexibility, and the necessary resources to meet the goals in BPM Section 2.6.
- 3.3 Board Member Criteria.** This BPM section describes the criteria for evaluation of candidates for Board membership as required in Article IV, Section II of the Bylaws. These criteria include qualifications that each individual candidate must meet, as well as the profile of the Board in terms of the diversity, experience, and expertise that will be most effective in carrying out the Board's responsibilities in BPM Section 3.2. Accordingly, the Board shall use the Board profile in Appendix A to inform its selection of candidates for Board membership.
- 3.4 Nomination, Election Process, and Terms.** Any Board member may present a nominee to the Board Chair or the Chair of the Governance Committee, citing how the nominee fulfills the required characteristics and

identifying how the Board member will add to the diversity of perspectives and skills/experience [see BPM Appendix A]. Either the Chair or the Governance Committee Chair may contact the nominee to determine her/his level of interest and willingness to meet the requirements of Board membership. Based upon the contact with the nominee, his/her name shall be presented to the Board. Upon the approval of the nominee by a minimum of a two-thirds vote of the Board, the nominee will begin her/his term on July 1 of the calendar year if elected after July 1 or July 1 of the preceding year if elected before July 1, e.g., July 1, 2021 if elected on any date after July 1, 2021 and July 1, 2020 if elected between January 1, 2021 and June 30, 2021. Appendix C contains a list of the term ending dates for each of the current Board members.

**3.5 Orientation.** Soon after election, each new Board Member shall become familiar with the Bylaws and this BPM. He/she will also be given a comprehensive orientation and training.

**3.6 Chair's Role.** The Chair of the Board (Chair) shall manage the Board so as to maintain the integrity of the Board's processes and policies as stated in the BPM. The Chair ensures that the Board conducts its business in a manner consistent with its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to Board policy, clearly belong to the Board to decide, not staff.

The authority of the Chair consists only in making decisions on behalf of the Board that are consistent with any reasonable interpretation of Board policies in this BPM and in the Bylaws. The Chair shall be the spokesperson for the Board and shall communicate with the Members on Board issues, actions, and decisions on a basis consistent with a fully transparent governance process. The Chair shall also:

**3.6.1** Preside at all Board meetings.

**3.6.2** Work closely with the Head of School.

**3.6.3** Foster a spirit of collegiality and commitment on the Board and of teamwork between the Board and the Head of School.

**3.7 Board Meetings.** Policies for planning and running meetings follow:

**3.7.1.** The preliminary schedule for Board meetings for the coming year shall be set at the first Board meeting of the fiscal year, subject to reasonable modifications that may be required. The schedule for the meetings in FY 2021 is:

3.7.1.1 September 26, 2022

3.7.1.2 January 30, 2023

3.7.1.3 April 24, 2023

3.7.1.4 June 26, 2023

**3.7.2** The Head of School shall assist the Chair in developing agendas and relevant materials, which shall be posted to a secure NVCA portal no later than seven days prior to the Board meetings. Members will be notified by email that documents are posted and ready for review. Monthly HOS reports will also be posted on the dedicated site on the first of each month (except for the months of quarterly Board meetings) so there is a repository of history for future review and Board administration.

**3.7.3** The Chair shall employ a “consent agenda” approach for all regular meetings. The list of items on the consent agenda shall accompany the advance material to the Board mentioned in Section 3.7.2. At the beginning of each regular meeting, any item on the consent agenda shall be removed at the request of any Board Member and discussed during the meeting. Otherwise, the items on the list shall be considered approved by the Board.

**3.7.4** The Chair shall conduct meetings to encourage open, honest discussion and fair consideration of the views of each Board Member. If a Board Member challenges a procedural decision by the Chair, the matter will be resolved by a majority vote of the Board.

**3.7.5** Each Board meeting will comprise two phases:

**3.7.5.1** Board Members and Selected Staff: To be attended only by Board members and selected staff members.

**3.7.5.2** Executive Session: Voting Board Members Only

**3.7.6** The Secretary/Treasurer shall record the meeting minutes and post them electronically to the NVCA portal for Board member access within one week after a duly called Board meeting. Board members will be notified by email that the minutes are posted for review. The exception will be minutes for the Executive Session. Due to the sensitivity of, and potential content of the discussions during the Executive Session, minutes will be distributed to the voting Board members by email only.

**3.8 Committees.** The Board establishes standing committees to help it be effective and efficient. They speak "to the Board" and not "for the Board". Standing committees are created to advise, not to exercise authority over staff. Once standing committees are created by the Board, the Chair shall appoint committee chairs and members for one-year terms, subject to

Board approval. Although committee chairs must be Board members, committee members need not be Board members. The Head of School and the Chair shall be ex officio members of all committees. The Head of School shall assign staff, as appropriate, to assist with the work of each standing committee. However, Committees have no authority over these assigned staff members.

Appendix D lists the current committees, along with the respective Chairs and committee members:

- 3.8.1 Governance Committee.** Recommends policies to the Board pertaining to governance issues and processes, including, but not limited to identifying prospective Board members, orienting and training Board members, evaluating and improving the contributions of individual Board members and officers, and changing the Bylaws and the BPM.
  
- 3.8.2 Finance and Facilities Committee.** Recommends to the Board those financial policies, plans, and courses of action that provide for mission accomplishment and organizational financial well-being. Consistent with this responsibility, it reviews the annual budget and submits it to the Board for its approval. In addition, the committee makes policy recommendations with regard to the levels and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures as outlined in the Finance Policy, tuition rates and scholarships as outlined in the Tuition and Grant Policy, and all other relevant policies for inclusion in this BPM that the committee determines will aid in effective financial management.

The Finance Committee shall also oversee the internal accounting controls; recommend external auditors for Board approval; review the external auditors' annual audit plan; and review the results of the external audit. The committee, or its delegate, will have an annual private conversation with the auditor, and, as appropriate, legal counsel, all of whom may be contacted by the Committee Chair directly. In addition, the Committee provides oversight of regulatory compliance, policies and practices regarding corporate responsibility, and ethics and business conduct-related activities, including compliance with Federal, state, and local laws governing tax-exempt entities.

The Committee also recommends Board policies relating to the care and use of the NVCA campus and facilities as outlined in the Facilities Usage Policy including the determination of a fee

structure for use of the campus and facilities by various groups, including members of the NVCA “family” (e.g., Board members, faculty, students, parents) and groups outside the NVCA family.

The Committee will review and approve annually NVCA’s Staff Continuing Education Policy.

**3.8.3 Planning Committee.** Recommends policies relating to the strategic planning process, the metrics for monitoring progress of the goals and objectives in the strategic plan, and the process for identifying annual goals that align with the strategic plan. The committee shall review the strategic plan annually, recommend updates as appropriate, and report its recommendations to the Board for its approval at the April meeting. The committee shall also recommend the goals and objectives for the year ahead in accordance with BPM Section 2.6.1

**3.8.4 Academics, Branding and Communications Committee** Studies and recommends policies and guidelines related to:

- Academic programs, scheduling, curricula, curriculum alignment, accreditation, learning outcomes, and related issues,
- Brand oversight and strategic plan alignment,
- Brand Style Guide communication oversight and consistency,
- Brand positioning, brand consistency, and registration and trademark usage.

**3.8.5 Human Resources and Evaluation Committee.** Recommends policies relating to the personnel management and administration, including compensation, benefits, vacation and sick leave, employee evaluations, and other personnel policies. The Committee shall comprise the Chair, the immediate past Chair, and a Board member selected by the Head of School. It shall recommend policies relating to the role of the Head of School, including the processes by which the Board carries out the tasks outlined in BPM Sections 3.2.1, 3.2.2, 3.2.4, 3.2.9, 4.4, and 4.5.

**3.8.6 Development Committee.** Recommends policies relating to raising financial and other resources for the organization, including:

- establishing separate funds for specific purposes,
- coordinating relationships with prospective donors, and
- overseeing NVCA’s Donor Policy.



**3.8.6 Executive Committee.** Comprises the Board Chair, Vice Chair, Secretary/Treasurer. Except for the actions enumerated below, this Committee may act for the Board so long as the Committee determines it imprudent to wait for the next Board meeting to take such actions. With respect to actions taken on behalf of the Board, the Committee shall report the action to the Board within 10 days.

The Executive Committee is **not** authorized to make decisions with respect to the following matters:

- 3.8.6.1** Dissolving the corporation
- 3.8.6.2** Hiring or firing the Head of School
- 3.8.6.3** Entering into major contracts or suing another entity
- 3.8.6.4** Making significant changes to a Board-approved budget
- 3.8.6.5** Adopting or eliminating major programs
- 3.8.6.6** Buying or selling property
- 3.8.6.7** Amending the Bylaws
- 3.8.6.8** Changing a policy that only the Board can change

**3.9 Task Forces.** To increase its knowledge base and depth of available expertise, the Board supports the utilization of task forces, which may be appointed by the Head of School or the Chair to assist in carrying out various time and task limited goals and responsibilities. Although either the Chair or the Head of School may form a task force, he/she shall notify the Board of its purpose, membership, and proposed work plan and schedule within 10 days of its formation.

**3.10 Board Members' Code of Conduct.** The Board expects of itself and individual Board Members ethical and businesslike conduct. Board Members are required to abide by the description of their duties as provided in Article IV of the Bylaws. Subject to the requirements of Arizona law, Board Members must offer unconflicted loyalty to the interests of the entire organization, superseding any conflicting loyalty, such as that to family members, advocacy or interest groups, and other Boards or staffs of which they are members. Board Members must avoid any conflict of interest with respect to their fiduciary responsibility, also as provided by Arizona law, and there must be no self-dealing or conduct of private business or personal services between any Board Member and the organization except, as may be approved by the Board and procedurally controlled to assure openness.

Each Board Member is expected to complete and sign an Annual Affirmation Statement (Appendix B) and submit it to the Chair before June 30 of the year prior to the year covered by the Statement. Board

Members are expected to keep confidential the issues, discussions, and actions of the Board. As the spokesperson for the Board, the Chair shall determine whether and when Board information is shared with the general public.

- 3.11 Board Donations and Expenses.** Board members are expected to be donors of record each fiscal year. Although expenses incurred to fulfill Board activities normally qualify as individual tax deductions, upon approval by the Chair individual Board members may submit for reimbursement any expenses incurred in order to attend Board or committee functions.
- 3.12 Contributions Through STO.** Each Board member who is subject to the Arizona state tax must on an annual basis contribute to the Arizona Christian School Tuition Organization (ACSTO) and designate NVCA in general or an NVCA student. The Chair may grant exceptions to this policy based upon prior commitments to other schools, students, STOs, or reasons for an inability to comply.
- 3.13 Encouraging Use of ACSTO Contribution.** As a leader and ambassador of NVCA, each Board member is expected to encourage friends, family, and acquaintances to take advantage of ACSTO contributions, including help in registering, making the contribution, and documenting the contribution to qualify for the Arizona tax credit.

## **Part 4: Board–Head of School Relationship**

- 4.1 Delegation to the Head of School.** While in general the Board’s job is to establish high-level policies, the Head of School’s job is to implement those policies and develop subsidiary policies to manage operations.
  - 4.1.1** All Board authority delegated to staff is delegated through the Head of School, so that all authority and accountability of staff—as far as the Board is concerned—is considered to be the authority and accountability of the Head of School.
  - 4.1.2** Organization Essentials policies (BPM Part 2) direct the Head of School to achieve certain results. The policies in BPM Part 5, Executive Limitations, define the acceptable boundaries within which the Head of School is expected to operate. The Head of School is authorized to establish further policies, make decisions, take actions, and develop activities as long as they are consistent with any reasonable interpretation of the Board’s policies in this BPM.

- 4.1.3** The Board may change its policies during any meeting, thereby shifting the boundary between Board and Head of School domains. Consequently, the Board may change the latitude of choice given to the Head of School, but so long as any particular delegation is in place, the Board and its Members will respect and support the Head of School's choices and offer advice and comment where appropriate.
- 4.1.4** Not only is the Head of School expected to be responsive to the Board, but also he/she is expected to be responsive to committees and their chairs. Notwithstanding the foregoing, if, in the Head of School's judgment, a request for information or the use of staff time requires the inappropriate disclosure of confidential information, involves a material amount of staff time or funds, or is disruptive, it may be declined.
- 4.2 Head of School Job Description.** As the Board's single official link to the operating organization, Head of School performance will be considered to be synonymous with organizational performance as a whole. Consequently, the Head of School's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals in Section 2.6 of this BPM, and (b) organization operations within the boundaries of prudence and ethics established in Board policies.
- 4.3 Communication and Counsel to the Board.** The Head of School shall keep the Board informed about matters essential to carrying out its policy duties. Accordingly, the Head of School shall:

  - 4.3.1** Inform the Board in a clear and concise format of relevant trends, anticipated adverse media coverage, and material external and internal changes -- particularly changes in the assumptions upon which any Board policy has previously been established.
  - 4.3.2** Relate to the Board as a whole, except responding to individual queries from Board or committee members.
  - 4.3.3** Report immediately any actual or anticipated noncompliance with a Board policy, along with suggested changes.
- 4.4 Monitoring Executive Performance.** The purpose of monitoring is to determine the degree to which the mission is being accomplished and Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time, so that meetings can be used to affect the future rather than to review the past. A given policy will be

monitored through reports described below. The Head of School shall help the Board determine what tracking data are available to measure progress in achieving the mission and goals and conforming to Board policies. To allow it to carry out its duties, the Board has established the following reports for the time periods identified.

**4.4.1** Monthly report is due on the first day of the month: The monthly HOS reports will be posted to NVCA's secure portal with Board notification by email. The HOS reports include:

- highlights of events of the month,
- reminders of events for next month,
- alerts to areas of concern,
- summaries of actions to address concerns,
- financial statements for the preceding month,
- monthly safety and security report (see BPM Section 5.3)
- summary of progress in the five strategic areas (development, enrollment, culture (including food service operation), business management, academics)

**4.5 Performance Review and Evaluation.** The Human Resources and Evaluation Committee (Committee) shall manage the process for conducting the semiannual review of the Head of School and his/her annual performance evaluation as described in this section.

On or before August 1 of each year, the Chair and the Head of School shall formulate mutually agreed upon goals (annual goals) for the year. The annual goals shall comprise (1) quantitative measures such as performance against budget, cost controls, fund raising targets, and enrollment and (2) qualitative measures such as parent satisfaction, faculty morale and retention, and effective communication. The Chair shall present the annual goals to the Planning Committee for review no later than September 1 for initial approval and to the Board at its September meeting for final review and approval.

On or before December 10 of each year, the Head of School shall prepare a report relating to (1) the annual goals and objectives and (2) his/her performance to date. No later than December 20, the Chair will meet with the Head of School to confirm or adjust the annual goals; review her/his interim performance against the goals, offer suggestions for improving performance, and document the discussion to be placed in the Head of School's file.

As part of the mid-year review, the Chair, in discussion with the Human Resource and Evaluation Committee, will recommend to the full Board during the Executive Session at the January meeting whether to extend the

Head of School's employment for a successive one-year term. The Board must notify in writing their intent to the Head of School no later than February 1.

The Head of School shall have 30 days from the date of notification to accept or reject the offer for continued employment for another year by sending written notification to NVCA's Board of Directors. If employment is not extended, the Head of School will fulfill the terms of the current agreement through June 30.

On or before May 1 of each year, the Head of School shall prepare a self-evaluation relating to the current objectives in BPM Section 2.6 and submit it to the Chair. The Board Chair will complete his/her evaluation and send both evaluations to the Board members to collect their opinion on the Head of School's performance. The Chair shall consolidate the feedback from Board Members and present it to the Human Resource and Evaluation Committee, which shall combine the feedback, the Head of School's self-evaluation, and the performance against the current objectives to determine an overall evaluation. The Committee shall use the overall evaluation to establish the Head of School's bonus for the year completed and her/his compensation package for the upcoming year. On or before June 30, the Chair shall prepare for the Board a report that summarizes the Committee's evaluation. On or before July 1 of each year, the Chair shall meet with the Head of School to communicate the Committee's decision relating to the year-end bonus and the compensation package for the upcoming year.

**4.6 Annual Budget.** On or before May 1 of each year, the Head of School, in consultation with the Finance Committee, shall develop a budget for the upcoming school year and present it to the Board for its review and approval at its June meeting. Further adjustments made subsequent to the approval will be reviewed with the Finance Committee and resubmitted to the Board for final approval at its September meeting. The annual budget shall be based on the updated strategic plan.

**4.7 Staff Hiring and Compensation.** The Head of School is expected to hire, train, motivate, compensate, inspire, lead, and terminate staff in a professional manner.

**4.7.1** The Head of School shall establish the compensation and benefit levels of all staff based on industry standards in the North Valley and with reference to other private schools. The Head of School shall (a) develop and maintain an employee manual that is reviewed annually by competent legal counsel and (b) provide copies of this manual to the Board for information before June 1 of each year or as required by changes in law.

- 4.7.2** Neither the Head of School nor anyone with hiring authority shall hire on a part time or full time basis a family member or close relative of a staff member or a Board member without the approval of the Executive Committee.
- 4.7.3** Prior to December 20 of each year, the Head of School shall ensure that all faculty and staff members receive a formal mid-year evaluation. Prior to May 15 of each year, the Head of School shall ensure that all staff and faculty members receive a formal year-end evaluation. Unless otherwise designated by the Head of School, all evaluations will be conducted by the faculty or staff member's direct report using an evaluation instrument and process specified by the Head of School. The Head of School shall consult with the Human Resources and Evaluation Committee during the development of both the mid-year and year-end evaluation processes.
- 4.7.4** Before determining the salaries and benefits for his/her key staff, the Head of School shall consult with Chair of the Human Resource and Evaluation Committee. The Head of School shall then provide, for review and recommendations by Finance Committee, a schedule of salary ranges and benefits, including ranges for comparable schools in the North Valley.
- 4.8 Staff Treatment.** With respect to treatment of staff, the Head of School may not cause or allow conditions that are inhumane, unfair, or undignified. Accordingly, he/she may not:

  - 4.8.1** Discriminate among employees on a basis other than clearly job-related, individual performance, or qualifications.
  - 4.8.2** Fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.
  - 4.8.3** Withhold from staff a due process, unbiased grievance procedure that is documented in the Faculty/Staff Handbook.
  - 4.8.4** Discriminate against any staff member for expressing an ethical dissent.
  - 4.8.5** Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted or (b) the employee alleges that Board policy has been violated to his/her detriment.
  - 4.8.6** Fail to acquaint staff members with their rights under this policy.

- 4.8.7** Create a 'hostile'-uncomfortable or unwelcoming-working environment for associates.

## **Part 5: Executive Limitations**

- 5.1 General Guidance.** The purpose of BPM Part 5 is to detail those executive limitations that will guide the Head of School and the staff as they accomplish the purpose of NVCA. These limitations are intended to free the Head of School and the staff to make timely decisions without undue Board directives. As a general statement of policy in this regard, the Board expects that the Head of School will do nothing that is illegal, unethical, or imprudent. In addition to these general limitations, the Board details its executive limitations in the sections that follow.
- 5.2 Finance Limitations.** The Head of School must ensure that the financial integrity of NVCA is maintained at all times; that proper care is exercised in receiving, processing, and disbursing funds; and that financial and non-financial assets are appropriately protected.
- 5.2.1 Budgeting.** The Head of School shall consult with the Finance Committee concerning the annual budget and thereafter prepare the budget such that it does not (a) deviate materially from the Board's goals and priorities listed in BPM Part 2, (b) risk fiscal jeopardy, or (c) fail to show a generally acceptable level of foresight.
- 5.2.2 Financial Controls.** The Head of School must exercise care in accounting for and protecting the financial assets of the organization. To this end, the Head of School is expected to incorporate generally accepted accounting principles and internal controls in the financial systems that are employed in the organization. The Head of School must adhere to the financial controls as stated in the Finance Policy approved by the Finance Committee. In addition, the Head of School may not, and shall ensure that those under his/her authority do not:
- 5.2.2.1** Receive, process, or disburse funds under controls insufficient to meet the Board appointed auditor's standards.
- 5.2.2.2** In the case of budgeted expenditures, approve an expenditure greater than \$5,000 or bind the organization to a contract that commits the organization to spend greater than \$5,000 without approval of the Finance Committee.

**5.2.2.3** In the case of unbudgeted expenditures, approve an unbudgeted expenditure greater than \$2,000 or bind the organization to a contract greater than \$2,000 without approval of the Finance Committee.

**5.2.2.4** Bind the organization to a contract for goods or services with a term in excess of two (2) years or to a contract for employment with a term in excess of one (1) year without approval of the Finance Committee.

**5.2.2.5** Make any offer of employment without approval of the Finance Committee.

**5.2.2.6** Notwithstanding the provisions in sections 5.2.2.2 and 5.2.2.3, in a time sensitive situation that threatens the ability of the organization to properly carry out its mission, the Head of School is authorized to procure goods and/or services to remedy the matter without prior Finance Committee approval, provided within 48 hours of the transaction the Head of School notifies the Finance Committee of the situation, the rationale for his action, and its estimated cost.

**5.2.3 Asset Protection.** The Head of School may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the Head of School may not:

**5.2.3.1** Unnecessarily expose the organization, its Board, or its staff to claims of liability.

**5.2.3.2** Make purchases of greater than \$2000 without following a process for competitive bidding wherever there are qualified multiple providers of the products or services. However, in a time sensitive situation that threatens the ability of the organization to properly carry out its mission, the Head of School may complete a purchase without competitive bidding, so long as he complies with the provisions of BPM Section 5.2.2, including the requirements to report within 48 hours to the Finance Committee in BPM Section 5.2.2.6

**5.2.3.3** Make any purchases without considering potential conflicts of interest.

**5.2.3.4** Fail to (1) maintain a current inventory of all assets, including technology assets or (2) cause a physical inventory of assets to be conducted annually no later than June 30 of each fiscal year.



**5.2.3.5** Fail to insure the assets of the organization to material theft and casualty beyond a prudent level.

**5.3 Safety and Security:** The safety and security of our students and staff being of utmost importance, the Head of School shall form a Safety and Security Team (Team) and designate a Team Leader to oversee the development and administration of the Safety and Security Policy, policies, the Suicide Prevention Policy and the Wellness Policy to ensure the highest level of safety and security for our campus. These policies shall:

- be documented in a Safety and Security manual approved by the Team;
- include standards for training and drills necessary to keep students and staff fully prepared to respond to threats;
- be periodically reviewed by the Team and modified and approved as required;
- provided to the Board for its information.

On or the day before the last day of the month, the Team Leader shall submit to the Head of School a Monthly Safety Report, which shall summarize any training exercises conducted that month, the results of the exercises, and observations/recommendations arising from the exercises. The Head of School shall attach the report to his monthly HOS report to the Board as identified in BPM Section 4.4.1. The Head of School will also provide an update at the quarterly Board meetings on the food and nutrition program.

**5.4 Communications.** The Chair or his designee shall be the sole spokesperson for the Board on matters of Board policies. On matters of operating policies and general school information, the Head of School or his designee shall be the sole spokesperson.

**5.5 Food Allergies.** The Head of School shall formulate and publish an operating policy recognizing the risks associated with food allergies, particularly those that may result in anaphylaxis. The policy shall address the process for identifying students with allergies, the steps to be taken to avoid instances of allergic reactions, and the readiness of faculty and staff to recognize allergic reactions and respond in a timely fashion.

**5.6 Donations Policies and Procedures.** The Development Committee shall prepare and maintain a donor policy manual, which shall include all policies and procedures relating to the rights of donors, the requirements for maintaining strict confidentiality of donor information, and the processing and accounting for donations and endowments. All personnel who have access to donor information must certify to having read the

manual and must agree to abide by its contents. The manual is incorporated by reference in the BPM.

## Board Profile

The effectiveness of the Board in providing direction and support for the NVCA staff is dependent on the quality of the Board members and the efficiency of the processes they employ. At NVCA we seek a Board where all of its members are committed to Christian education, are recognized in the community for their integrity and character, and have demonstrated the ability to work with others. In addition to these required characteristics, we also seek Board members with desired characteristics including a diverse set of perspectives and a variety of skills and experience. The profile of the desired Board membership, therefore, can be described in three categories:

**Required Characteristics** -- Each NVCA Board member must:

- ✓ Be willing to sign the NVCA Statement of faith
- ✓ Be committed to Christian education and to the NVCA mission
- ✓ Be recognized in the community for integrity and character
- ✓ Have the ability to work as a team
- ✓ Be willing to give the appropriate time, talent, and treasure

**Perspectives** -- To the extent possible, the Board will contain:

- ✓ A majority of members of The Lutheran Church, Missouri Synod
- ✓ A mixture of men and women
- ✓ Two parents of NVCA students
- ✓ Members from different age groups
- ✓ Members from different ethnic groups

**Skills/Experience** – To the extent possible, the Board members will have skills and experience in one or more of the following:

- ✓ Education and school administration
- ✓ Fund raising
- ✓ Legal and regulatory
- ✓ Accounting or finance
- ✓ Real estate or land development
- ✓ Construction
- ✓ Marketing
- ✓ Organization and management
- ✓ Leadership and planning
- ✓ Sales

NVCA Board Member Affirmation Statement

The Board Affirmation Statement is designed to annually reaffirm your commitment as an NVCA Board member for the next fiscal year to give of your time, talent, and treasures for the benefit of North Valley Christian Academy, to include guidance, oversight, and stewardship of NVCA mission, strategic plan, and resources.

(Please consider thoughtfully, sign, and return to the Board Chair)

- 1. I continue to support our vision, mission, and leadership.
2. I understand board membership requires my time for meetings, preparation, and volunteer efforts as appropriate and required by NVCA. I'm able to give that time during the twelve months ahead and expect to attend all board and committee meetings unless I give the Board Chair advanced notice of my need to be absent for good cause.
3. I intend to contribute financially to our organization during the year and will help open doors to friends who may be interested in contributing.
4. I have reviewed, signed and intend to comply with our Conflict of Interest policy. I am attaching information on any potential conflict of interest that has not been previously disclosed to the secretary of the board.
5. I have reviewed the NVCA by-laws and BPM and will support them to the fullest.
6. I will contribute to ACSTO unless given an exception by the Chair.
7. I understand and accept my responsibility to serve as an advocate and ambassador for NVCA by engaging individuals inside and outside my network to support the NVCA mission.
8. If anything should occur during the year which would not allow me to keep these intentions of being a positive contributor to our board, I will take the initiative to talk to the Chair about resigning to allow another to serve who is able to meet these common expectations of all board members.
a. \_\_\_ I affirm the above items and look forward to continued service.
b. \_\_\_ I am unable to affirm the above and request that the board accept my resignation effective\_\_\_\_\_.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Please respond no later than June 30 of the fiscal year prior to the year covered by this statement