

BOARD POLICY MANUAL

Approved May 2013

Revised Sept. 2025

TABLE OF CONTENTS

INTRODUCTION	**SECTION I**
SCHOOL POLICIES	**SECTION II**
Motto	II-1
Mission	II-2
Philosophy	II-3
School Goals	II-5
Core Curricular Principles	II-5
Reports To and From Memberships & Associations	II-6
Reports Regarding General Satisfaction	II-7
Amendments to the Board Policy Manual	II-8
GOVERNANCE POLICIES	**SECTION III**
Society	III-1
Board of Directors	III-2
BOARD/STAFF RELATIONSHIP	**SECTION IV**
Board/Staff Relationship Policies	IV-1
EXECUTIVE LIMITATIONS: GENERAL LIMITATIONS	**SECTION V**
Executive Limitations: General Limitations	V-1
EXECUTIVE LIMITATIONS: PERSONNEL	**SECTION VI**
Executive Limitations: Personnel	VI-1
EXECUTIVE LIMITATIONS: EDUCATION	**SECTION VII**
Executive Limitations: Education	VII-1
EXECUTIVE LIMITATIONS: STUDENTS	**SECTION VIII**
Executive Limitations: Students	VIII-1
EXECUTIVE LIMITATIONS: FACILITIES	**SECTION IX**
Executive Limitations: Facilities	IX-1
EXECUTIVE LIMITATIONS: FINANCE	**SECTION X**
Executive Limitations: Finance	X-1
EXECUTIVE LIMITATIONS: ADMISSIONS	**SECTION XI**
Executive Limitations: Admissions	XI-1
EXECUTIVE LIMITATIONS: RELATIONS WITH THE HOME	**SECTION XII**
Executive Limitations: Relations with the Home	XII-1
EXECUTIVE LIMITATIONS: RELATIONS WITH CHURCH & COMMUNITY	**SECTION XIII**
Executive Limitations: Relations with Church & Community	XIII-1
EXECUTIVE LIMITATIONS: RELATIONS WITH AUXILIARY ORGANIZATIONS	**SECTION XIV**
Executive Limitations: Relations with Auxiliary Organizations	XIV- 1
EXECUTIVE LIMITATIONS: PROMOTION, DEVELOPMENT, & FUNDRAISING	**SECTION XV**
Executive Limitations: Promotion, Development, & Fundraising	XV-1

SECTION I

INTRODUCTION

One of the most important functions of the Board is the formulation of policies that guide the organization and administration of the Valley Christian Schools[1].

Written policies will tend to represent the best thinking of School Board members over the years and give consistency and stability to important aspects of the school organization and operation, as the composition of the School Board and of the administration changes from year to year.

This manual should serve the following purposes:

to encourage continuity and consistency of board action.

to foster stability in the management and administration of the school.

to clarify the assignment of responsibilities to members of the administrative, instructional, and classified staff.

to clarify the responsibilities and duties of board members.

to provide for many circumstances and situations in advance of their happening.

to save valuable board and administrative time by eliminating the necessity of making a decision each time a recurring situation presents itself.

to facilitate the orderly review of board policies.

to aid the Board in evaluating administrative and educational practices.

to reduce and control the pressures of special interest groups.

to help in the orientation of new Board members and administrators.

to facilitate the maintenance of a high staff morale by promoting a common understanding of board and administrative actions and by ensuring uniform and fair treatment of all in the circumstances.

It is hoped that the use of this manual will enable the goals of the school to be met and inspire board members, administrators, and teachers to act in accordance with the importance of their functions and their position of community trust.

[1] Bellflower Christian Schools, founded in 1935, was renamed Valley Christian Schools in 2003. All references to Bellflower Christian Schools (BCS) in the Board Policy Manual have been revised to Valley Christian Schools (VCS).

SECTION II

VALLEY CHRISTIAN SCHOOLS POLICIES

II.1 MOTTO

The motto of Valley Christian Schools is to ***Equip & Inspire*** our students to serve the Lord Jesus Christ.

II.2 MISSION

In the light of the Lordship of Jesus Christ and the authority of God's word, we will educate each unique student in cooperation with the Christian community so that he or she is equipped and inspired to make a difference for Jesus Christ in the world.

II.3 PHILOSOPHY

Valley Christian Schools is a necessary and joyful means to bring glory and honor to God in response to His mercy toward His people. The school is necessary because education is essential for effective obedience to God's will; it is joyful because, as God's children, we individually and communally serve, explore, participate, and delight in His creation.

Every human has a perspective or worldview that directs and empowers the way he thinks, speaks, acts, and lives. The educational perspective of Valley Christian Schools is based on the authority of the Bible as the written Word of God. In our understanding of the Bible, we find help and direction in the Reformed heritage and confessional standards. Valley Christian recognizes that Christians adhere to a variety of confessional standards, and it actively supports an interdenominational ministry by helping participating Christian parents in their efforts to lead their children in the nurture and admonition of the Lord.

One way to summarize the philosophy of Valley Christian is to understand the relationships between the individual and God, the individual and self, the individual and other human beings, and the individual and all other aspects of God's creation, order, and history. The purpose of Valley Christian Schools is to train the students to live in and respond to these relationships commanded in God's Word.

In creation, these relationships were established to bring honor and glory to God. People, created in the image of God, are given a special responsibility to be God's representatives to ensure that his life and all of his relationships are consistent with the order God has established. Men and women have specific roles as stewards in subduing, controlling, and preserving the earth.

All of the ordained relationships, however, were distorted when humanity willfully rejected his and her assigned places and attempted to build their own kingdoms. Despite humanity's response, God provided through the atonement of Jesus Christ the means of restoring the relationships. As God restores His relationship with mankind, this permits the restoration of each of the other relationships. Men and women are free in thankful response to serve God as sovereign Lord, to love and respect themselves as God's image-bearers, to love their neighbors, and to subdue, control, and preserve the earth as God's stewards.

We are called as Christians to grow in maturity in Jesus Christ, to be knowledgeable about our faith, to stand firm in our convictions, to live as servants within community, and to work toward reconciling all things and relationships to Jesus Christ. The Christian home has the primary responsibility for the children and is the children's primary source of nurture and guidance as parents disciple their children. The school serves as an extension of the Christian home. The Christian parent, as a member of the body of Christ, seeks for the family growth in faith and practice with regular and active involvement in a local Christian church.

II.4 SCHOOL GOALS

VISION: Valley Christian Schools seeks to honor and glorify God by being a loving, compassionate, and spirit-filled community, affirming His call to holiness, ensuring academic success, stewarding our resources, and embracing the diversity of the body of Christ while emphasizing our Reformed accent.

The school is to partner with Christian parents to train each unique child to be mature and unique within the family of God and to accept deliberately and joyfully his or her special responsibilities. The school is to be an effective instrument of God on behalf of Christian parents to train their children to become mature Christians, desirous and capable of developing the relationships established by God.

The school must help the student, as an image-bearer of God and member of a community, to discover and develop his individual worth, talents, gifts, and responsibilities. The training of students must ensure every aspect of learning, including understanding, decision-making, and serving, is an extension of a Christian commitment and Biblical worldview.

UNDERSTANDING: The student must know God, self, others, and creation. He or she must learn what the proper relationships were created to be, what they became through sin, and what they can become through restoration in Jesus Christ. There must be growth in knowledge, in a clear understanding of what things are like, and in identifying observations, concepts, and generalizations. There must be growth in abilities to analyze, synthesize, apply, create, and interpret.

DECISION-MAKING: The school must train and admonish the student to respond appropriately and to apply the knowledge in forming the relationships as directed in the Bible. There must be growth in right choosing, discernment, appreciation, right attitudes, and the making of appropriate judgments and commitments.

SERVING: The school must train the student to act, respond, and apply biblical principles in establishing God-glorifying relationships. To promote a positive impact in the world, there must be growth in applying and implementing these biblical principles.

II.5 CORE CURRICULAR PRINCIPLES

1. The Core Curricular Principles of Valley Christian Schools are distinctive from non-Christian religions and philosophies, from views that determine truth only by currently accepted scientific reason, and from views that assume truth is relative to the individual.
2. Valley Christian Schools teaches a Reformed world and life view. The following Core Curricular Principles distinguish the position of Valley Christian Schools from other views held by Christians:

    A. THE LORDSHIP OF JESUS CHRIST
        1. God is sovereign and Jesus Christ is Lord over all aspects of life (This is distinctive from a dualistic, sacred-secular position).
        2. All of creation exists for the purpose of bringing glory and honor to God. We seek our place of service within His will and plan. (This is distinctive from a view in which God assists us to accomplish our own plans, happiness, or fulfillment).

    B. THE AUTHORITY OF GOD'S WORD

        1. Jesus Christ is the Word incarnate. He is Creator, King, Provider, Redeemer, and in Him all things hold together. (This is distinctive from a view in which the role of Jesus is limited to being Savior of the souls of mankind).
        2. The Bible is God's inspired, infallible, and inerrant Word by which we understand God, His created reality, the fall, salvation, and God's will for our lives. The Bible is to be interpreted as a unified whole. (This is distinctive from views that interpret the Bible that sharply divides the Old from the New Testaments, or that interpret the Bible simply as a set of propositions, as a textbook, or as one of several important religious writings).
        3. God also reveals Himself through His creation. All of God's revelations are true and are in ultimate harmony. (This is distinctive from a view that allows any of the revelations of God to be considered irrelevant or in disharmony.)

C. EDUCATION IN COOPERATION WITH THE CHRISTIAN COMMUNITY

1. Because God has given parents responsibility for the nurture and training of their children, we will help them fulfill this calling in partnership with the church. (This is distinctive from a view that it is the state's responsibility to educate our children.)
2. The purpose of the Christian school is to assist in equipping students with the vision and skills for bringing positive change to culture and all relationships for the advancement of the kingdom of God. (This is distinctive from a view in which our only responsibility is to seek the salvation of souls.)

D. MAKING A DIFFERENCE FOR CHRIST IN THE WORLD

1. CREATION

a. Creation is good and belongs to God. (This is distinctive from a dualistic view in which the physical world is evil and the soul is good.)

b. Mankind is created in the image of God and is responsible for bringing all relationships under the authority of God, including society and culture. (This is distinctive from a view that suggests that we have a responsibility with regard only to our soul or spirit.)

2. FALL

a. Sin is a condition that affects every relationship. (This is distinctive from a view in which sin affects only personal salvation.)

b. The struggle between right and wrong affects all relationships and calls for both personal and corporate discernment and decision-making that includes the call for justice and righteousness. (This is distinctive from a view that suggests sin does not affect our thinking, will, decisions, emotions, and relationships, but leaves people basically and morally good, needing only assistance from God in personal salvation.)

3. REDEMPTION

a. By God's grace, the death and resurrection of Jesus Christ on the cross paid for the sins of those who believe in Christ, and the Holy Spirit empowers the believer to live a life of service in gratitude. (This is distinctive from a view that grace is not sufficient for the forgiveness of sins.)

b. Each person is to give thanks to God by loving God above all and one's neighbor as oneself.

c. Through God's providence, He continues to love and care for all of creation. (This is distinctive from a dualistic view in which the physical world is evil and the soul is good.)

d. The redemption of Christ affects all relationships, including creation. (This is distinctive from a view in which the effects of redemption are only personal.)

e. Each Christian is part of the body of Christ, the church, and is called to faithfully grow in Christian maturity by actively attending and participating in a local Christian church community. (This is in contrast to those who consider one's relationship with Christ to be individualistic rather than communal.)

f. Christian parents are accountable to God to raise their children to accept Jesus Christ as Savior and Lord and to pursue the available resources to ensure their children become mature Christians and are prepared for works of service for God. (This is distinctive from a view that it is the state's responsibility to educate our children.)

g. The Christian school calls students, by the power of the Holy Spirit, to be agents of change and renewal for Jesus Christ in contemporary society. (This is distinctive from a view that suggests we have a responsibility with regard only to our soul or spirit.)

II.6 REPORTS TO AND FROM ACCREDITING ASSOCIATIONS & CHRISTIAN SCHOOL MEMBERSHIP ORGANIZATIONS

1. Western Association of Schools and Colleges (WASC)
2. Christian Schools International (CSI)
3. Association of Christian Schools International (ACSI) - Optional

II.7 REPORTS REGARDING GENERAL SATISFACTION WITH INSTITUTIONAL OUTCOMES

1. General Overview and Approach to Outcomes Assessment.

A. School system outcomes assessment is the reporting procedure Valley Christian Schools uses to measure the success and failures of its mission to educate each unique student in cooperation with the Christian community so he or she is equipped to make a difference for Jesus Christ in the world.

B. The following describes the Valley Christian Schools' approach to assessing institutional outcomes:

1. Outcomes assessment should be as simple and manageable as possible.

2. Faculty and Educational Administrative leadership are best suited to determine the educational outcomes of their academic programs and activities, how to assess these outcomes, and how to use the results for further program development and improvement.

3. The Outcomes Committee facilitates a tri-annual presentation schedule that allows all departments and major academic programs of the Valley Christian school system to address the Committee.

4. The results of outcomes assessment should be used to evaluate the effectiveness of academic programs and student services.

5. Faculty shall use the information collected to develop and improve academic programs. School campus administrators must provide leadership and accountability to the process.

C. Reporting Procedures and Frequency. Each VCS Department is encouraged to use its own discretion in presentation style. However, to maintain consistency in the reporting structure, the committee has adopted a list of ESLR-based questions to be addressed in the presentation. At the discretion of the Outcomes Committee, the presenting group may be asked to address an additional list of topics and/or specific questions in the body of their presentation. The list of these topics and/or questions will be made available to the presenting group three weeks prior to their scheduled presentation date. An electronic file containing the contents of the presentation is to be delivered to the Outcomes Chairperson five working days prior to the meeting for review and comment. The Outcomes Chairperson will review the presentation for content and communicate any requested changes/corrections to the committee within three working days of the scheduled presentation. The final version of the document and any meeting minutes taken will be distributed to the full BOD for their information. These documents will also be made available for inclusion in the ongoing WASC self-study process.

D. WASC. One of the primary resources for assessment will be the Western Association of Schools and Colleges (WASC) self-report and accreditation process. The VCS outcomes assessment process, through its annualized structure and data/evidence collection plan, will directly support the ongoing WASC

Action Plan. The WASC self-report and visit feedback will, in turn, be a primary source of assessment for Outcomes.

E. ESLRs. The Expected School-Wide Learning Results (ESLR) define the overall academic and program aims of the Valley Christian School System. The ESLRs provide the framework for excellence as supported by exemplary curriculum, teaching, and practices. Valley Christian Schools will assess its ability to meet the goals and objectives as defined by the ESLRs. (See Appendix A)

2. Major Areas for Outcomes Assessment:

A. **Academic Programs**. *Institutional Ends*: to provide excellence in Christian Education while transforming students to impact contemporary society for Christ.

1. Objective: Valley Christian Schools will educate each student in a manner that affirms their place in Christ's Kingdom and honors their individual uniqueness. Students receive instruction through a variety of methods, means, and resources.

2. Common Core Standards: The goal of the National Common Core Standards is to provide a consistent, clear understanding of what students are expected to learn at each grade level. The Outcomes assessment process should provide evidence of how well the school is meeting the Common Core Standards.

3. Factors and Criteria:
   a. Factors: academic achievement; understanding Christian worldview; attainment of ESLRs; meeting Common Core Standards.

   b. Criteria: students, faculty, parent support, classrooms, curriculum integration, events, and project team learning opportunities.

4. Measurement Options: Academic achievement, understanding of Christian worldview, meeting Common Core Standards, standardized test scores, organizational scorecards, and attainment of ESLRs.

5. Reporting Procedures and Frequency: The reports given by the various campus groups each month to the Outcomes Committee will give focus on the fulfillment of the ESLRs. These reports, along with any supporting documents and any meeting minutes taken, will be distributed to the full Board of Directors for their information. The Chairperson of the Outcomes Committee will provide an annual summary of these documents to the Board of Directors at the first board meeting of the academic year.

B. **Student Spiritual Development**. *Institutional Ends*: to develop a student who is equipped and inspired to humbly demonstrate Christian character, wisdom, leadership, service, and excellence in every square inch of their lives. VCS students will form a worldview consistent with a biblical understanding of God's creation and plan for redemption from a reformed theological perspective.

1. Objective: A Valley Christian Student will demonstrate biblical literacy, articulate the need for a Savior and how Jesus saves, defend and promote a biblical worldview, and live out one's place in God's story and kingdom with justice, mercy, and humility.

2. Factors and Criteria:
   a. Factors: The Holy Spirit; the entire Valley Christian School community together faithfully pointing students to God's revelation, particularly in all of our studies and in our community life.

b. Criteria: We must never measure the spirituality of others. We want our children to have faith beyond measure, as the love of God is beyond measure. We can measure how the context and environment are created to nurture the love for God. We can measure what we do, but need to stay away from the results because measured results are always grossly inadequate and create a false definition of faith. Therefore, the program and culture to achieve the ESLRs above will be measured, as well as the results of the ESLRs, the last one just anecdotally.

3. Measurement Options: student surveys, parent surveys, participation in spiritual development activities, anecdotes.

4. Reporting Procedures and Frequency: The reports given by the various campus groups to the Outcomes committee will include a focus on the first ESLR—Christ-centeredness. Organizational scorecards will also include a review of student spiritual development. These reports are included in the annual summary provided to the Board of Directors by the Outcomes Committee.

C. **Athletics.** *Institutional Ends*: to promote and develop Christian character, to provide activities for students to promote and foster student physical health, and to develop athletic skills to participate at a competitive level.

1. Objective: To develop faithful, virtuous, and courageous followers of Christ through athletic participation and competitive play.

2. Factors and Criteria:

a. Factors: student knowledge, natural and developed skills, coaching, program opportunities, athletic administration, and parental support.

b. Criteria: number of programs offered, number of students involved in team sports.

3. Measurement Options: Measures can be taken on student participation, student and parent surveys, sportsmanship, development of programs, and consistency of quality programs.

4. Reporting Procedures and Frequency: Annual report at the end of the academic year, summarized by campus. The report is to include measurements of overall student participation and a summary of the successes and challenges of the various sports programs. The delivery of the report will be the responsibility of the site administrators.

D. **Performance and Fine Arts**. *Institutional Ends*: To conduct outstanding performance and fine arts programs that equip and inspire students to use their artistic skills and abilities to bring glory to God.

1. Objective: A VCS student is expected to develop and use one's God-given abilities and appreciate the innovation and creativity displayed in God's creation, others, and oneself.

2. Factors and Criteria.

a. Factors: talented and inspired faculty, talented and inspired students, program resources, program leadership.

b. Criteria: number of student participants, number of programs, number of events, program resources.

3. Measurement Options: Measures include student participation in various performing arts groups and activities, student achievement in the arts competitions and festivals, and student growth and evaluations as measured by the performance and fine arts faculty.

4. Reporting Procedures and Frequency: Annual report at the end of the Academic year, summarized by campus. The report is to include measurements of overall student participation and a summary of the successes and challenges of the various fine arts programs. The delivery of the report will be the responsibility of the site administrators.

E. **Financial Outcomes Assessment**. *Institutional Ends*: A school that is securely postured for ongoing success through superior stewardship and long-term financial support.

1. Objective: To create an annual balanced budget that adequately supports program requirements and maintain a long-term strategic plan to ensure affordable Christian education.

2. Factors and Criteria:

a. Factors: economy, Church advocacy, Christian parent commitment, leadership and staff, sound business practices, and strategic planning.

b. Criteria: audits, variable and fixed cost structure, personnel cost management, program cost increases, debt, specific financial targets and goals, and donation support.

3. Measurement Options: Evaluation of annual financial reports.

4. Reporting Procedures and Frequency: Reports produced by the Director of Business Operations and the Director of Development. These include the annual approved budget, audited financial statements, and periodic interim financial reports. Report dates are to be scheduled by the Chairperson of the Finance Committee of the Board of Directors.

F. **Institutional Advancement and Development**. *Institutional Ends*: To increase and improve the standing and stature of Valley Christian Schools among current parents, future parents, the Church, Defender alumni, and the community at large.

1. Objective: Through development and institutional advancement, Valley Christian Schools seeks to build strong relationships and partnerships with the Church, Christian families, Christian ministries, and the local communities to provide affordable, quality Christian education.

2. Factors and Criteria:

a. Factors: sound business practices, long-term planning, and economic conditions.

b. Criteria: Church partnerships and support, student enrollment, alumni participation, and the Valley Christian Community's faithfulness to its mission and goals.

3. Measurement Options: Evaluate development against annual goals. Verify Valley Christian family church attendance.

4. Reporting Procedures and Frequency: Annual Report from the Director of Development as scheduled by the chairperson of the Finance Committee of the Board of Directors. Annual report from the Superintendent on Valley Christian family church attendance for Grades Three, Seven, Nine, and Eleven.

G. **Faculty and Staff**. *Institutional Ends*: to employ, develop, and retain a highly skilled teaching faculty and operational staff committed to serving God and imparting a Biblically-Reformed Worldview consistent with the founding principles of the school.

1. Objective: The hiring, development, and retention of good faculty is essential to the School's success. The faculty and staff are the most vital resource of Christian Schools.

2. Factors and Criteria:

a. Factors: administrative leadership, economic conditions, church advocacy, relationships with Reformed Christian colleges.

b. Criteria: salary, benefits, professional development policies, strategy, and funds.

3. Measurement Options: Evaluation of employee retention rates, administrative assessment of faculty and staff, faculty surveys, parent surveys, and student surveys. Use of professional development funds and classes attended, additional educational units earned. Reformed Church membership, ability to articulate a Biblical Worldview from a Reformed perspective, and ability to integrate such in the classroom.

4. Reporting Procedures and Frequency: An annual report from the campus administrators that includes recognition of teacher accomplishments (e.g., teaching awards, completion of advanced degrees, the publication of articles in teaching journals, creative use of technology in the classroom), the outcomes of the methods used to evaluate teachers and the success of implemented support systems for those teachers who have been recognized as underperforming. To be scheduled by the Outcomes Committee Chairperson.

H. **Marketing and Admissions**. *Institutional Ends*: a student population at each campus comprised of Christian covenant students with the commitment and capabilities to succeed at Valley Christian Schools and in the numbers required to fully populate an optimized campus (faculty/student capacity).

1. Objective: A coherent and strategic marketing, recruiting, and admissions process optimizing each campus to meet the needs of the Christian covenant community.

2. Factors and Criteria:

a. Factors: marketing proficiency, economic climate, use of multiple communications and marketing tools, and events.

b. Criteria: enrollment, transfers, and drops.

3. Measurement Options: Measures can be taken with the criteria above, as well as faculty/student capacity and facility/student capacity outcomes, enrollment and parent surveys, and exit interview results.

4. Reporting Procedures and Frequency: Annual report from the Director of Admissions at the October Outcomes meeting.

I. **Facilities and Transportation Systems.** *Institutional Ends*: a school that has well-maintained facilities, provides a high-quality learning environment, and provides safe transportation systems that are in compliance with federal and state standards.

1. Objective: To provide good stewardship and maintenance of the physical assets of the Valley Christian School System. Facilities must be clean, in good repair, safe, have appropriate technology in working order, and stimulate collaborative and contemplative learning environments.

2. Factors and Criteria:

a. Factors: age of facilities, budgeting, long-range campus development plans, increased demands for infrastructure to support the integration of technology in the classroom, age of transportation fleet, and changing Federal and State standards.

b. Criteria: conditions of facilities, reliability of the school system's computer network infrastructure, reliability of the vehicle fleet, and vehicle refreshment schedules.

3. Measurement Options: Annual report on the condition of the physical assets of the Valley Christian Schools system, recommendations for future facility upgrades, annual transportation safety reports, and certifications of compliance by the Department of Transportation.

4. Reporting Procedures and Frequency: Annual report from the Facilities Manager with input from the Information Technology Director presented at the September Outcomes Meeting.

J. **System-Wide Safety and Security Initiatives.** *Institutional Ends*: a school community that maintains a safe learning environment for students and staff, both physically and emotionally.

1. Objective: Create a culture of safety throughout the Valley Christian School System by providing a safe learning and working environment. Safety is defined in both physical and emotional terms. Physical safety is to make the entire school community safe from bodily harm or injury. Emotional safety is to make the entire school community safe from hazing, bullying, and cyberbullying. Security is the protection of the school from mostly outside forces (intrusion, theft, and vandalism).

2. Factors and Criteria:

a. Factors: development and enforcement of safety policies and procedures that address both physical and emotional safety, as well as safety education for faculty, staff, students, and parents.

b. Criteria: a secure campus perimeter, campus visitor access procedures, screened volunteers, staff safety awareness, safety drills, and safety policies and procedures that address interactions between faculty, staff, volunteers, and students.

3. Measurement Options: screened volunteer list, a reduction in accident/personal injury claims, and a reduction in the number of days lost to injury, fewer incidents of physical aggression or cyberbullying, fewer thefts, less vandalism, and high confidence in procedures for fire, intrusion, and earthquake events.

4. Reporting Procedures and Frequency: Annual report by the Chief of Security to the full Board of Directors outlining the safety and security policies in place.

K. **Board Governance and Administrative Leadership**. *Institutional Ends*: a school that has mission-based governance and leadership that submits to Godly authority and wisdom.

1. Objective: Mission-Based Board Governance. Board governance and administrative leadership is essential to the current and future health of the school system and its ability to meet its mission. Mission-based governance and administration set clear goals, guidance, and objectives, streamline decision-making, create a positive institution, generate confidence in its stakeholders, and assess progress toward mission accomplishment. This model focuses on the single organization and clearly distinguishes between the leadership roles of the Board and the Superintendent. The Board's role is one

of stewardship on behalf of its Society. In order to fulfill this role, the Board focuses on the vision, mission, values, and strategic priorities of the school, ensures responsiveness to the Society, and empowers staff to carry out the mission within established limitations. The Superintendent provides operational leadership in managing the school to fulfill its mission. The Board monitors and evaluates the Superintendent's performance according to its policies. The Board governs the school by articulating and documenting broad policies (for example, ends, executive limitations, Board-CEO relationships, and governing process policies; Carver, 1990). The positive features of this model, when it is working effectively, are:

a. There is increased clarity of roles and responsibilities, vision, and accountability.

b. The focus on outcomes and results leads to increased accountability.

c. An external focus connects the Board with other boards and stakeholders.

d. This model liberates, empowers, and supports the chief executive officer.

e. The Board engages in systems activities by scanning the environment, becoming familiar with "big picture" issues as well as major internal trends, and entering into partnerships with other stakeholders.

f. The Board takes on the responsibility of ensuring adequate resources are available to accomplish the mission (fundraising).

2. Factors and Criteria:

a. Factors: mission-based governance education and disciplines, servant leadership, discernment, committed volunteers from the Anchor, and supporting churches.

b. Criteria: effective decision making, good policy creation, solid commitment to mission and institutional advancement.

3. Measurement Options: Improvements to policy, guidance, decision-making process, institutional outcomes, and parent and community surveys.

4. Reporting Procedures and Frequency: Data to be collated and published in an annual report to Society by the Board of Directors.

II.8 AMENDMENTS TO THE BOARD POLICY MANUAL

1. Any amendments to this document require a majority vote by the Valley Christian Schools Board of Directors. The proposed amendment must be presented to the Board at least one meeting prior to voting for approval.

SECTION III

GOVERNANCE POLICIES

III.1 SOCIETY

1. The Society of Valley Christian Schools refers to the ownership of the school organization.

2. The purpose of the Society is to establish and maintain a school for the daily instruction of our children. Such instruction to be in accordance with Article V of the Articles of Incorporation and directed toward the end that these children may develop their God-given talents and occupy their places worthily in the church and society.

3. The Society makes the following decisions:

A. Approve changes in Articles of Incorporation and By-Laws,

B. Elect Board members to represent the Society,

C. Approve the purchase or sale of land on behalf of the school as recommended by the Board.

4. Eligibility for membership in the Society can be found in Article I of the Amended By-Laws of Valley Christian Schools.

A. In accordance with Article I of the Amended By-Laws of Valley Christian Schools, the Board automatically accepts current parent(s)/guardian(s) with children enrolled as Society members who have met the criteria established in Sec XI.1.3.B. of the Board Policy Manual. The parent(s)/guardian(s) has met Society membership requirements by being accepted into the school.

B. In accordance with Article I of the Amended By-Laws of Valley Christian Schools, the Board automatically accepts any new parent(s)/guardian(s) with children accepted into VCS as Society members who have met the criteria established in Sec XI.1.2.C. of the Board Policy Manual. The parent(s)/guardian(s) has met Society membership requirements by being accepted into the school.

C. In an effort to keep our active Society member list manageable, Society membership for members who no longer have children at VCS will be transitioned to inactive status if the member has not voted over a 5-year span. The inactive Society member may renew their active membership and be approved by the Board through the normal application process at any time.

5. Termination of Society membership can be found in Article I of the Amended By-Laws of Valley Christian Schools.

6. The names of individual members of the Society are confidential and available only on a need-to-know basis to school employees, school constituency, and individual Board members.

A. The Board as a whole may request the list of names.

B. An employee, member of the school constituency, or individual Board member desiring the list of Society members must submit a written request and the reason for a determination by the Board.

7. Absentee ballots policy for Society agenda items can be found in Article III, Section 8 of the Amended By-Laws of Valley Christian Schools.

8. Society agenda items are determined only by the Board.

A. The Board will not accept motions from the floor of a Society meeting.

B. The Board will not accept nominees for Board candidates from the floor of a Society meeting.

III.2 BOARD OF DIRECTORS

1. The Board represents the Society of Valley Christian Schools in determining and demanding appropriate organizational performance. Accordingly:

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

B. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute the individual judgments for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.

C. 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.

D. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline of Board members will apply to matters such as attendance, preparation of meetings, policymaking principles, respect for 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.

E. 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.

F. All Board action requires approval by a simple majority of voting members unless otherwise noted.

G. A majority of the Board members constitute a quorum (5 members).

2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:

A. Valley Christian Schools' policies that define the philosophy, goals, and desired effects.

B. Governance policies that specify how the Board conceives, carries out, and monitors its own task.

C. Board/Staff relationship policies that indicate how power is delegated and its proper use monitored; including, but not limited to, the Superintendent's role, authority, and accountability.

D. Executive limitation policies that indicate constraints on executive authority, which establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

3. To accomplish its purpose and responsibilities with a governance style consistent with board policies, the

Board will follow an annual agenda.

A. The annual agenda will conclude each year at the beginning of June, so that administrative planning and budgeting can be based on a segment of time no less than one year long.

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

C. The annual agenda will ensure the Board completes a re-exploration of Valley Christian Schools policies.

D. The annual agenda will ensure the Board works to continually enrich board discussion and deliberation as well as improve its performance through board education of governance and education related to achieving the ideals of Valley Christian Schools.

E. The annual agenda will ensure the Board will monitor and discuss the Board's process and performance at least once per year. Self-monitoring will include comparison of board activity and discipline to policies in the Governance process and Board/staff relationship categories.

F. The annual agenda will ensure the Board will produce assurance of superintendent performance (using policies IV.1.1.D of the Board Policy Manual).

G. The annual agenda will include opportunities for Board members to submit suggestions for items to be included on the annual board agenda.

1. The Executive Committee is to consider Board member suggestions for the Board agenda and to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, including emergency issues.

2. Any Board member desiring to recommend any additional matter for board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled board meeting.

H. The annual agenda will include an update to the strategic plan every three (3) years.

I. The annual agenda will include a review of progress against the strategic plan.

4. The Board will usually meet 6 - 7 times per year. Additional meetings may be scheduled as necessary.

A. All board meetings are considered open to the public, unless a closed session is called and not opened to the public. The BOD will give notice to the Society membership of matters on the meeting requiring a vote no later than the Monday before the meeting, unless an emergency arises, which does not allow for such notice. Publication of Board meeting agendas on the VCS website will be sufficient to give such notice. Board votes will always be in closed session, except for ministerial matters such as approving minutes of prior meetings, minor amendments, or motions to adjourn a meeting.

B. In accordance with the articles of incorporation, minutes of all meetings and proceedings of the Board of Directors and of the Corporation shall at all times during regular business hours be subject to inspection of any member of the Corporation; this includes minutes of closed sessions in which a vote was taken. The record of the vote will include the issue addressed, the decision made, and the number count on the vote. Minutes of closed sessions regarding personnel decisions or otherwise legally confidential matters will be kept by the Superintendent and not made publicly available. If personnel decisions or otherwise legally confidential matters pertain to the Superintendent, the minutes will be held by the Board President and not made publicly available.

C. The Superintendent monitoring will be included on the agenda if monitoring reports show policy

violations, or if policy criteria are to be debated.

D. Board will invest in its governance to allow for training, outside monitoring mechanism, and other means to assure they will govern with excellence.

E. The Board will determine on or before October an amount to be included in the budget for costs related to training, surveys, or other board expenditures.

F. The Superintendent is required to be present at all board meetings and serve in an advisory capacity.

G. Full-time preschool through twelve principals may attend board meetings in an advisory capacity. This is optional and at the discretion of the Board of Directors.

H. Other staff members may be present to participate in reports or other appropriate agenda items as invited by the Superintendent and/or the President of the Board.

5. The Board will maintain a size of elected members in accordance with Article IV of the By-laws (9 members). Each term is for three (3) years. The Governance & Policy Committee will properly screen and nominate, for board consideration, individuals to fill vacancies on the Board.

A. Members of the Board shall serve no more than three (3) consecutive three (3)-year terms.

1. Members who serve a three (3)-year term may be renominated for Board membership.

2. Renomination/nomination of Board members will require majority vote approval by the Board of Directors, before going before Society for a vote. No member should expect to be renominated at the end of his or her term.

B. Election is normally to take place at the spring Society meeting.

C. Outgoing Board members' term ends, and new Board members' term starts on the first Monday following the high school graduation. Both outgoing and incoming Board members vote on office bearers at the Organizational meeting in June.

6. Minimum requirements to qualify as a Board member of Valley Christian Schools are as follows. The Board member:

A. Is personally committed to Jesus Christ as Savior and Lord and is actively involved in and regularly attends a Protestant church, having the pastor’s endorsement, with the following conditions:

1. At least five (5) Board members must be members in good standing of an anchor church as defined in Section XIII.1.5 of the BPM. A maximum of four (4) Board members at a time will be allowed to be members in good standing of a non-anchor Protestant church.

2. As part of their orientation, all new School Board members must attend a Reformed (Covenant) Theology workshop as deemed appropriate by the VCS Board of Directors.

B. Subscribes and promotes the mission, purposes, and programs that cause Valley Christian Schools to continue to pursue a biblical worldview based on a philosophy of Reformed Christian education as defined in Article V of the Articles of Incorporation.

C. Subscribes to and promotes the Valley Christian Schools Doctrinal Statement as defined in Appendix B of the BPM.

D. Subscribes to and promotes the Valley Christian Schools Position Paper on Human Sexuality in Appendix C of the BPM.

E. Subscribes to and promotes the Valley Christian Schools Policies as defined in Section II.1 through II.5 of the BPM.

F. Is a member of the Society of Valley Christian Schools unless granted an exception by the Board.

G. Enrolls ALL children who qualify to attend Valley Christian Schools(Grades 1-12). The School Board may approve an exception to this policy under special situations.

H. Gives signed agreement to the Valley Christian School Board Member Code of Commitment and Ethics as defined in Section III.2.10 of the BPM.

I. Actively involved in VCS fundraising efforts (monetary or voluntary) while serving on the board.

J. Is not an employee of Valley Christian Schools (except in a part-time supplemental role such as a substitute or coach).

K. Is not a near relative of a Board member with whom there would be an overlapping term of service. A near relative is defined as a spouse, parent, sibling, or child.

L. Should a Board member desire employment (excluding a part-time supplemental role such as a substitute or coach), he or she must resign before submitting an application.

M. Should a near relative of a Board member apply for employment as a Superintendent, Campus Principal, Administrator, or Director position, the near relative cannot be considered for employment unless the Board member first resigns.

N. If a near relative is employed by the school as a Superintendent, Campus Principal, Administrator, or Director position, the person cannot be considered as a candidate for the Board unless the near relative resigns employment. A near relative is defined as a spouse, parent, sibling, or child.

O. When the Board is to decide upon an issue in which a member has an unavoidable conflict of interest, that member shall absent himself/herself without comment from not only the vote but also from the deliberation.

7. The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly:

A. Members must represent loyalty without conflict to the interests of the Society. This accountability supersedes any conflicting loyalty, such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.

B. Members must avoid conflict of interest with respect to their fiduciary responsibility.

C. There must be no self-dealing or any conduct of private business or personal services between any Board members and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.

8. The individual Board member has no authority except as explicitly set forth in board policies.

A. Board members' interaction with the Superintendent, staff, or constituency must recognize the lack of authority vested in individuals except when explicitly board-authorized.

B. Board members' interaction with the public, press, or other entities must recognize the same limitations and the inability of any Board member to speak for the Board except to repeat explicitly stated board decisions.

C. Board members will give no voice to individual judgments of the superintendent or staff performance.

D. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

9. The Board commits itself to the individual and collective participation of its members to ensure leadership success. Therefore, each Board member is expected to participate in the following ways:

A. Attendance
As board contemplation, deliberation, and decision-making are processes that require wholeness, collaboration, and participation, attendance at board meetings is required of Board members. Members may not be absent from more than 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. The Board may, by a majority vote, reinstate a Board member.

B. Preparation and Participation
Board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills, and expertise to the Board's efforts to fulfill its responsibilities.

C. Members as Individuals
The Superintendent is accountable only to the Board as an organization and not to individual Board members. Accordingly, the relationship between the Superintendent and individual members of the Board, including the Board chair, is collegial, not hierarchical.

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

E. Contributions
Each Board member is expected to contribute generously within their individual means to make an annual financial contribution to Valley Christian Schools. The demonstration of support, rather than the contribution amount, is of principal importance; members are expected to contribute only within their own means.

F. The Board will be involved in raising funds as it may from time to time deem necessary.

G. Members will commit to praying for the school regularly

10. At the beginning of each school year, each Board member will read, sign, and give unconditional acceptance to the Code of Commitment and Ethics before being given the authority and privileges of Board membership.

A. As a member of the Board of Directors of Valley Christian Schools, I will:

1. Practice an ongoing personal commitment to Christ that will be readily observed through regular church attendance and involvement, and a lifestyle that is consistent with the highest standards of

Christian morality. (See Appendix C).

2. Pray regularly for the school, leadership, faculty, students, Board members, and others associated with the school family.

3. Send all of my children who qualify to Valley Christian School (Grades 1-12) unless the Board grants an exception.

4. Subscribe and promote the mission, purposes, and programs that cause Valley Christian Schools to continue to pursue a biblical worldview based on a philosophy of Reformed Christian education as defined in Article V of the Articles of Incorporation.

5. Support the implementation of the doctrinal and philosophical positions consistent with the Reformed heritage in school policies and to be taught in the curriculum.

6. Support Valley Christian as maintaining a Covenantal admissions policy.

7. Support Valley Christian as an independent organization owned and accountable to the Society.

8. Recognize that all authority is vested in the full Board only when it meets in legal session.

9. Consider myself a "trustee" of the whole organization, and I will do my best to ensure that it is well managed, financially secure, and always operating in the best interests of the people it serves, now and in the future.

10. Regularly attend board meetings, committee meetings, and Valley Christian School Society meetings.

11. Participate in board assignments such as serving as a Board officer, serving on committees, attending special meetings, and interviewing prospective applicants for the Board or administration.

12. Respect the roles and limits of the Board and administration, recognizing that the Board's job is t0 ensure that the organization is well managed.

13. Support the organization internally and externally, with time, expertise, and finances as able, defending its staff and mission as appropriate, serve as a goodwill ambassador.

14. Keep well informed of developments relevant to issues that may come before the Board and come prepared for meetings, having read the reports and completed any assignments that may be required.

15. Support all board-approved policies and programs even if against them in discussion. I will maintain confidentiality of discussion and individual expressions of those attending board and committee meetings.

16. Follow board policies and procedures and refer complaints to the proper level in the chain of command.

17. Declare conflicts of interest between my personal and professional life and my position on the Board and abstain from voting or resign when appropriate. When the Board is to decide upon an issue in which a member has an unavoidable conflict of interest, that member shall absent him or herself without comment from not only the vote but also from the deliberation.

18. Respect the opinion of my fellow Board members and treat each member with respect and dignity.

19. Participate in all board orientation and training sessions and work to learn how to do the Board member's job better.

20. Participate in fundraising.

21. Abide by the rules of honesty and fair play in all matters related to my position as a Board member.

B. As a Board member of Valley Christian Schools, I will not:

1. Seek to change the mission, purposes, and programs that cause Valley Christian Schools to continue to pursue a biblical world-view based on a philosophy of Reformed Christian education as defined in Article V of the Articles of Incorporation.

a. Seek to change the implementation of the doctrinal and philosophical positions consistent with the Reformed heritage in school policies and to be taught in curriculum.

b. Seek to change Valley Christian from maintaining a covenantal admissions policy.

c. Seek to change Valley Christian from continuing to be an independent organization owned and accountable to the Society.

2. Belittle my fellow members or their opinions, in or out of the boardroom.

3. Use my position for my personal advantage or that of my friends or relatives.

4. Discuss the confidential proceedings of the Board outside the boardroom.

5. Promise how I will vote on any issue before a meeting.

6. Interfere with the duties of the administrator or undermine his or her authority with staff members, Board members, or others.

7. Make any judgment of the performance of the administrator, teacher, or school employee except as allowed with explicit board policies.

8. Represent the cause of any group with special interests.

C. I will resign if unable or unwilling to maintain the spirit or letter of this Code of Commitment and Ethics.

11. The Board may remove a present or newly elected Board member from that office

A. For the following conditions:

1. Should the Board member not meet minimum qualifications of policies in Section III.2.9, III.2.10, and III. 2.11 of the BPM.

2. Should the Board member, in the opinion of the Board, no longer meet minimum standards of board policies defined in III.2.6 of the BPM.

3. Should the Board member no longer maintain outstanding personal and professional qualities. The Board member must exhibit a firm commitment to Christian morals and principles, a dedication to

Christian education, a love and interest toward children and youth, and be willing to put forth every effort to maintain the school's highest educational and moral standards. Therefore, the Board reserves its right to remove a present or newly elected Board member from that office for good cause. Good cause, as determined by the Board of Directors, will include any illegal conduct, any serious violations of the "good conduct" standards as stated in this document, any immoral act which is inconsistent with the Board member's position as a VCS leader, and inconsistent with the VCS commitment to Christian morals and principles.

B. Process to remove a present or newly elected Board member as follows:

1. The Executive Committee is authorized to investigate the evidence for the accusation. The Executive Committee may meet with the accuser and/or the accused to gather information. If in the opinion of the Executive Committee, there appears to be enough evidence to consider removing the Board member from office, the Executive Committee will recommend that the Board consider the issue.

2. The accused Board member should be informed in writing of the cause(s) for consideration for removal.

3. The accused Board member will be invited to give written or oral explanation or defense to the Board at the meeting considering removal. The accused Board member may not be present during the deliberation or vote on this issue.

4. Board must vote by ballot.

5. To remove the Board member, a minimum of 80% of the Board present at the meeting must vote in favor of removing the Board member. A quorum of the Board must be present with at least five (5) members affirming the motion (See Amended By-laws, Article IV, Section 10).

6. The result of the board decision will take place immediately, either removing or reinstating the Board member.

7. The Board member will be informed in writing within three (3) working days as to the Board's conclusion.

12. Officers of the Board

A. Election of Board officers.

1. Board officers are normally elected at the June organizational meeting.

2. All Board members, including those retiring and those who are newly elected, may cast a vote for Board officers.

3. The Executive Committee may offer a recommendation for persons to serve in each of the officer.

4. Each person nominated must assent to serve in that position.

B. Duties of the President: The President assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties. Accordingly, the President:

1. Presides at all Board and Society meetings.

2. Ensures that the Board behaves consistently with its own rules and those legitimately imposed upon

it from outside the organization.

3. Ensures content of meetings will be only those issues which, according to board policy, clearly belong to the Board to decide, not the Superintendent.

4. Ensures deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

5. The President will sign appropriate documents.

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

a. The President is empowered to chair board meetings with all the commonly accepted powers of that position (e.g., ruling, recognizing).

b. The President has no authority to make decisions about policies created by the Board within Valley Christian Schools and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Superintendent.

c. The President may represent the Board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him or her.

d. The President will represent the Board in matters that relate to the Society.

e. The President may delegate this authority, but remains accountable for its use.

f. The President may appoint members a chairperson for each Board committee, unless otherwise stipulated by board policies or the organization's by-laws.

g. The President will sign appropriate bank and other official documents. The specific documents requiring president signature and proper delegation of authority will be stipulated by the Executive Committee on an annual basis.

C. Duties of the Vice-President:

1. Presides and performs the duties of President in the absence of the President.

2. Serves as chairperson of the Governance & Policy Committee.

D. Duties of Secretary:

1. Ensures there is a record of proceedings and minutes of all board meetings, executive committee meetings, and Society meetings.

2. Ensures an accurate record of the minutes and all other official documents that have come before the general board, executive committee, and Society are maintained.

3. Ensures an accurate list of officers, Board members, and Society membership is maintained.

4. Ensures notification of meetings to all members of the Board.

5. To initiate, respond, and maintain correspondence as directed by the President, Executive

Committee, or Society on behalf of the organization.

E. Duties of Treasurer:

1. To serve as Chairperson of the Finance Committee.

2. To ensure accurate statements of finances are provided as often as required to the Board or Society.

3. To sign appropriate bank and other official documents.

F. Duties of Vicar:

1. Presides and performs the duties of President in the absence of the President and Vice-President.

2. Presides and performs the duties of Secretary or Treasurer in the absence of the Secretary or Treasurer.

13. Board committees will be used to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to School Superintendent. Accordingly:

A. General conditions

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.

2. 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 to not to conflict with authority delegated to the Superintendent.

3. Board committees cannot exercise full authority over staff. Because the Superintendent works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.

4. Committees, other than those listed in the Board Policy Manual, will be used sparingly and ordinarily in an ad hoc capacity.

5. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Superintendent.

6. A committee is a Board committee only if its existence and charge come from the By-laws or 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 Superintendent will serve as a non-voting member of each committee.

7. In order to allow the Valley Christian Community to serve the school with the gifts and talents that the Lord has given each of them, volunteers will be allowed to serve on the committees of the Board:

- Each committee may have 0-2 volunteers each school year.
- Each volunteer must be a Society Member and approved by the full Board.
- Volunteers approved by the Board may vote on issues at committee meetings.

- Volunteers may ask to serve on a committee OR the committee may ask based on the current needs of the committee and the qualifications of the potential volunteer.
- Each volunteer may serve for one (1) year. After each year of service, the volunteer will need to be asked and approved by the full Board again.
- Volunteers need to sign a Code of Commitment and Ethics form before attending their first meeting.

8. All committee members, excluding the Superintendent, are able to vote on committee decisions. The Superintendent cannot vote because he is an employee of the Board.

9. Committee minutes must reflect any dissent and abstentions.

B. Executive Committee:

1. The Executive Committee members consist of the president, treasurer, secretary, vice-president, and vicar.

2. The Executive Committee will:

a. Act on behalf of the Board when action or timely information must be considered, and it is expected that a quorum of the Board cannot be called together, such as when the school is not in session or in case of emergency.

b. Evaluate the board process for adherence to Mission-Based Governance (ie: Carver Policy Governance Model).

c. Produce an annual training session for the Valley Christian School Board.

d. May recommend to the Board its recommendation for Board officers for the next school year.

e. Consider suggestions from Board members for board agenda items, and in consultation with the Superintendent, recommend to the Board a calendar of superintendent reports and other agenda topics.

f. Consider suggestions from Board members and, in consultation with the Superintendent, recommend to the Board a list of special projects and priorities to be accomplished by the Superintendent.

g. Prepare a recommendation to the Board regarding the reappointment of the Superintendent.

h. Consider accusations, investigate, and make a recommendation to the Board regarding removal of a Board member.

i. Consider grievances brought by the principals and/or faculty that could not be resolved by or are filed against the Superintendent.

j. Provide input into the hiring and retention of principals.

k. Approve the contracts of the principals.

l. Appoint chairmen and Board members of standing committees.

m. Evaluate the Superintendent.

n. Discuss principal evaluations prior to delivery.

C. Finance/Investment Committee:

1. The Finance Committee members will consist of the Treasurer as chair, Director of Business Operations, Superintendent, Development Director, a minimum of two (2) other Board members, and up to two (2) other members of the community as per BPM section III.2.13.A.7.

2. The Finance Committee will:

a. Monitor and confirm the work of the Superintendent as being in compliance with finance policies.

D. Governance & Policy Committee:

1. The Governance & Policy Committee members will consist of the Vice-President as chair, one (1) site Administrator, a minimum of two (2) other Board members, and up to two (2) other members of the community as per BPM section III.2.13.A.7.

2. The Governance & Policy Committee will:

a. Review existing board policy at least annually and consider any necessary modifications given present circumstances.

b. Create new board policy as appropriate.

c. Monitor adherence to board policy

d. Nominate potential candidates for the Board of Directors. In this regard, the committee will:

i. Screen potential Board members and propose a slate of candidates to the Board for recommendation to the Society.

ii. Will ensure the following process is followed:

- Solicit names to be considered for nomination by the Board.
- By regular or special communication to school families to allow persons to recommend themselves or others.
- Announce to supporting churches.
- Solicit suggestions from present Board members.
- Communicate to non-parent Society members.

<u>Vetting Process</u>

iii. Names of those recommended as candidates are gathered by the Governance & Policy committee who will gain approval from the Board of Directors and communicate with the individuals who have been recommended.

- Inform the person that he or she was recommended to be a candidate.
- Inform the person regarding expected commitments.
- Solicit appropriate information and communication.

iv. A Governance & Policy committee or other Board member is to call or talk to recommended individuals to answer questions and explain procedures.

v. A Board member will make follow-up communication to give the results of the interview.

vi. Information of approved candidates is to be made known to the Society.

vii. Produce a Board candidate list that will not result in the violation of Section III.2.6.A. of the BPM. There should never be the possibility of more than four (4) non-anchor church members on the Board at any given time.

viii) The VCS BOD candidate slate may include more than one non-anchor church member. To ensure compliance, the voting must result in the election of no more than the number of available non-anchor church board positions available in the given year. E.g., if only one (1) non-anchor church position is open, the non-anchor church candidate who has obtained the most votes and who has otherwise obtained enough votes to be elected will be offered a position on the Board.

ix) Ensure that potential candidates for the Board of Directors profess and can articulate a Reformed (Covenant) worldview and understand how it is put into practice.

e. Create an agenda with the Board President and Superintendent for the annual Society Meeting.

f. Ensure a Board orientation is held annually for new Board members. Upon election or appointment, the new Board member, along with the current Board members, shall receive an updated copy of the Board Policy Manual, review and information given on *Robert's Rules of Order,* a copy of the Valley Christian School Articles of Incorporation & By-laws, a listing of active auxiliary organizations, plus other materials relating to Board membership and functions.

g. Identify methods for improving Society Meeting attendance.

E. Outcomes Committee:

1. The Outcomes Committee members will consist of the Vicar as chair, a minimum of two (2) other Board members, the Superintendent, site Administrators from each campus, Director of Marketing and Admissions, and up to two (2) members of the community as per BPM section III.2.13.A.7.

2. The Outcomes Committee will ensure a Valley Christian student will be able to:

a. Demonstrate biblical literacy, articulate the need for a Savior and how Jesus saves, defend and promote a biblical worldview, and live out one's place in God's story and kingdom with justice, mercy, and humility.

b. Develop and use one's God-given abilities, and appreciate the innovation and creativity displayed in God's creation, others, and oneself.

c. Analyze with discernment, and strive for academic excellence.

d. Interact locally and globally, and recognize and understand the order, cultures, and diversity within God's creation, particularly within His family.

e. Comprehend and convey truth effectively as a speaker, listener, writer, artist, and performer.

3. The Outcomes Committee is charged with monitoring the process and progress of this effort. The purpose of the committee is to:

a. Directly support the ongoing Western Association of Schools and Colleges (WASC) self-report and accreditation process, particularly to enact the action plan.

b. Serve as a resource to the Valley Christian System to develop a culture of assessment.

c. Facilitate a tri-annual presentation schedule that allows all departments and major academic programs of the Valley Christian school system the opportunity to address the committee to further develop a culture of learning and improvement.

d. Develop a framework for assessment reports that will measure the effectiveness of academic programs and student services.

F. Orientation of elected Board members.

1. Newly elected Board members may attend May and June board meetings as non-voting observers.

2. Newly elected Board members will participate in Board orientation as conducted by the Board President or as directed by the Board.

SECTION IV

BOARD/STAFF RELATIONSHIP POLICIES

IV.1 BOARD/STAFF RELATIONSHIP POLICIES

1. The Board's sole connection to the operational organization, its achievement, and conduct will be through the Superintendent. The following policies are based on the assumption of delegated authority from Valley Christian Schools Society to the Board of Directors:

A. Only decisions of the Board acting as a body, by majority vote, are binding on the school Superintendent. Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.

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

b. The Superintendent shall provide reasonably requested information to the Board and committees so they can function effectively.

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

1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.

2. The Board will refrain from evaluating, either formally or informally, any staff other than the Superintendent. The Board will review the administration staff's annual goals to ensure alignment with the strategic plan.

3. The Board will view superintendent performance as identical to organizational performance and achievement of personal development goals. Organizational accomplishment of board stated ends, avoidance of board proscribed means, and achievement of personal development goals will be viewed as successful superintendent performance.

C. The Board will instruct the Superintendent through written policies that prescribe the Valley Christian Schools results to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Superintendent to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Valley Christian Schools policies.*(BPM Sec. II)

2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called *Executive Limitations policies.*
(BPM Sec. V-XV)

3. As long as the Superintendent uses any reasonable interpretation of the Board's Valley Christian Schools policies and Executive Limitations policies, the school administrator is authorized to establish all further administrative policies, make all decisions, take all actions, establish all practices, and develop all activities.

4. The Board may change its Valley Christian Schools and Executive Limitations policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. However, as long as any particular delegation is in place, the Board will respect and support the superintendent's choices.

5. Should the Superintendent 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 Superintendent from subsequent board judgment of the action, nor does it curtail any executive decision.

6. Systematic and rigorous monitoring of superintendent job performance will be solely against the expected superintendent job outputs and developmental goals: organizational accomplishment of board policies on ends and organizational operation within the boundaries established in board policies on executive limitations.

7. Monitoring is simply to determine the degree to which board policies are being met. Data that does not do this will not be considered to be monitoring data.

8. The Board will acquire monitoring data by one or more of four methods: (a) by internal report, in which the Superintendent discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria (e.g.: Governance & Policy Committee), or (d) various groups or individuals.

9. In every case, the standard for compliance shall be any reasonable superintendent interpretation of the board policy being monitored.

10. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

11. The Superintendent shall provide an update to the Board any time a VC School policy is modified or changed.

D. Superintendent Evaluation

1. Purpose:

a. The purpose of evaluation of the Superintendent is to assess, confirm, and improve the performance of persons involved as members of the administrative team of Valley Christian Schools. Contract offerings should be related to understood expectations and results.

b. Evaluation of the Superintendent is the responsibility of the school board, exercised through the Executive Committee. The Executive Committee shall have the responsibility of implementing the procedures and reporting its findings and recommendations to the full Board for final action.

c. Evaluation of the Superintendent shall be done annually to ensure the Board can address this matter at the January Board meeting. Evaluation should result in direct information to the person

being evaluated. Although observation is a continuous process, there must be information gathered from various groups or individuals who will be able to respond from their perspective.

d. Because the Superintendent interacts with the Board, internal staff, and external constituency, information should be obtained from these sources as part of the periodic systematic evaluation program.

2. Evaluation Criteria:
Evaluation of performance in achieving results: Effectiveness can be defined as the relationship between results and expectations. The criteria by which the Board evaluates the Superintendent is the results in accomplishing the duties and the process of ethics, fairness, and leadership, described in the following:

a. The general expectations are set forth in the job description and contract. They will be the general framework against which results are compared.

b. The second component is the progress toward completing the Short and Long-Range Goals of Valley Christian Schools as established by the Board.

c. The third component is the *Special Objectives and Priorities* agreed upon between the Superintendent and the Board. No later than March, normally from three to six expectations will be mutually agreed upon by the Board in the form of action plans or objectives, and criteria of evaluation.

d. The fourth component is the result of surveys by employees or constituents, as determined by the Board at the November meeting.

e. The Board may assess superintendent performance and compliance by reviewing the Superintendent report on achievement and directly inspecting report on achievement and directly inspecting reports, documents, activities, or circumstances, or by appointing an independent auditor, inspector, or judge who reports directly to the Board.

3. Superintendent Evaluation Procedure

a. The Superintendent prepares a list of three to six special priorities and goals consistent with the strategic plan for the coming school year (normally February or March). The list should also include three to six personal development goals. The Board discusses this list and conclusions made at the February or March board meeting.

b. The list of special priorities and personal development goals is reviewed and confirmed at the September or October board meeting. At any time during the course of the school year, either the Board or the Superintendent may initiate changes depending on the circumstances of the project or other priorities being raised during the school year, or whenever the Superintendent or the Board thinks a change is justified.

c. At the November board meeting, the Superintendent submits his own written progress on the accomplishment to the pre-agreed Special Goals and Priorities and compliance to policies and limitations.

d. The Superintendent will include other special goals and priorities that were accomplished.

e. Discussion is held with the Board and Superintendent as to progress and concerns.

f. In November, observation forms are completed in writing by the Board and by other

persons from time to time, as determined below, and submitted to the Board President and/or the Executive Committee, which designates who collates the results.

i. The individual is to sign the Observation form. Signed forms allow the Board President and/or the Executive Committee designate to pursue individually stated concerns or problems that need resolution.

ii. The individual forms go only to the Board President and/or the Executive Committee designate, are available for review by the Executive Committee, and then are destroyed. The Superintendent or the other Board members are given only the summary results, not the individual forms.

iii. Before the January Board meeting, the written and oral summary evaluation is discussed with the Executive Committee in executive session. The Executive Committee prepares a recommendation to the Board regarding the reappointment of the Superintendent.

iv. The Board President and Vice President will share the results and Executive Committee recommendation with the Superintendent orally and in writing.

v. The Superintendent may request to meet with the Executive Committee to discuss the results and/or recommendation prior to the Executive Committee making its report and recommendation to the Board.

vi. In January, the Board meets in executive session to review the report and recommendations of the Executive Committee.

vii. In January, the Superintendent meets with the Board to discuss the evaluation.

E. The normal employment contract for the Superintendent runs from July 1 through June 30. At the January board meeting, the Board will consider, no later than January 30, the offering of a contract for a one-year term of service (unless a longer term contract is negotiated), following the next school year. The Board can alter this if there is reason for probation or other reasons as agreed upon by the Superintendent.

1. In January, the goals that need to be emphasized for the remainder of the coming year or that need to be on the next superintendent's list of special goals and priorities are discussed for Superintendent presentation at the next board meeting.

a. Evaluation of performance by other groups:

i. The Board will determine in October whether observations from these various constituency groups will be included in preparing the superintendent's evaluation.

ii. Many of the functions of the Superintendent are performed outside the immediate supervision of the school board. As a result, periodically obtaining observations from various sources can be helpful in determining the effectiveness as the Superintendent works with various primary groups.

iii. As appropriate, the Board will obtain representative observations from the following groups.

- Representative sampling of the employees of the school.

- Representative sampling of parents of the school.

2. Evaluation form will include the following questions:

a. How effectively does this person articulate the philosophy of the school, either in writing or speaking?

b. How effective is this person in serving as the organization's spokesperson in representing Valley Christian's mission and programs to the broader community?

c. How would you characterize this person's effectiveness in providing vision, developing short and long-range goals, and management skills that accomplish that vision?

d. How effective is the Superintendent's spiritual leadership?

e. How effective is this person's performance in leading people, team building, and maintaining morale?

f. Please comment on this person's professional and personal attributes, including decision-making, fairness, availability, and communication.

g. What specific areas do you want to point out as strengths of the Superintendent?

h. What specific recommendations do you have for the Superintendent to improve performance?

i. Additional comments:

SECTION V

EXECUTIVE LIMITATIONS: GENERAL LIMITATION

SECTION V.1 EXECUTIVE LIMITATIONS: GENERAL LIMITATION

1. The Superintendent shall establish administrative policies, make decisions, take actions, establish practices, and develop activities in carrying out reasonable interpretation of the Board's, Valley Christian Schools, and Executive Limitations policies.

2. The Superintendent shall cause all practices, activities, decisions, and organizational circumstances to be lawful, prudent, and in compliance with commonly accepted business and professional ethics and in compliance with the philosophy of Valley Christian Schools. Accordingly, the Superintendent shall:

A. Provide for the health and welfare of students and employees.

B. Have a Crisis Management Plan.

3. The Superintendent shall ensure the Board is informed and supported.
Accordingly, the Superintendent shall:

A. Deal with the Board as a whole.

B. Submit monitoring data, especially as it relates to compliance with board ends and outcomes.

C. Supply items required for the Board to operate effectively.

D. Let the Board be aware of relevant trends that may positively or negatively impact the ends or outcomes established by the Board.

E. Present fully informed options for the Board.

F. Present information in understandable ways.

G. Provide a mechanism for official communication.

H. Advise the Board if it is not in compliance with its own policies.

I. Report administrative non-compliance with any board policy.

4. The Superintendent shall inform the Board of other organizations that are familiar with superintendent issues and processes to identify best practices.

SECTION VI

EXECUTIVE LIMITATIONS: PERSONNEL

SECTION VI.1: EXECUTIVE LIMITATIONS: PERSONNEL

1. With respect to the treatment of paid staff and/or volunteers, the Superintendent shall promote conditions that are fair, safe, biblical, dignified, and professional. Accordingly, the Superintendent shall:

A. Operate with written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions. The grievance process for administrators (all administrative council) shall be as follows:

1. The Board desires that the administrators (all administrative council) use the Matthew 18 Principle (steps one and two) in speaking with the Superintendent, and then approach the Superintendent with another "brother" if the first step did not result in satisfactory listening and response. The Board understands the delicate balance of this 2nd step if the issue is truly an individual-centric issue.

2. If that process does not result in a satisfactory response, then the Board asks that administrators, either individually or as a group, file an official written grievance submitted to either the Board President or Vice-President. The Executive Committee will meet with the individual or the group and the Superintendent in compliance with the directives of Matthew 18.

3. A key component is that the Superintendent must be aware of the concern via the first two steps of the Matthew 18 Principle in advance of contacting the Board, as it is our desire to work through any situation in advance of including the Board of Directors.

4. No employee who, in good faith, reports a concern shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

B. Comply with the policy of non-discrimination.

C. Allow any staff member to appropriately express an ethical dissent.

D. Allow staff to bring grievances to the Board when the internal grievance procedures have been exhausted. A Board-approved grievance process and whistleblower policy will be published in the staff handbooks.

E. Acquaint staff with this policy.

F. Employ personnel that meet approved qualifications. Accordingly:

1. All employees must profess Christ as Savior and Lord and maintain a Christian testimony. Employees who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in Scripture (Rom 1:26-32, 2 Tim 3:2-4, 1 Cor 6:9-10) will be subject to school discipline, including but not limited to termination (See also Appendix C).

Valley Christian will not actively monitor the lifestyles of its employees outside of school. The school will ask for a signed agreement with its biblical positions upon employment. However, if Valley Christian is made aware of an unrepentant lifestyle during the course of employment, the school will partner with the family and church to determine the appropriate course of action.

2. All employees must hold fast to the essential truths of the Christian faith as expressed in the Apostles' and Nicene Creeds.

3. Administrative leaders must demonstrate knowledge of a Reformed worldview and commitment to the Reformed perspective as outlined in the three Forms of Unity (Heidelberg Catechism, Belgic Confession, and the Canons of Dort) and the VCS doctrinal statement. Active membership in an evangelical reformed church is required. Evangelical reformed churches include the following denominations: Christian Reformed Church (CRC), Reformed Church in America (RCA), Presbyterian Church in America (PCA), Orthodox Presbyterian Church (OPC), and United Reformed Church (URC).

However, compelling personal reasons may require a member of the administration to choose active membership in another Protestant Christian church. Such membership is permitted only if the church's teaching does not conflict with the VCS doctrinal statement.

Each year, the executive committee of the Board will verify active membership of all administrators. For those who chose a church outside of the evangelical reformed churches listed above, the executive committee will verify that the teachings of the church do not conflict with the VCS doctrinal statement.

4. Faculty members and long-term employees (including part-time employees, high school head coaches, teachers' aides, bus drivers, and administrative assistants) must demonstrate agreement and knowledge of a Reformed worldview summarized in the VCS doctrinal statement. Membership in an evangelical reformed church is the most consistent choice for faculty members who are committed to the Reformed perspective. Faculty members should be active members of an evangelical reformed church as defined above.

Demonstrated agreement and knowledge of a Reformed worldview will not be required for short-term employees (ie: substitute teachers, non-high school head coaches, assistant coaches, janitors, etc). However, preference should be given to those with a Reformed worldview.

Compelling personal reasons may require a member of the faculty to choose active membership at another Protestant Christian church. Such membership is permitted only if the church's teaching does not conflict with the VCS doctrinal statement. The administrative leadership (superintendent and principals) will review teacher church membership every three years and verify that the teachings of the church do not conflict with the VCS doctrinal statement.

5. Faculty members must subscribe to and be in full agreement with the following statement: "I believe the scriptures of the Old and New Testaments to be the inerrant Word of God, the only infallible rule of faith and practice, and that this divine Word of God has been most clearly and consistently interpreted in the Reformed Creeds."

6. Faculty members must enroll eligible children in Valley Christian Schools in grades one through twelve. An eligible child is defined as a child who is school age (Grades 1-12) and who passes academic requirements. Hourly employees (including preschool teachers and coaches) will not be required to enroll their children at VCS.

7. Faculty members must have a bachelor's degree. Faculty members must have received in the past or be in process of securing a current teaching certificate/credential and/or a graduate degree. The certificate may be from any US State, Canadian Province, or other countries with credential programs. Unless determined by the Superintendent, support staff are exempt from holding a professional certificate recognized by a state.

8. All teachers (K-12) must be able to teach their curriculum/courses from a Reformed biblical world-life view regardless of their personal denominational systematic theology. The Reformed worldview is

that comprehensive, unified view of all creation and history inherent in the Reformed faith. The Reformed faith is the body of biblical truths recovered and developed by the sixteenth-century Reformation of the church, especially by the theological work of John Calvin. This faith is officially and authoritatively expressed in the Reformed creeds, the Three Forms of Unity (Heidelberg Catechism, Belgic Confession, and Canons of Dort), and the Westminster Standards (Westminster Confession of Faith, Westminster Larger Catechism, and Westminster Shorter Catechism). It is expected that teachers at Valley Christian Schools would be in agreement with the Reformed faith, or at a minimum, be able to espouse the tenets of the Reformed creeds and their effect on any curriculum topic.

9. All teachers (K-12) must show evidence of maintaining a professional status in the school system by 1) mastering his/her discipline and having the art of communicating it to the students; 2) gaining the confidence and respect of the students and his/her colleagues; 3) being able to modify and improve his/her image in the light of student, peer, and administrative feedback; 4) keeping current with his/her major teaching area.

10. No employee shall be denied employment on the basis of race, color, sex, and/or national origin.

G. Teachers of Bible in grades 7-12 must be active in attendance at a church that is in substantial agreement with Article V of the Articles of Incorporation.

H. The Superintendent should recruit teachers and administrators who have attended colleges and universities that teach a Reformed biblical world and life view when possible.

I. Not hire any administrator without board concurrence. Search committees for new administrators must contain at least one Board member.

J. Not hire or place in a position whose direct supervisor will be a near relative as defined as a natural, step, or in-law of the immediate family, to include grandparent, parents, spouse, sibling, or child. Except in a part-time supplemental role, such as a substitute or coach.

K. Provide a format for all staff to offer feedback on the strategic plan, working conditions, and compensation annually. Results will be summarized and reported to the Superintendent, staff, and Board of Directors.

L. Ensure that all prospective full-time employees (administrators, faculty, and staff) undergo pre-employment criminal background checks to determine their qualifications and status as an applicant. The purpose of performing these checks is to determine and or confirm, within appropriate legal and professional limits, the qualifications and suitability of a job candidate for the particular position for which the candidate is considered. This policy will help ensure the safety of the public as well as a safe working environment at Valley Christian Schools. This policy will help ensure that employment-related decisions utilizing employment background checks are made in accordance with applicable law.

Unless otherwise provided by law, factors considered in determining suitability may include, but are not limited to the following (*subject to Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e et seq.):*

- Relevance of the crime to the position sought;

- The nature of the work to be performed;

- Time since the conviction;

- Age of the candidate at the time of the offense;

- Seriousness and specific circumstances of the offense;

- The number of offenses;

- Whether the applicant has pending charges;

- Any relevant evidence of rehabilitation or lack thereof;

2. Procedural guidelines to the Superintendent for non-renewal of contracts due to decreasing enrollment:

A. Criteria for non-renewal of employment (These are not in priority sequence):

1. Retain faculty and staff with specialized skills and/or qualifications that are necessary for the total operation of the school.

2. Retain faculty and staff who have been evaluated by the administration and determined to have the highest level of teaching or professional skills.

3. Retain faculty with the ability to teach a greater number of curricular areas.

4. Retain faculty and staff with appropriate credentials and/or who are seeking growth in their profession.

5. Retain faculty and staff with a longer history of teaching and experience in the areas of predicted school needs.

6. Retain faculty and staff with full-time status.

3. Procedure:

A. The Superintendent should apprise the faculty and staff as early as possible if it is projected that a reduction in staff may be necessary due to decreased enrollment.

B. The Superintendent should ascertain which faculty and staff are to be offered a contract for continued employment for the next school year at Valley Christian.

C. The Superintendent should inform in writing the faculty and staff who are to be reduced as soon as the school has made that decision.

SECTION VII

EXECUTIVE LIMITATIONS: EDUCATION

SECTION VII.1: EXECUTIVE LIMITATIONS: EDUCATION

1. Superintendent shall ensure programs and services meet standards of excellence. Accordingly the Superintendent shall:

A. Meet standards to meet the "continuing accreditation" status of:

1. State of California Social Services for pre-kindergarten.

2. Western Association of Schools and Colleges (WASC) for grades kindergarten through twelve.

3. Christian Schools International (CSI) for grades kindergarten through twelve.p0

2. Superintendent shall ensure a curriculum and instruction is provided:

A. That incorporates a comprehensive scope and sequence to identify the relationships within the themes of creation, fall, and redemption, and to incorporate a Christian worldview and perspective that emphasizes understanding, decision-making, and serving.

1. That incorporates the school's Core Curricular Principles.

B. The curriculum is to be liberal arts, providing exposure and depth to a broad range of creation order, to encourage joy in being a child of God, and to pursue building relationships that are centered in Jesus Christ.

C. Each curricular area is to include "understanding" a Christian perspective of life in which the students:

1. Recognize the authority of the Bible.

2. Understand themes of creation, fall, and redemption.

3. Understand alternative worldviews.

4. Grow in abilities to know, comprehend, apply, analyze, synthesize, and evaluate.

D. Each curricular area is to include "Decision-making", in which students:

1. Respond to opportunities to testify or accept Jesus Christ as Savior and Lord.

2. Understand decision-making and its effects on relationships and culture.

3. Understand and experience opportunities to transform culture.

4. Grow in awareness of alternative worldviews.

5. Grow in appropriate responses, right-choosing, discernment, appreciation, right attitudes, and the making of appropriate judgments and commitments.

E. Each curricular area is to include the application of "service" in which students:

1. Are aware of their own talents for areas of service.

2. Are aware of needs and opportunities for service.

3. Are prepared to meaningfully participate in the various roles to which God may call them, including family, church, citizen, vocation, social, recreation, and culture.

3. Superintendent shall ensure the provision of special curricular programs that enhance student learning for those with special needs, including:

A. A program that provides opportunity for students with learning differences that can enable them to succeed in a regular classroom environment.

B. A program that provides opportunity for students determined to be gifted, that provides higher-level thinking skills and complex experiences.

4. The Superintendent shall ensure the provision of programs and support experiences to challenge each student to identify his own talents, gifts, and responsibilities, the needs of his communities, and use them in service.

A. The Superintendent is to ensure that the school will provide opportunities for students to grow in awareness and conviction in the Christian faith and their response to God's calling, including:

1. Worship activities for all students (ie: chapel). This is not meant to be a substitute for the sphere of church. The school shall not administer the sacraments (baptism and the Lord's Supper).

2. Service opportunities

3. Student-led Bible studies

4. God's truths being the reference point in ALL areas of instruction and in ALL programs.

5. Bible instruction with a Bible class curriculum taught at each grade level.

6. Devotions and prayer, which start each school day.

B. The Superintendent is to ensure that the school will provide opportunities for students to grow and mature in discovering and developing their talents and gifts, and enhancing growth in their relationships and service in community.

C. The Superintendent shall ensure the provision of social activities for students.

5. The Superintendent shall ensure the appropriate class size policies based on a high-quality learning environment, demands of the teacher by age group, and state provisions for facility capacity (square footage requirements). Class size should be optimized for learning.

6. Valley Christian may offer to their students classes with dual enrollment with colleges using Valley Christian Schools' facilities during school hours with the following conditions:

A. The colleges are to be Christian and compatible with the philosophy and mission of Valley Christian. A waiver may be approved by the Superintendent on a case-by-case basis (e.g., classes from Cerritos Community College).

B. The parents of students who may be enrolled in the classes will be informed before enrollment in the course, that the class may contain students from the college.

7. Valley Christian Schools may offer a program that will accommodate international students (I-20 VISA). The Superintendent shall ensure:

A. International students meet the same admissions criteria as required of all students, with the exception and acknowledgment that some parents of international students may not be Christian. All parents will sign an agreement that the student will be placed with a Christian family in the United States.

B. That all international students will reside with a Christian family. The school will accept a student in grades 7 through 12, to live with an accepted host family. International students may enroll in Valley Christian Schools for grades K-6 only if the student will be residing with at least one legal parent.

C. That international students will be fully integrated into the school in terms of language, curriculum, and extracurricular activities.

D. Enrollment of international students at any single grade level is limited to a maximum of 10% of all international students on any one campus.

E. The school will observe the following priority of enrollment for international students:

1. Students who signal their intent to attend Valley Christian for multiple years will have priority over any student who plans to attend only one year.

2. A credit student (attending Valley Christian for cultural experiences).

F. The school will designate and work through an International Student Coordinator. The responsibilities of the International Student Coordinator will include:

1. Work with the student's family and INS in securing all necessary documentation, such as an appropriate visa to ensure the student is legally in the United States, and act as the primary liaison with the INS on behalf of Valley Christian.

2. To secure acceptable living arrangements with the legal family or a school-approved host family.

3. To regularly communicate with the student's family of origin and with the host family.

4. To ensure the student meets Valley Christian requirements for enrollment, collects fees, medical insurance, church attendance and involvement, academic testing, and fluency in the English language.

5. To ensure the student is making a successful transition to the new culture and continues to communicate with the student, families, and school personnel to prevent or resolve difficulties.

G. The school's acceptance of an approved host family includes:

1. Host families must meet the same criteria as required of any other Valley Christian partner family.

2. Additional requirements include:

a. Criminal records background check.

b. Adequate school-approved facilities.

c. A signed agreement with the school, parents, and International Student Coordinator.

8. VCS maintains accurate and current records for each student. The cumulative file serves as the student's permanent record and will be retained indefinitely by the school. In the event of the school's closure or dissolution of the Valley Christian Schools Society, the Superintendent shall ensure that maintenance and legal access to all student records and necessary documents will be transferred to Ontario Christian Schools, Ontario, CA.

SECTION VIII

EXECUTIVE LIMITATIONS: STUDENTS

SECTION VIII.1: EXECUTIVE LIMITATIONS: STUDENTS

1. Discipline is the process by which one learns to live consistently according to the demands of Christ discipleship. Valley Christian students take upon themselves the responsibility of defending and promoting the ideals of the school by their actions and words. Students are to conduct themselves at all times in a manner consistent with that expected of a Christian and to conduct their lives so as to bring honor and respect upon themselves and their school.

The school is interested in and responsible for promoting values and behaviors that are consistent with the Kingdom of Christ. The school has obligations both to the individual student and to the school community. The school is interested in both preventing problems as well as helping those who may need help in dealing with problems.

Therefore, the Superintendent shall:

A. Ensure students are taught the purpose of discipline is the Christian's pursuit to make his whole being reflect joyful obedience to God expressed in love and service toward his fellow man. Students should understand that discipline is an act of love, and that VCS loves students enough to discipline them. It is important that the student appreciates the value and contribution of others as image-bearers of God and members of this community. Together, we strive to bring honor to Christ in both our Christian education and in the relationships in which we live.

1. Self-control according to the principles of Christian living.

a. Students who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in scripture (Rom 1:26-32, 2 Tim 3:2-4, 1 Cor 6:9-10) will be subject to school discipline, including but not limited to expulsion (See also Appendix C).

b. Valley Christian will not actively monitor the lifestyles of its students outside of school. The school will ask for a signed agreement with its biblical positions upon enrollment. However, if Valley Christian is made aware of an unrepentant lifestyle during the course of enrollment, the school will partner with the family and church to determine the appropriate course of action.

2. As Christians, we live in a community. It is necessary that each individual help and be helped by the community in maturing in Christ. There needs to be encouragement when consistency is exhibited and correction when there is inconsistency.

2. The Superintendent shall establish administrative policies and procedures for student behavior expectations that promote an orderly school organization and conduct that supports Christian relationships and enhances the school's philosophy and goals.

A. Such policies at school or school-sponsored events shall include, but not be limited to:

1. Reserving the right of the school to search all vehicles, lockers, backpacks, purses, duffle bags, and persons for drugs, alcohol, and contraband of all types when on campus or in conjunction with a school sponsored activity, including reserving the right to use professionally trained enforcement means such as dogs or the use of a breathalyzer.

2. The Superintendent will ensure that, while under the supervision of the school, students will wear uniforms as approved by the school.

B. Minor infractions of the rules of the school or classroom may be dealt with by the teacher. If the problem becomes repetitious or is of a more serious nature, it will then involve the parents and the school administration.

C. A variety of penalties may be imposed by the administration, including but not limited to detention before or after school, Saturday School, fines, requirement of service hours, and/or suspension.

D. The administration may develop a system of Faults for successive student behavior infractions by which sequence the administration may involve more severe penalties and involve communication with parents.

1. A Fault will be issued by the building principal, usually upon the recommendation of a teacher, for disrespect, the continuous repeating of a minor offense after being requested to stop, tardies, unexcused absences, or for disregard for school regulations.

2. The sequence of Faults can include suspension, loss of participation in extracurricular activities, and eventually expulsion.

E. The administration may deem it necessary to suspend for infractions of unacceptable behavior that includes, but is not limited to the following:

1. Lying to authority.

2. Stealing school or other student property.

3. Violating social media rules (inappropriate texting, website posts available to the public or voluntarily shared with school officials, exchange of inappropriate photographs, inappropriate use of cell phones, or computer tablets, etc).

4. Vandalism or defacing school property.

5. Cheating and/or plagiarism.

6. Using profanity.

7. Inappropriate touching of others (to include pushing or striking).

8. Deliberately and falsely setting off a fire alarm or calling emergency vehicles.

F. The Board may deem it necessary to expel for infractions of seriously unacceptable behavior that includes, but is not limited to the following:

1. Use, possession, attempting to purchase or sell, contributing to the use of, or giving the appearance of using or demonstrating symptoms of using unprescribed alcohol, drugs, or paraphernalia. This includes the misuse of prescription drugs or legal substances as intoxicants.

2. Possession of a weapon, explosive, or other dangerous devices.

3. Threatening, attempting, or encouraging others to attempt to cause injury to any school person or their property.

4. Sexual harassment.

5. Causing or attempting to cause material damage to school or private property.

6. Stealing or attempting to steal school or personal property, including cheating.

7. Committing an obscene act or repeated profanity or vulgarity.

8. Repeated infractions of minor offenses, disrespect, or challenging the school Board or administrative policies.

9. These infractions are considered especially serious if accompanied by a casual or defiant attitude, or if the student repeatedly exhibits an attitude and behavior that are opposed to the philosophical, religious, and organizational standards of the school.

G. For offenses of a very serious nature, the principals, in consultation with the Superintendent, may suspend or the Board may expel the offender. The Superintendent shall enact subordinate policies and procedures for due process that, while recognizing the variances of each case, are consistently followed and applied. During the period of suspension, academic credit can normally be awarded for schoolwork that is to be completed according to the regular class schedule. The teacher will not issue assignments that require the student's presence. The teacher may require alternative assignments. The following policy will be followed in the case of suspension or expulsion decisions:

1. Suspension for a pattern of behavior:

   a. The Administration shall ensure that the student's parents are kept informed of acts that constitute a concern that suspension might result in consequence.

   b. The Administration shall follow a process that enforces proportional disciplinary measures to ensure the student understands the seriousness of which continued behavior will result.

   c. The Superintendent can delegate to the campus principal the authority to determine suspensions.

   d. In the case that this authority is delegated, the principal shall communicate the decision to suspend directly to the student and the student's parents. Should the parent(s) appeal the decision, the Superintendent will constitute the final authority.

2. Suspension for a single offense and/or violation of policy:

   a. The Superintendent can delegate to the campus principal the authority to determine suspensions.

   b. In the case that this authority is delegated, the principal shall communicate the decision to suspend directly to the student and the student's parents. Should the parent(s) appeal the decision, the Superintendent will constitute the final authority.

3. Expulsion for any reason, the following process will be followed:

   a. The campus principal will communicate to the Superintendent in writing the following information in a Recommendation to Expel Memorandum:

      i. Executive Summary

      ii. Background

      iii. Discussion of Relevant Criteria and Options

      iv. Recommendation

b. The Superintendent will review the Recommendation Memorandum and determine the following:

i. A decision to *concur* or *not concur* with the recommendation of the campus principal. If a "do not concur", the following procedure should be followed:

a. Discuss with the principal to determine a final recommended course of action by the school.
b. Provide a cover letter to the Executive Committee of the Board of Directors with the final recommendation by the Superintendent with an explanation, and attach the original letter from the campus principal.
c. If, during this process, the Superintendent and campus principal agree to modify the decision to expel, then no action is required by the Executive Committee of the Board.

ii. If a 'concur' with the recommendation is determined by the Superintendent, the following procedure should be followed:

a. Provide a cover letter to the Executive Committee of the Board of Directors with the final recommendation by the Superintendent, with explanation, and attach the original letter by the campus principal.

iii. The Executive Committee of the Board will receive the Superintendent's recommendation and conduct a regularly scheduled meeting, or a special meeting, of the Executive Committee to be completed within one week of receiving the Superintendent's recommendation. The Executive Committee will review the recommendation, and can call for testimony by the principal, assistant principal (as appropriate, school counselors, teachers, parents, or other relevant persons.) The Executive Committee will then prepare a motion for the full Board to concur or non-concur with the recommendation of the Superintendent. A meeting of the full Board (scheduled or special) will be convened no less than one week after the Executive Committee has first met to determine their motion. The parents of the student and the student him/herself may be asked to appear during the board meeting. It is the policy that the entire review for expulsion be completed within two weeks from the date of the campus principal's letter.

4. Appeals. Parents may appeal a decision to suspend or expel their student. The following process will be followed:

a. Appeal of Suspension. Should the parent(s) appeal the decision of a campus principal to suspend their student, the campus principal will first receive the appeal. If the parent remains unsatisfied, the parent(s) may appeal to the Superintendent, who will constitute the final authority.

b. Appeal of Expulsion. The parents of a student may appeal the Board's decision if they were not present during the meeting where the decision was made. The appeal must be made within 48 hours of notice of the decision. An appeal can be heard by the Executive Committee and should be scheduled within three (3) days of the parent's notice to appeal. Should the Executive Committee decide to honor the appeal, the Executive Committee shall reconvene a full meeting of the Board within five (5) days of its decision, and provide a motion to the Board to rescind the decision to expel with appropriate explanation and follow-on recommendations.

3. Valley Christian is to be a living example of a Christian-learning community. Valley Christian students take upon themselves the responsibility of defending and promoting the ideals of the school through their actions and words, both while at school and during out-of-school time. Students are to behave at all times in a manner consistent with that expected of a Christian and to conduct their lives so as to bring honor and respect upon

themselves and their school. The school may take disciplinary action, even though the behavior was not at school or at a school-sponsored activity in cases in which there is a serious, immoral, and/or illegal behavior that is opposed to the philosophical, religious, and organizational standards of the school and that will negatively affect the school community.

A. Recognizing that student discipline outside of school is primarily a parent responsibility, the school should be reluctant to prepare or enforce policies except when the student behavior is serious, immoral, and/or illegal behavior that is opposed to the philosophical, religious, and organizational standards of the school and that will negatively affect the school community.

B. Serious behavior includes that which is illegal (excluding minor traffic or similar offenses) or behavior that is included in policy Sec. VIII.2.E, Sec.VIII.2.F, and as follows:

1. Students and faculty who use internet services, websites, or social media apps, at school or in private, are subject to school discipline if, in the opinion of the school, the communication promotes behavior that is seriously immoral and/or illegal or is opposed to the philosophical, religious, or organizational standards of the school and that these communications or promotions will negatively affect the school community.

2. Students and faculty who use internet services, websites, or social media apps, at school or in private, are prohibited from posting, in the school's opinion, unflattering, character-defaming information, or a false profile that degrades or harms Valley Christian Schools or a Valley Christian Schools student, family, or employee.

3. Misuse of such media is considered more serious if the student or faculty member is identifying him/herself or others as a member of the Valley Christian Schools community.

C. A negative effect on the school community may be one that creates an environment that gives approval of unacceptable behavior to other Valley Christian students, for example, by participating in the unacceptable behavior in the presence of another Valley student, by communicating with another Valley student of the unacceptable behavior without remorse for the breech of the moral aspect, or by the unacceptable behavior becoming known to the school community through the media or is otherwise broadly known. A negative effect on the school community may be one in which the student who has participated in the unacceptable behavior is publicly identified as a Valley Christian Schools student.

D. School expectations of students.

1. If the student is at a location where illegal, immoral, or other seriously unacceptable behavior is taking place, such as drugs or alcohol being used by minors, the student has the obligation to pursue all means to leave the premises immediately. If the administration believes that the most expeditious means to leave were not taken, the student is presumed to have participated in the activity.

2. The student is expected to tell the whole truth concerning the situation.

a. Voluntary disclosure of a violation of this policy by the student and/or the parents, genuinely seeking to permanently correct this conduct, will be dealt with on an individual basis by the administration. This is still considered an offense and merits disciplinary actions, but the administration may consider a reduction in the penalty.

b. If a student lies during the investigation or enforcement process, a significantly greater penalty could result.

4. The Superintendent will respond to serious offenses that occur either at school, or outside of school, or school-sponsored events in which the administration deems it necessary to take action.

A. The Superintendent is to indefinitely suspend and/or recommend expulsion of students from school classes and extracurricular events.

B. It is expected that the student will not return to Valley Christian Schools unless the student exhibits a sincere, heartfelt repentance with a commitment to change, and the family will submit a written plan to the administration establishing how the student will restore relationships, and ensure that the student will not be a repeat offender or detrimental influence on others.

C. The Board may withhold expulsion upon acceptance of the written plan and when considering the student's broader previous general contribution to a Christian school environment and culture, positive service and influence, academic success, attitude of cooperation, and spirit of repentance.

1. If the infraction was for a violation involving drugs, the student may not be readmitted until a test is conducted by a qualified, school-approved physician or laboratory, and the test results made available to the school results are negative.

5. The Superintendent shall develop policies that ensure student health and safety.

SECTION IX

EXECUTIVE LIMITATIONS: FACILITIES

SECTION IX.1: EXECUTIVE LIMITATIONS: FACILITIES

The school must exhibit facilities that are educationally sound and in good repair. This includes providing for an effective learning environment and meeting legal requirements.

Accordingly, the Superintendent shall:

1. Subject plant and equipment to sufficient maintenance.

    A. Including provision for effective preventative maintenance.

    B. Including provision for quality repairs as needed.

2. Seek Board approval for construction plans for new buildings that are outside the Board-approved budget.

3. Seek Board approval for renovation of existing facilities that are outside of the Board-approved budget.

4. Rent school facilities with the following limitations:

    A. School facilities are intended primarily for use in providing an education for those children attending this school.

    B. School facilities are available for use by other approved groups when not needed for scheduled school activities.

    C. Concern for Christian principles of the school shall be the primary criterion in the evaluation of applications.

    D. School facilities will not be rented for fundraising purposes.

5. Insure facilities and vehicles.

6. Ensure there are appropriate policies for use of facilities and equipment consistent with the mission of Valley Christian Schools.

7. Provide policies that ensure safe and efficient transportation for buses and other vehicles.

    A. School vehicles are to be used only by properly licensed and insured school personnel for school purposes.

    B. School vehicles are to be operated in compliance with state laws and regulations.

8. Ensure that gender-neutral restrooms and locker rooms are prohibited at Valley Christian Schools. (See also Appendix C).

SECTION X

EXECUTIVE LIMITATIONS: FINANCE

SECTION X.1: EXECUTIVE LIMITATIONS: FINANCE

1. Financial planning for any fiscal year or the remaining part of any fiscal year shall follow conservative fiscal practices and support a multi-year financial and strategic plan.

A. In addition to the establishment of a finance committee to ensure compliance with Board financial policies, the Finance Committee shall establish an audit committee independent of the Board with the responsibility to:

1. Develop a charter to be approved by the Finance Committee.

2. Appoint and supervise the work of an appropriate independent certified public accounting firm to conduct an annual audit of Valley Christian Schools.

3. Ensure that appropriate filings are completed, approved, and filed annually with the Internal Revenue Service and other governmental agencies as required (e.g., Form 990).

4. Receive from the independent certified public accounting firm communications required by generally accepted auditing standards, including but not limited to recommendations for improvements to VCS's internal accounting controls. The Finance Committee will be responsible to or cause to be implemented the recommendations for improvements.

5. Provide for the establishment of an appropriate whistleblower policy and implement procedures for handling whistleblower communications.

2. Valley Christian Schools is to practice Christian stewardship of its resources and maintain fiscal responsibility. Accordingly, the Superintendent shall annually cause to be prepared a budget for recommendation by the Finance Committee and for approval by the Board that in sufficient detail:

A. Estimates revenues based upon enrollment projections and recommended tuition rates.

B. Provides detailed information on expenditures required to achieve the Valley Christian education outcomes for the anticipated enrollment. Expenditures will also be budgeted based upon, among other things, the budget guidance document, and Board-approved compensation and benefits policies for administration, faculty, and classified staff.

C. Recommend the amount of tuition assistance available for qualifying parents/guardians.

D. Outline a plan for fundraising (or allocated endowment earnings) to supplement tuition.

3. Accordingly, the Superintendent shall establish the following funds: The General Fund, The Capital Fund, The Scholarship Fund, Designated Funds as required, Other Funds (i.e., Student Activity Funds and Auxiliary Organization Funds).

4. The Superintendent, along with the Director of Business Operations, shall ensure the following with respect to the maintenance of the Funds:

A. Maintain or cause to be maintained complete and accurate accounts of all transactions of the Corporation and its approved auxiliary organizations.

B. Keep financial accounts on the accrual basis of accounting in accordance with generally accepted accounting principles.

C. Maintain a checking account at a convenient local commercial bank. All checks drawn on this account shall require two (2) signatures, one (1) of which shall be the Director of Business Operations, Superintendent, or an officer of the Board.

D. Maintain a savings or other interest-bearing or investment accounts in accordance with the Board investment policies. Transfers shall be made to or from these accounts by the Superintendent or Director of Business Operations whenever it is determined that the checking account balance is in excess of the amount required to provide for the prompt and orderly payment of budgeted expenditures. Withdrawals from these short-term investment accounts shall be transferred only to the General Fund checking account and must be approved by the Director of Business Operations.

E. The Director of Business Operations shall provide or cause to be provided a monthly and year-to-date statement of General Fund Receipts and Disbursements (which may be in a form and on a basis consistent with the annual audited financial statements) and no less than annual statement of receipts and disbursements for any other active funds to the Finance Committee and/or the Board.

F. The Director of Business Operations shall provide or cause to be provided a statement of the General Fund balances as of June 30 of each year in accordance with generally accepted accounting principles.

4. **General Fund.** The Superintendent shall prepare annually a budget for the general fund that provides for the transformation of a set of educational aims and objectives into a program of instruction.

A. The primary aims of the annual budget shall be to:

1. Indicate to the stakeholders of the school community what it costs to offer a particular type of educational program.

2. Ensure the continuance of this educational program in accordance with the 3-5 year strategic plan.

3. Provide information on the educational activities for which funds are being expended. As a result, the budget is an important public relations instrument.

4. Serve as a means of financial control.

5. Provide the Board and administration with the authority to make expenditures within a pattern established by a predetermined educational program.

6. Serve as a basis for determining the amount of revenue that must be obtained from charges and contributions.

B. A Finance Calendar should be prepared by the Director of Business Operations and Treasurer to be presented to the Board by September 1st of each year. The budget will also include any repairs and maintenance, as well as required capital expenditures, not otherwise included in the Capital Fund, required to maintain the facilities and execute the educational mission of the organization. These items must support the established long-range facilities
plan.

C. The Finance Committee will assign needed input for next year's Budget Guidance Document at or before the June Board of Directors meeting for guidelines to be used for the next year’s budget that are in line with the 3-year budget.

D. Before February 1st of each year, the Director of Business Operations, under the direction of the Superintendent, shall have formulated a tentative budget for the following school year, which provides for an agreed educational program based on an estimate of the year's enrollment and the stipulated outcomes developed by the Outcomes Committee and approved by the Board of Directors.

E. The Director of Business Operations, under the direction of the Superintendent, shall review the tentative budget and appropriate supporting documentation with the Finance Committee, which will approve the budget for presentation to the Board in February of each year. Final approval of the budget by the Board shall take place no later than the March board meeting.

F. The budget shall be considered as a controlled spending plan for the ensuing year. The Superintendent and Director of Business Operations are authorized to make expenditures and commitments in accordance with and in harmony with the specific policies of the Board and/or administrative plans approved by the Board. The same procedure shall be followed with respect to expenditures provided by special board action.

G. No expenditures shall be made in excess of the amount shown in the particular budget category without informing the Finance Committee at the next committee meeting. Prior approval of the Finance Committee must be attained for expenditures that exceed 2% of a budget category.

H. Periodically during the year, budget categories shall be evaluated and the year-end status of each estimated by the Director of Business Operations. Well before the close of the fiscal year, appropriate amounts may be transferred from those categories in which a surplus is anticipated into those in which a deficit is anticipated. This shall be done by the Director of Business Operations, under the supervision of the Superintendent, and the Finance Committee must be informed of these transfers.

I. The tuition to be charged per child shall be determined by the Board by comparing the estimated costs for each level of education with the projected enrollment of each level.

J. Contributions to the tuition assistance fund will be solicited to make up the difference between the cost of education and the amount contracted by parents from the following: Parents of children enrolled, individuals, churches, and interested organizations.

K. Payment Policy:

1. Tuition payments are payable in advance and are due on the fifteenth day of each month.

2. Parents who become delinquent in the payment of the amount of support pledged at the time of enrollment will be reminded of their obligations and will be given every opportunity to "catch up" or to request an adjustment of the payment schedule.

L. Any adjustment of previously agreed-upon payment schedule must be requested in writing and supported by information as to income, dependents, and extraordinary expenses or circumstances. Adjustments must be approved by the Tuition Assistance Committee and by the Finance Committee if the adjustments cause the expenditures of tuition assistance to exceed 2% of the budgeted amount.

M. Failure to "catch up" or alternatively to seek and receive approval of adjusted payment schedules will result in the children being dismissed from school. Dismissal will become effective after at least two reminders have been sent to the parents. If parents feel they have been treated unjustly, they may appeal their case to the Tuition Assistance Committee and then to the Finance Committee.

N. Any student whose tuition, as contracted, has not been paid for the prior year will not be permitted to enroll for the following year without making arrangements with the Tuition Assistance Committee that is approved by the Finance Committee prior to August 1st.

5. **Capital Fund**. A Capital Fund has been established by the Board of Directors to ensure that well-maintained

physical facilities will always be available to provide the opportunity for a Christian education.

A. The Capital Fund balance is expected to come from the following specific sources: Funds specifically directed to be placed in the Capital Fund by action of the Board of Directors from whatever source, Gifts from friends and supporters of the school, designated specifically for the Capital Fund or for items of a capital nature, and New family application fees.

B. All gifts received and placed in the Capital Fund will be acknowledged in writing and the acknowledgement shall include the specific purpose for which the gift was designated, if any. A copy of this acknowledgement will be retained in a permanent record of designated gifts.

C. The Board of Directors may authorize any portion of the balance in the Capital Fund to be spent for any projects subject to the Constitution and Amended By-laws, and to the following restrictions:

1. Authorized projects must be of a capital nature. Capital items include not only such items as buildings and equipment, but also the renovation of existing facilities if such projects meet all the following tests:

a. The project represents an improvement or upgrading as opposed to mere maintenance, which should be provided from the general operating budget.

b. The project benefits several future years.

c. The project is greater than can be absorbed in one annual maintenance budget.

2. As an integral part of the authorization of a project using unrestricted capital funds, an amortization schedule shall be adopted setting forth the timetable on which the amount used will be restored to the fund. In any year that the total scheduled amortization for that year of all projects is not met, an amount equal to the shortage will be charged to the general fund and will be added to the budget and the cost of education for the following year.

3. Gifts designated for a specific purpose may not be spent except for the purpose for which they were designated without the express written permission of the donor. If the donor cannot be located, the Board may make such disposition as is deemed advisable in the circumstances. When funds designated for a specific purpose are used for that purpose, no provision need be made for amortization as described in connection with the use of unrestricted capital funds.

D. The annual income earned by the Capital Fund will be used for the following purposes, which are listed in the order in which the earnings are to be applied.

1. To fund the amortization of projects in accordance with the schedule adopted at the time the project was approved.

2. Any excess may be used to fund specific current maintenance projects authorized by the Board.

3. Any balance not used for the purposes described above will be added to the unrestricted capital fund balance.

6. **Scholarship Fund.** Scholarship Funds will be invested based on the school's investment policy. Scholarships are awarded as designated by the individual Scholarship.

7. **Designated Funds**. Designated Funds shall only be used for the receipt of gifts restricted for use by the donor and for the specific purpose of carrying out the mission of Valley Christian Schools.

A. Before accepting receipt of funds contributed with restrictions by a donor, the Superintendent shall ensure that the restrictions are in accordance with the mission of VCS and that there is an intention for the use of the funds within a reasonable period of time, and/or donations to restricted funds already established by the school are in accordance with other policies described herein.

B. All gifts received will be acknowledged in writing and the acknowledgement shall include the specific purpose for which the gift was designated. A copy of this acknowledgement will be retained by the Director of Business Operations or their designee in a permanent record of designated gifts.

C. The Board, or Finance Committee as appropriate, shall annually receive an accounting of any designated funds that have not been disbursed to determine their feasibility of disposition as originally specified.

D. Gifts designated for a specific purpose may not be spent for other than the specific purpose without the express written consent of the donor. If carrying out the specific restrictions of the donor becomes infeasible and the donor cannot be located for redirection of the gift, the Superintendent shall make a recommendation of alternative uses of the funds within the spirit of the original restriction to the Board for approval.

8. **Other Funds**: Other funds, such as Student Activities Funds and Auxiliary Organization Funds, will be reviewed quarterly by the Director of Business Operations and a yearly report will be given to the Finance Committee.

A. Student Activity Funds. Each campus (preschool, elementary, middle school, and high school) shall establish a Student Activity Fund. Money collected from fundraisers conducted by the students on any given campus shall be deposited into the funds for the benefit of that campus.

1. The accounting of the Student Activity Fund for each campus is the responsibility of the respective campus principal, under the supervision of the Superintendent. He or she will include these funds in the funds reported in the annual audited financial statements, which are reviewed in appropriate detail by the Finance Committee.

B. Auxiliary Organization Funds. Each organization shall establish a fund.

1. Auxiliary Organizations must apply for auxiliary status. If all application processes are completed and accepted by the Superintendent, then the Superintendent may recommend to the Board the acceptance of the Auxiliary Organization.

2. The accounting of each fund will be the organization's responsibility under the supervision of the Superintendent. These funds will be included in the annual audited financial statements, which are reviewed in appropriate detail by the Finance Committee.

9. The Superintendent shall:

A. Cause to be created the above funds in accordance with the guidelines that are established for each fund.

B. Settle payroll and debts in a timely manner.

C. Ensure any government payments or filings are completed on time.

D. Make purchases that are within current financial policies.

E. Acquire, encumber, or dispose of real property only with Board approval.

F. Establish responsible and adequate insurance to protect the assets of VCS.

G. Actively pursue outstanding amounts receivable.

H. Actively report to the Finance Committee in sufficient detail items established on the Finance Calendar to provide for the Board's fulfillment of its fiduciary duties. These reports will include, at a minimum:

1. Annual audited financial statements. The audit committee composition should consist of at least three and no more than five members. Non-board members without any conflicts of interest may also be assigned to the committee to enhance competencies. To ensure that the committee is independent, a majority of the committee members must be non-board members, but must have at least one Board member from the Finance Committee. The committee chair should not be an employee of the organization. Committee appointments should be approved annually by the full Board upon recommendation of the finance committee.

2. Quarterly a statement of income and expense to budget comparison, along with a balance sheet and current debt.

3. Regular monthly development updates.

4. A yearly review of insurance policies.

5. Form 990 prior to filing.

6. Report any IRS Liabilities.

7. A review of investments and proposed changes that are in line with the investment policy.

I. Create or cause to be created guidance documents to be approved by the finance committee that assist in the financial planning of the school. These guidance documents will include, at a minimum:

1. A yearly Budget Guidance Document.

2. Annual budget for the upcoming fiscal year.

3. A three-year budget.

4. A Long-range facilities plan.

J. The financial information of Valley Christian Schools is considered confidential and available only on a need-to-know basis to school employees, school constituency, and individual Board members, except as determined by law and with the following exceptions:

1. The Board as a whole may request any additional financial information concerning the school. Employees, members of the school constituency, or individual Board members must submit a written request and the reason for a determination by the Board.

2. The school will annually publish the following financial information:

a. The proposed and approved general operating budget that includes information regarding board-approved income categories and summary total of category expenditures.

b. Annual balance sheet

c. Annual summary of fund balances

d. Annual income statement of revenue and expenses

e. Annual statement of Cash Flows

3. The school will make available to Association members the following financial information by request:

a. The proposed or approved annual general operating budget that includes board information regarding board-approved income categories and each of the board-approved categories of expenditure.

b. A confirmation letter that indicates the school is following acceptable financial practices.

c. The filed Form 990.

d. The school will keep confidential the following financial information:

1. Details on salary or benefits of any individual school employee.

2. Details of business transactions or invoices from any company with which the school does business.

3. Details of school banking and or investment accounts.

4. Monthly financial statements normally given to the Finance Committee and/or Board, with the exceptions stated in the preceding policies.

10. The Superintendent shall follow policies that provide for and regulate tuition assistance to families on a needs-based criteria.

A. The school will use a third-party company to assess a family's application for tuition assistance and needs.

B. The Superintendent will establish a Tuition Assistance Committee comprised of themselves, the Director of Business Operations, and at least one other member, to equitably distribute tuition assistance funds and allow for exceptions to established guidelines as allowed by the Board of Directors.

1. Tuition Assistance Policies
As a part of supporting its mission to educate students, Valley Christian Schools ("VCS") offers tuition assistance in the form of need-based scholarships and a variable tuition assistance program. All such programs are monitored by the VCS Board of Directors' Finance Committee through budget approval and governance of the Tuition Assistance Committee. As part of the annual VCS budgeting process, the Finance Committee will allocate funds for tuition assistance in an amount that will not exceed 15% (fifteen percent) of the total tuition income as reflected on the VCS financial statements.

A Tuition Assistance Committee will be constituted each year comprised of the following members: Superintendent, Director of Business Operations, Director of Admissions, and the Director of Development. The chair of the Finance Committee will serve as a tie-breaker as needed. The Tuition Assistance Committee will award tuition assistance each year based on various policies and programs, such as those described below.

All tuition assistance granted to an individual student by the Tuition Assistance Committee greater than 50% (fifty percent) of the posted tuition amount must be reported to the Finance Committee with an

explanation as to why the discount was granted. No discount greater than 80% (eighty percent) will be granted without the prior approval of the Finance Committee.

2. Tuition Assistance / Variable Tuition Program
Purpose**:** To offer discounts to assist in the tuition cost of a Valley Christian education.

Method: Assistance granted by the Tuition Assistance Committee

The assistance granted to a family by the Tuition Assistance Committee is determined based on several factors, including income, expenses, and the number of dependents. A third-party tuition assistance company is used to determine the need for assistance. The company provides Valley Christian a report. Based on the results of the report and funds available for discounts, an amount is awarded to those who qualify. A predetermined schedule for discounts is used to calculate the awards. Unique schedules have been determined for families with multiple students enrolled at VCS and for VCS faculty and staff.

All families seeking tuition assistance must complete the financial aid application annually.

Outcome:
- The wise use of VCS resources will allow a greater number of students to benefit from a Valley Christian Schools education.
- Remove financial obstacles for covenant families that apply to VCS.
- A way to equip and inspire more workers for God's harvest.

C. Merit Scholarships – the school may grant merit-based scholarships. Merit Scholarships afford the school the opportunity to fulfill our mission statement by attracting talented students who might not consider the school based on cost. These students have an opportunity to further develop their talents through our programs while contributing to the school.

1. VC Merit Scholars Program
Purpose: The goal of this program is to provide an added incentive to outstanding students from Christian schools to choose Valley Christian Schools.

Method: Make various Christian feeder school principals aware of the VC Merit Scholars program. Christian feeder schools will be identified each year by the Tuition Assistance Committee. The program is available to one outstanding student from each school who is identified by the principal and is interested in attending Valley Christian Middle School beginning in 7th grade or Valley Christian High School beginning in 9th grade.

Outcome: Valley Christian Schools will:
- Further support the Christian community by developing excellence in student outcomes.
- Remove financial obstacles for high achievers who might not apply to VCS.
- Appreciate an enhancement of overall test scores by attracting this specific set of students.

D. The school will grant tuition assistance and scholarships in accordance with the following Financial Aid Philosophy:

1. Other Established Scholarship Programs
Purpose: Students who meet specific scholarship criteria are awarded financial assistance.

Method: The Tuition Assistance Committee and the Finance Committee must approve all other established scholarship programs. Students either apply or are nominated for these scholarships, and the Tuition Assistance Committee or an agreed-upon committee awards these scholarships.

Outcome:
- Specially donated monies are used to encourage and enhance the VCS community.

2. Targeted Assistance Policy

Purpose: To utilize targeted financial assistance to attract a reasonable number of students who are especially gifted in areas of academics, arts, and athletics. The intention is to add students not included in the projected enrollment numbers of the approved budget for the upcoming school year.

Method**:** A committee, comprised of one Board Finance Committee member, the Director of Business Operations, Admissions Director, and other faculty or staff, as requested, will direct this targeted assistance. This targeted assistance may not knowingly cause an addition to faculty or staff.

Outcome: Valley Christian will:
- Further support the long-standing commitment to academic, artistic, and athletic excellence.
- Help remove financial obstacles for high achievers who might not apply to VCS.
- Appreciate an enhancement of these programs by attracting this specific set of students.

11. The Superintendent shall deposit all undesignated gifts into funds as approved by the Board during the budgeting process, unless the School Board decides otherwise based upon the Superintendent's recommendation.

12. The Superintendent shall cause to be established Scholarship Funds to be awarded as designated by the individual scholarship. Scholarship Funds will be invested based on the school's investment policy.

13. The Superintendent shall cause to be established Designated Funds that shall only be used for the receipt of gifts restricted for use by the donor and for the specific purpose of carrying out the mission of Valley Christian Schools. The Superintendent must follow all established guidelines for Designated funds and give an annual accounting of these funds to the Board.

14. The Superintendent shall cause to be established other funds. The oversight of these funds is entrusted to the Superintendent and an annual review must be given to the Finance Committee.

15. The Finance/Investment Committee will ensure the following investment policies are followed:
The Finance Committee will ensure there is an Investment Committee (IC) and that the committee adheres to an Investment Policy (see Appendix E). The IC and Investment Policy is for VCS and does not include the Foundation (CCEEF).

A. The IC will consist of one Finance member, the Director of Business Operations, and at least two non-board/non-employee members.

1. The IC reports to the Finance Committee.

2. Members will commit to a minimum three-year term.

3. Members shall annually sign a conflict of interest disclosure statement, disclosing any potential conflict of interest.

4. The IC will meet quarterly to review the school's investment and conduct other business as necessary.

5. Written minutes will be maintained at all meetings and forwarded to the Finance Committee.
6. A fiscal year-end report shall include a summary of the composition of each fund, including all assets and activities including income, market gains/losses, and additions. This report is forwarded to the Finance Committee.

B. The IC will follow the Board-approved Investment Policy.

1. The purpose of the Investment Policy is to guide the IC in effectively supervising, monitoring, and managing the investments.

2. The Investment Policy will be reviewed annually at the first meeting of the school year.

C. The IC serves as trustee of all investable assets of the school. Investable assets include, but are not limited to, Repair and Replacement Fund, Scholarship Fund, and Prepaid Tuition Fund.

16. The Finance/Endowment Committee will ensure the following endowment policies are followed:

[OPEN FOR DEVELOPMENT AND FUTURE APPROVAL].

17. The Superintendent will ensure the following Third-Party Vendor policy is followed:

A. Prior to anyone entering a third-party agreement on behalf of Valley Christian Schools, they must obtain approval or review as follows:

1. For contracts wherein the value exceeds $30,000, the Superintendent or CFO/Director of Finance must ensure the contract has been reviewed by VCS legal counsel and/or expert in the subject matter of the agreement.;

2. For contracts wherein the value exceeds $10,000, school principals must obtain prior approval from the Superintendent or CFO/Director of Business Operations; and

3. For contracts exceeding $1000, volunteers who are authorized to act on behalf of VCS must have the contract approved by the principal or applicable Department Director.

SECTION XI

EXECUTIVE LIMITATIONS: ADMISSIONS

SECTION XI.1: EXECUTIVE LIMITATIONS: ADMISSIONS

Valley Christian is to serve families who understand and are committed to Reformed Christian education. In regard to admissions, the Superintendent shall:

1. Enforce the following policy of Nondiscrimination: The Valley Christian School Association admits students of any race, color, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at this school. This school prohibits discrimination based on race, color, sex, age, national or ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic or other school-administered programs.

2. Ensure families NEW to the school meet minimum criteria, including:

A. At least one parent/guardian must be united in their desire to have their child(ren) taught from a Christian perspective consistent with the philosophy of Valley Christian Schools.

B. Parents must sign the VCS Doctrinal Basis that they understand and acknowledge that their child(ren) will be taught from a Christian perspective consistent with the philosophy of Valley Christian School.

C. At least one parent/guardian must have a clear testimony of personal faith in Jesus Christ as Savior and Lord, is a member or regularly worshipping in a local Protestant, Catholic, Orthodox, or Seventh Day Adventist church and is not participating in practices that would be considered illegal, or considered by the school as immoral or inconsistent with a Christian Biblical Worldview such as cohabitating without marriage or in a homosexual relationship. (See Leviticus 20:13 and Romans 1:27)

Parents/Guardians who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in Scripture (Rom 1:26-32, 2 Tim 3:2-4, 1 Cor 6:9-10) will be denied enrollment of their children. The school will ask for a signed agreement with its Biblical positions upon enrollment (See also Appendix C).

1. Newly enrolling families are to have a pastor from their present church complete a Pastor Recommendation report to verify the family's regular worship attendance and church involvement. In the event a report from the pastor is not possible, a report can be secured from an elder, other church leaders, or a person designated by the school.

2. Ineligible Religions, Cults, or Sects: Students from religions, cults, and sects whose basic teachings and practices deviate substantially from the Doctrinal Basis of Valley Christian School Systems and are considered to be outside the historic Christian faith are not eligible for enrollment. Common characteristics of these groups include but are not limited to:

a. Denial of the Trinity

b. Denial of the Bible as the basis for their beliefs, usually considering another book as an authority to the Bible.

i. These groups include but are not limited to Church of Christian Science, Jehovah's Witnesses, The Church of Jesus Christ of Latter-Day Saints, the Reorganized Church of Jesus Christ of Latter-Day Saints, those who practice the Jewish faith, Muslims, Buddhists.

D. Ensure the student demonstrates an ability to succeed in a regular school academic program.

E. Ensure the student demonstrates an ability to succeed in a regular school environment in behavior, citizenship.

F. Students must reside with their parent(s) or guardian(s), or in a home approved by their parent(s) or guardian(s). The school retains the right to deny continued enrollment to students whose living arrangements are, in the school's judgment, detrimental to the school body.

G. Ensure the parent(s)/guardians(s) complete and sign the VCS Application for Admission that includes financial commitment.

1. Students in grades 7-12 must complete and sign the designated areas on the VCS Application for Admission.

H. At least one parent/guardian must sign an acknowledgement that they understand and acknowledge that they and their child(ren) will comply with the rules of the school, including out-of-school expectations.

I. Each family is required to fulfill ten (10) hours of service per year. To fulfill the ten service hours, there are two options: (1) sign up for ten hours of actual service, selecting from areas of interest on the Family Service Hours form, or (2) pay a fee to opt out of service.

J. Ensure the parent(s)/guardian and student understand that they are on probation for the first full semester of middle school or high school or first 20 weeks of elementary school, in order for the Administration (normally the site principal) to monitor the conduct and academic performance of incoming students and church attendance--or extend it. Probation means the Administration (normally the site principal) has the authority to dismiss a student without Board involvement during that time period.

At the end of a school year, Administration (normally the site principal) may deny continued enrollment if a child is not making progress academically or behaviorally, and/or the parents/guardians are not adhering to school policies, including but not limited to financial responsibilities and admissions policies.

Parents/guardians may appeal such a decision to the Superintendent and appeal further to the Board if desired.

A student may be placed on probation, based upon the above terms, if he/she falls behind academically, has behavioral problems, or parents do not uphold financial or admissions responsibilities.

3. Ensure PRESENT families intending to re-enroll children for the next school year meet minimum criteria.

A. At least one parent/guardian must be united in their desire to have their child(ren) taught from a Christian perspective consistent with the philosophy of Valley Christian Schools.

1. Ensure that each year, at least one parent must sign a statement that they understand and acknowledge that their child(ren) will be taught from a Christian perspective consistent with the philosophy of Valley Christian Schools.

B. Ensure that each year at least one parent/guardian has a clear testimony of personal faith in Jesus Christ as Savior, is active in a local Protestant, Catholic, Orthodox, or Seventh Day Adventist church and is not participating in practices that would be considered illegal, or considered by the school as immoral or inconsistent with a Christian Biblical Worldview such as such as cohabitating without marriage or in a homosexual relationship. (See Leviticus 20:13 and Romans 1:27)

Parents/Guardians who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in Scripture (Rom 1:26-32, 2 Tim 3:2-4, 1 Cor 6:9-10) will be subject to school discipline, including but not limited to denying enrollment of their children (See also Appendix C).

Valley Christian will not actively monitor the lifestyles of its parents/guardians. The school will ask for a signed agreement with its biblical positions upon enrollment. However, if Valley Christian is made aware of an unrepentant lifestyle during the course of enrollment, the school will partner with the family and church to determine the appropriate course of action.

1. Present Valley Christian families who intend to re-enroll their oldest student entering grades three, seven, nine, and eleven, the next school year are required to submit a form to verify continued regular local church attendance and involvement to be completed by a current report from the pastor. In the event that a report from the pastor is not possible, a report can be secured from an elder or other church leader. This requirement can be waived by the administration for families who have had the Pastor's Recommendation completed satisfactorily within the previous year.

2. The school will have evidence that the student will succeed in a regular school academic program.

3. The school will have evidence that the student will succeed in a regular school environment in behavior and citizenship.

4. Each year, parents must sign an acknowledgement that they understand and acknowledge that they and their child(ren) will comply with the rules of the school, including out-of-school expectations.

5. Ensure the student continues to meet age and residence requirements.

6. Students must reside with their parent(s) or guardian(s), or in a home approved by their parent(s) or guardian(s). The school retains the right to deny continued enrollment to students whose living arrangements are, in the school's judgment, detrimental to the school body.

7. Parent(s)/guardians(s) must sign the completed Family Application form and the Contract that includes financial commitment.

a. Students in grades 7-12 must complete the designated areas and sign the Family Application form.

8. Each family is required to fulfill ten (10) hours of service per year. To fulfill the ten service hours, there are two options: (1) sign up for ten hours of actual service, selecting from areas of interest on the Family Service Hours form, or (2) pay a fee to opt out of service.

4. Ensure communication to parents and guardians that statements made on any form or made to any person representing the school that are found to be false or misleading are grounds for immediate dismissal of the student.

5. Ensure communication to parents and guardians that if there is evidence that the parent of custody is not living in accordance with the Christian principles, such as engaging in illegal, or in the school's opinion, immoral activities, the administration is to assess whether there is an infraction and determine a course of response, up to and including expulsion of the student.

6. Exceptions to family compliance with policies:

A. Church attendance exceptions.

1. For families that are moving from another community or families who are actively seeking a different local church.

2. Those families must have a current pastor's report from their out-of-state church, indicating a pattern of their active attendance, before they may enroll for or attend the next school year.

3. Parents not able to present a current Pastor's Recommendation will be placed on the enrollment "waitlist" and are not considered enrolled for the next school year. Parents not enrolled due to not having a completed Pastor's Recommendation may seek a meeting with the administration for explanation.

B. Academic exception.

1. The administration may consider admitting a student with insufficient evidence that he or she will succeed in a regular school academic program under the following circumstances.

a. Student is enrolled in a Valley Christian program or a Valley Christian-approved program that provides the expectation that the student will succeed at grade level in the regular classroom environment within at least three years.

b. The student will be admitted under the status of "Academic Probation."

i. The student may not have more than one F in a quarterly grading period and the student must show progress in the deficient area for each grading period (except one) by grades on the report card and/or academic testing.

ii. If a student does not increase academic performance each quarterly grading period (except one), the student will be required to withdraw from Valley Christian at the second quarter there is not progress and the student remains below the required standards.

C. Behavior exception.

1. The administration may consider admitting a student with insufficient evidence that he/she can succeed from a behavioral standpoint for medical reasons only.

7. Admissions restrictions due to class size.

A. Superintendent shall admit the following eligible students, even if maximum range number is reached.

1. Students enrolled in the current year.

2. Students of employees and Board members.

3. Students of full-time pastors from supporting churches.

B. If the enrollment for a class exceeds the allotted number, the Superintendent shall compile a wait pool with the following priority of admittance as long as they meet appropriate admission deadlines:

1. Families from anchor churches.

2. Present families with a sibling already in attendance at Valley Christian if the new student meets admittance standards.

3) Other, as determined by administration.

SECTION XII

EXECUTIVE LIMITATIONS: RELATIONS WITH THE HOME

SECTION XII.1: EXECUTIVE LIMITATIONS: RELATIONS WITH THE HOME

Valley Christian is philosophically an extension of the Christian home and strives to continually ensure the ties between home and school are cordial, mutually supportive, and consistent with the school's philosophy. Accordingly, the Superintendent shall establish policies and practices:

1. That incorporate the following principles for on-custodial parents that make clear that:

    A. Ordinarily, the school will not limit or restrict a parent's involvement in school-related affairs or access to the parent's child or the child's records, unless the school is presented with a court order or comparable legal document restricting such involvement or access.

    B. The school will not permit access to a child to school-related activities or records if such access is prohibited by a court order or comparable legal document.

    C. If the actions of parent(s) become disruptive to the operations of the school, the school has the right to restrict access by such parent(s) and to take other reasonably necessary action.

    D. Concerning student activities that require parental consent, the school will not accept consent from a parent if the school has been provided with a court order or comparable legal document that indicates that such parent lacks such authority.

2. That allow parent/teacher conferences to be scheduled for all parents at their request, and report cards and record of other assessments to be sent to all parents at their request.

3. That enhances communication between home and school.

4. That ensure all prospective volunteers undergo a criminal background check with the following provisions:

    A. Criminal background checks shall always be done if the volunteer will ever be in a situation where he/she is alone with students/children. This includes acting as a driver to/from school events.

    B. A background check is not required if the volunteer is volunteering for a one-time (or infrequent) field trip, playground, or classroom aid experience, AND will not at any time be alone with children without a Valley Christian Schools employee present.

    C. Volunteers who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in Scripture (Rom 1:26-32, 2 Tim 3:2-4, 1 Cor 6:9-10) will be subject to school discipline, including but not limited to denying volunteerism (See also Appendix C).

    Valley Christian will not actively monitor the lifestyles of its volunteers outside of school. The school will ask for a signed agreement with its biblical positions upon commencing volunteerism. However, if Valley Christian is made aware of an unrepentant lifestyle during the course of volunteerism, the school will partner with the family and church to determine the appropriate course of action.

SECTION XIII

EXECUTIVE LIMITATIONS: RELATIONS WITH CHURCH AND COMMUNITY

SECTION XIII.1: EXECUTIVE LIMITATIONS: RELATIONS WITH CHURCH AND COMMUNITY

Valley Christian Schools exists to support the Christian Church with specific emphasis on upholding the polity and core doctrines of the Reformed tradition as expounded on within the Three Forms of Unity (Belgic Confession, the Heidelberg Catechism, and the Canons of Dort). By supporting the Church, Valley Christian partners in covenant with the Church and members of the Church to educate children about God's creation – God Himself, the student, God's visible creation, and God's invisible creation. All education at Valley Christian is subject to God's revelation and truth found in Holy Scripture.

1. Valley Christian Schools partners with all **CHRISTIAN** churches that espouse the essentials of the Christian faith best expressed in the Apostles' and Nicene Creeds. The outcome of this partnership is to produce men and women who:

A. Are taught a Christian world-life-view.

B. Are equipped to serve the Church, the family, and the world in honorable and noble vocations.

C. Are discipled alongside the home and the church to follow Jesus, build up the Body of Christ, His Church, and engage in the world to bring the Good News of the Gospel.

2. Valley Christian Schools partners with **SUPPORTING** churches. In order to be recognized as a supporting church, each local congregation is expected to meet the following criteria:

A. The doctrine of the church must be in agreement with the Apostles' and Nicene Creeds.

B. Supports Valley Christian Schools in a defined, demonstrative way, such as financial gifts, advocacy, promotion, free rent of facilities, etc.

If a church agrees to the criteria above, the Board will consider them for SUPPORTING church status. Full-Board approval is required for a congregation to become a supporting church.

3. Valley Christian Schools explicitly partners with **ANCHOR** churches. In order to be recognized as an anchor church, each local congregation is expected to meet the following criteria:

A. The doctrine of the church must be in agreement with those principles on which Valley Christian Schools was founded and which are currently stipulated in the Articles of Incorporation.

1. Whenever a church does not adhere specifically to the Three Forms of Unity (Belgic Confession, the Heidelberg Catechism, and the Canons of Dort), that congregation is required to submit a written confirmation (Appendix B) that their doctrinal standards are in substantial agreement with the Reformed Confessions as stated in Article V of the Articles of Incorporation.

a. Adherence to the Westminster Confession may be recognized as substantial agreement with the Reformed Confessions. This could allow some Presbyterian churches to be anchor churches (such as OPC and PCA).

b. Substantial agreement to the Reformed Confessions must include adherence to covenant theology (as described in the VCS Doctrinal Statement). Covenant theology is a core value of

Valley Christian Schools. The practice of infant baptism is a requirement since it clearly indicates our understanding of covenant theology.

c. A non-confessional church that does not specifically call out adherence to the Three Forms of Unity or Westminster Confession must provide agreement (Appendix B) from the lead pastor **AND** Church Council with the VCS Doctrinal Statement to meet the requirement for substantial agreement with the Reformed Confessions.

d. An anchor church that does not specifically call out adherence to the Three Forms of Unity or Westminster Confession must resubmit the agreement (Appendix B) with the VCS Doctrinal Statement every five (5) years or any time there is a substantial change in church leadership (i.e., new lead pastor) to maintain its anchor church status.

2. This written confirmation (Appendix B) will need to be approved by the full Board before the church will be considered as an anchor church. The Board may seek advice from other anchor church pastors before making this decision.

B. The governing body of the church will be asked to consider reciprocal promotion with the School (i.e., distribution of material, bulletin inserts, bulletin notices, etc.)

C. The governing body of the church will be asked to consider reciprocal use of facilities as schedule allows for special events (free or at cost), or any other method that seems suitable.

D. The governing body of the church affirms the essential partnership to come alongside the school to teach a reformed worldview to its covenant children.

If a church agrees to the criteria above, the superintendent will schedule an interview with the church pastor. If the superintendent endorses the church, then the Board will consider it for ANCHOR church status. Full Board approval is required for a congregation to become an anchor church.

4. Valley Christian Schools is a vital member of a diverse and multicultural community and will serve the community by:

A. Honoring the core principle that we are all one in the body of Christ (Gal 3:27-29).

B. Committing to local and distant missions of charity and service.

C. Supporting our civic and community duties, being active and engaged in community events and leadership.

5. Valley Christian Schools works with **ASSOCIATIONS**. Associations are organizations that the school will interact with (ie, rent facilities) but not in a formal partnership. In order to be recognized as an association, each organization must meet the following criteria:

A. Generally agree with moral and legal principles in concurrence with Christian ideals

EXAMPLES: Rotary & Kiwanis Club, Local Colleges, Chamber of Commerce, Community Centers, Local Sports Leagues/Clubs, Local Christian Businesses,

If an organization agrees to the criteria above, the Board will consider them for ASSOCIATION status. Full Board approval is required for an organization to become an association.

6. Valley Christian School will partner with **PARTNERING ORGANIZATIONS**. In order to be recognized as a partnering organization, each organization is expected to meet the following criteria:

A. The doctrine of the organization must be in agreement with the Apostles' and Nicene Creeds.

B. Supports Valley Christian Schools in a defined, demonstrative way, such as financial gifts, advocacy, promotion, free rent of facilities, scholarships, classes for faculty, reformed doctrine, etc.

EXAMPLES: Artesia Christian Home, Affordable Treasures Thrift Store, Kingdom Causes, Bethany Christian Services

If an organization agrees to the criteria above, the Board will consider them for **PARTNERING ORGANIZATION** status. Full Board approval is required for an organization to become a **PARTNERING ORGANIZATION**.

Please see Appendix B

SECTION XIV

EXECUTIVE LIMITATIONS: RELATIONS WITH AUXILIARY ORGANIZATIONS

SECTION XIV.1: EXECUTIVE LIMITATIONS: RELATIONS WITH AUXILIARY ORGANIZATIONS

1. The Superintendent or designee is to serve as liaison between the Board and the auxiliary organizations.

2. School Board must recognize auxiliary organizations as being part of Valley Christian Schools.

3. School Board must approve the constitution and bylaws and proposed changes of auxiliary organizations.

4. Superintendent or designee must approve organization budget, designated expenditures, and fundraising activities, or if the designated purchase requires city permits, or if the designated purchase appears to restrict the long-range plan of the school.

5. The Board recognizes the following auxiliary organizations.

A. Parents' Association
B. Athletic Booster Club
C. Band & Orchestra Parents Association (BOPA)
D. Scholastic Arts Society
E. Endowment Foundation
F. Alumni Society
G. Auction Association
H. Broadway Showcase

6. Superintendent or designee is the liaison between the auxiliary organization and the Board.

7. The Superintendent is to guide the auxiliary organizations to follow the Board policies, including:

A. Ensure auxiliary organizations are recognized by the School Board as being part of Valley Christian Schools.

B. Ensure the School Board approves the constitution and bylaws and proposed changes of auxiliary organizations.

C. Approve or seek approval of the School Board the auxiliary organization's budget, designated expenditures, and fundraising activities, or if the designated purchase requires city permits, or if the designated purchase appears to restrict the long-range plan of the school.

SECTION XV

EXECUTIVE LIMITATIONS: PROMOTION, DEVELOPMENT & FUNDRAISING

SECTION XIV.1: EXECUTIVE LIMITATIONS: PROMOTION, DEVELOPMENT, & FUNDRAISING

1. The Board of Directors has the fiduciary responsibility for the school in that it alone has the legal authority and duty to make decisions regarding financial matters on behalf of Valley Christian Schools. These decisions directly lead to determination of the school's annual budget, and the components of the budget which reflect both expected and forecasted sources of revenue as well as expense.

2. It is a requirement that the Board of Directors submit an annual budget to the Society that will balance revenue and expense.

3. Budget revenue requirements beyond tuition-based resources.

A. Should the Board of Directors decide to present an annual budget that requires resources in addition to tuition-based revenue, the responsibility for these additional resources (e.g. fundraising and solicitation of donations) remains with the Board of Directors.

B. The Board of Directors will provide the Superintendent with the necessary resources to conduct fundraising as required (skilled development persons, budget for development, etc.).

C. The Superintendent will provide the Board of Directors an assessment of the resources necessary to conduct annual fundraising in support of a proposed budget.

D. An agreement between the Board of Directors and the Superintendent is necessary prior to any submission of an annual proposed budget that the fundraising requirement can reasonably be achieved, and is consistent with the purpose and mission of the school.

4. The Superintendent shall ensure that all fundraising is legal, ethical, and consistent with the philosophy of Valley Christian.

5. The Superintendent shall promote the school within the church and community.

A. Information regarding the school's philosophy and the contributions of the school to the church and community.

B. Opportunities for student service.

C. Opportunities for faculty and staff service.

D. The school will not promulgate or allow distribution of information to school constituency regarding programs from churches, other for-profit or not-for-profit organizations, or political causes with the following exceptions:

1. At the beginning of each school year, the school may distribute a list and explanation of the organized programs sponsored by supporting churches that are available for school-aged students.

2. Causes that may affect the political or legal status of Christian education or the services of Valley Christian Schools.

3. Major announcements or advertising for special events for organizations with which the school has

a special association, including Affordable Treasures, Artesia Christian Home, Christian Schools International, and supporting churches.

4. To advertise a special event that may be of interest to Valley Christian families, the organization may take a paid advertisement in school publications such as the "VC Weekly" or the school may make available a small number of pamphlets or brochures from the organization in the various offices and make known to the constituency in regular school publications that materials are available at those locations. This includes special church programs for parents or youth, evangelists or significant speakers in the area, and summer or special camps.

6. The Named Gift Policy can be found in Appendix D.

Appendices

Appendix A

Expected Student Learning Results (ESLRs)

Christ-Centered:	A Valley Student is expected to: Demonstrate Biblical Literacy, Articulate the need for a Savior and how Jesus saves, Defend and promote a biblical worldview, and live out one's place in God's story and kingdom with justice, mercy, and humility.
Creativity:	A Valley Student is expected to: Develop and use one's God-given abilities, and appreciate the innovation and creativity displayed in God's creation, others, and oneself.
Critical Thinking:	A Valley Student is expected to: Analyze with discernment, and Strive for academic excellence.
Community:	A Valley Student is expected to: Interact locally and globally, and Recognize and understand the order, cultures, and diversity within God's Creation, particularly within His family.
Communication:	A Valley Student is expected to: Comprehend and convey truth effectively as a speaker, listener, writer, artist, and performer.

Appendix B

Invitation for a Valley Christian Schools Anchor Church

Valley Christian Schools would like to partner with you as an **ANCHOR** Church. Valley Christian believes that God calls Christian parents to raise up covenant children for His glory and purpose. We believe this is best done when the School, the Church, and the parents are all aligned and working as one. In this 'three-legged stool', **ANCHOR** Churches are defined as churches that affirm the unity of the covenant work and directly receive the benefits of the Christian school.

As an **ANCHOR** Church, your members are eligible for the following benefits from Valley Christian Schools:

- The ability to become VCS Board Members who can directly shape and influence the direction and future of our school.
- Free or at-cost usage of VCS facilities as schedule allows.
- Recommend your church to prospective VCS families who are seeking a church home.
- Participation of VCS music groups in your worship service or other church activities.

Valley Christian Schools was organized by the Reformed community of the Bellflower-Artesia area and took for its doctrinal basis the standards of the Reformed churches. These standards are first, the Holy Scriptures, and second, the Three Forms of Unity, which the Reformed churches received as correctly setting forth the Scriptural system of truth. Valley Christian Schools **ANCHOR** Churches must be in substantial agreement with this doctrinal basis, and all teaching in these churches must conform to this doctrinal basis. The Three Forms of Unity are the Belgic Confession, The Heidelberg Catechism, and the Canons of Dort.

1. Does your church adhere to the Three Forms of Unity (Belgic Confession, Heidelberg Catechism, and the Canons of Dort)?

   _____ Yes _____ No

   If Yes, proceed to #4. If No, proceed to #2.

2. Is your church in substantial agreement with the Three Forms of Unity by adhering to the Westminster Confession?

   _____ Yes _____ No

   If Yes, proceed to #4. If No, proceed to #3.

3. Is your church in substantial agreement with the Three Forms of Unity by adhering to the Valley Christian Schools Doctrinal Statement? See the VCS Doctrinal Statement attached:

   _____ Yes _____ No

   If Yes, proceed to #4. If No, you are not eligible to be a VCS Anchor Church.

4. Did you answer any questions in #1 - #3 in the affirmative?

   _____ Yes _____ No

   If Yes, you are eligible to be an **ANCHOR** Church of Valley Christian Schools.
   You will be contacted in the near future by the VCS Superintendent to discuss the details of how this partnership can be mutually beneficial.

I attest that the above answers are factual and properly represent the positions of our church.

CHURCH:

_____

LEAD PASTOR NAME (Print):

_____

LEAD PASTOR SIGNATURE: _____

DATE: _____

COUNCIL/ELDER BOARD PRESIDENT NAME (Print):

_____

COUNCIL/ELDER BOARD PRESIDENT SIGNATURE: _____

DATE: _____

VALLEY CHRISTIAN SCHOOLS DOCTRINAL STATEMENT

The principle teachings of the Christian faith, as set forth in these writings, may be summarized as follows:

Essentials Of The Christian Faith

THE HOLY SCRIPTURES - The Bible is the inspired, inerrant word of God and hence is man's infallible guide in all matters of which it treats. It consists of sixty-six books and was given to man through human authors who were so influenced by God and the Holy Spirit that what they wrote is the Word of God. Our ultimate authority is the Bible.

GOD - There is only one eternal, all-powerful, and all-knowing, triune God. This means that the one God is, at one and the same time, the Father, the Son, and the Holy Spirit. Each Person in the Godhead is fully God with all the infinite qualities, yet each Person is also completely distinct. This is the mystery of the Trinity. Although the three Persons are active in all the works of God, there are distinctions in function. Creation and providence are particularly ascribed to the Father. The Son is the Mediator who became flesh that He might be the Savior of sinners. The Holy Spirit is the Sanctifier of the Church.

MAN - Man and his environment have come into existence by the creative act of God. Unlike other creatures on the earth, man was created in the likeness of God. As God's image-bearer, man was created in a state of righteousness to be the servant and friend to God. The original pair, Adam and Eve, yielded to the temptation of Satan and violated the express command of God. They thus abandoned their righteous condition and fell into sin. As representatives of the race that was to spring from them, they involved all of humanity in sin. As a result, all are born in a sinful condition and cannot find acceptance with God unless they are redeemed by Christ.

SALVATION - Salvation is freely given by God, merely of grace, only for the sake of Christ's merits. The Lord, Jesus Christ, the Second Person of the Trinity, became flesh, lived a sinless life, died a substitutionary death, and arose from the grave to redeem God's elect. God grants and credits such sinners the perfect satisfaction, righteousness, and holiness of Christ, as if they had never sinned nor been a sinner. Only this can make one right with God. This righteousness can be received in no other way than by faith alone. In this way, they are justified before God's judgment, adopted into the family of God, and made ready for heaven.

THE COVENANT OF GRACE AND CHRISTIAN WORLDVIEW - God enters into a covenant with those whom He is saving. As God revealed to Abraham, this covenant includes the children of believers. These covenant children bear a special relationship to God and have a special responsibility. Thus, God's people, the Church, are regarded as being made up of believers and their children. The children should be equipped with knowledge to bring peace and transformation into our fallen world. Thus, we teach children how to live in the world as opposed to sheltering them from the fallen world.

SANCTIFICATION - Those sinners who have been brought into God's Covenant of Grace are indwelt by God, the Holy Spirit, from the moment of their regeneration, so that they are now able to glorify God through righteous and holy living. The guide for this holy living is found in the Moral Law of God as set forth in the Ten Commandments and as summarized by Christ in Matthew 22:37-39: "Jesus said unto them, Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy mind. This is the first and great commandment. And the second is like unto it, thou shalt love thy neighbor as thyself."

We affirm this call to holiness in all aspects of our lives (1 Pet 1:14-16, Rom 1:7, 1 Cor 1:2, Eph 1:4, 1 Thess 4:7, Rom 1:29-32, 2 Tim 3:2-4, 1 Cor 6:9-11, Gal 5:22-23). Regarding human sexuality, our position is the following:

1. We believe that heterosexual practice outside the covenant of marriage and all homosexual practice is incompatible with the will of God as revealed in Scripture.
2. We believe that transgender practice is incompatible with the will of God as revealed in Scripture.

Although the believer must struggle against his sinful nature throughout this life, the indwelling Holy Spirit will increasingly bring forth in this life the fruits of sanctification.

FINAL THINGS - When history has run the course laid out for it in God's plan, the Lord, Jesus Christ will return in power and glory to judge impenitent sinners and to take His redeemed people to live with Him for eternity. Until that time, it is the duty of God's people to glorify the name of their Covenant God by living righteously and prayerfully, by witnessing concerning His grace to all people, and by bringing all things into subjection to the Lordship of Christ.

Reformed Distinctives

1. All areas of life are created by God and need to be transformed, enjoyed, and worked by His people. All things were created good and became corrupted with sin. We are called upon to bring restoration to this fallen world with the help of God, to understand it, and be a light in it.
2. God's plan of salvation has not changed throughout history. A single plan of God's love has been unfolding since creation.
3. Infants are baptized to indicate they are part of his covenant of grace. As they mature, they publicly express their desire to commit their life fully to God.
4. The understanding of the depth of our sinfulness and our inability to achieve salvation outside of the grace of God is specified in the Canons of Dort. Specifically, there are five points that are helpful in distinguishing reformed beliefs regarding salvation:

    A. Radical Corruption. We believe sin has corrupted every aspect of our being. People are unable to choose God without first being regenerated (reborn) by the power of the Holy Spirit.
    B. Unconditional Election. God chooses to save people from sin's penalties based on his sovereign plan.
    C. Intentional Atonement. The extent of Christ's sacrifice is focused on the elect. This means that his atonement was completely effective in bringing about salvation for everyone in God's salvation plan.
    D. Effectual Calling. God's regenerative call is completely effective and cannot be rejected. Once someone is born again, they will follow God's call.
    E. Preservation of Believers. God's elect cannot lose their salvation.

Theological Differences

1. We do not believe in the infallibility of any church pontiff, cardinal, or patriarch.
2. We do not believe in purgatory.
3. We do not believe in devotion to Mary or "The Saints," nor are they intermediaries between us and God.
4. We do not believe a human priest can mediate between Christians and God.
5. We do not believe in mortal and venial sins because all sin renders us guilty before God.
6. We do not believe that people can contribute towards their salvation or can earn salvation through their good deeds and actions.
7. We do not believe that Christ had only a divine nature while on earth.

Appendix C

Position Paper on Human Sexuality[1]

Because human beings are created in God's image, we affirm that all humans, regardless of gender identity or sexual orientation, have inestimable value and must be treated with dignity and respect. (Gen 1:26-27)

We affirm a call to holiness. While our position on human sexuality is addressed here, God calls Christians to holiness in all aspects of our lives[2]. (1 Pet 1:14-16, Rom 1:7, 1 Cor 1:2, Eph 1:4, 1 Thess 4:7, Rom 1:29-32, 2 Tim 3:2-4, 1 Cor 6:9-11, Gal 5:22-23)

In the pursuit of holiness, we recognize that all of us in the Valley Christian Community struggle with desires that could lead to sin. We need to bear our crosses together and help one another with our heavy burdens. It is our hope and prayer that those struggling with issues of human sexuality will see a community in which all of us are facing the demands of the gospel and the struggle against sin.

As a community that views Scripture to be the Word of God and the only infallible rule of faith and practice, Valley Christian Schools is committed to addressing all the issues of human sexuality with grace and truth.

"*We have seen his glory, the glory of the One and Only, who came from the Father, full of grace and truth.*"
John 1:14 (NIV)

A key Scripture passage that summarizes our grace and truth approach to the fallen state of humanity and forgiveness offered through Jesus Christ is the following statement by Paul to the church in Corinth:

TRUTH: "*Do you not know that the wicked will not inherit the kingdom of God? Do not be deceived: Neither the sexually immoral, nor idolaters, nor adulterers, nor male prostitutes, nor homosexual offenders, nor thieves, nor the greedy, nor drunkards, nor slanderers, nor swindlers will inherit the kingdom of God.*"

GRACE: "*And that is what some of you were. But you were washed, you were sanctified, you were justified in the name of the Lord Jesus Christ and by the Spirit of our God.*" 1 Cor 6:9-11 (NIV)

In TRUTH, we affirm:

1. The Creator's intent for human sexuality finds its fulfillment between a biological man and a biological woman within the bonds of the marriage covenant. To experience the fullness of God's loving intent in human sexuality, sexual experience is intended to be celebrated between a biological man and a biological woman within that covenant union. (Gen 2:22-24; Pr 5:18-19; Mt 19:4-6; Mark 10:6-9; I Cor 7:1-9)

2. Heterosexual and same-gender lust is a condition contrary to God's created order, which reveals the brokenness of our sinful world and the effects of sin on God's intent for human sexuality. Heterosexual and same-gender lust is incompatible with the will of God as revealed in Scripture and is sin requiring confession and repentance. (Matt 5:28; I Cor 6:18-20; Eph 5:3)

3. Heterosexual practice outside the covenant of marriage and all homosexual practice are incompatible with the will of God as revealed in Scripture and are sin requiring confession and repentance. (Pr 5; He 13:4, Lev 18:22, 1 Cor 6:9-10; 1 Tim 1:9-10, Rom 1:26-27)

4. The Creator's intent for each person to live out the calling of their biological gender. Conflict with biological gender is part of the fallen condition. God's creation of each individual is not gender neutral. Transgender practice[3,4] is incompatible with the will of God as revealed in Scripture and is sin requiring confession and repentance[5]. (Gen 1:27-28, Gen 5:2, Ps 139:13-16, Deut 22:5)

5. Our sure and certain hope that those guilty of violating God's will for human sexuality can find grace, forgiveness, and restoration through Christ. (Rom 6:23, Eph 2:8-10)

6. Our commitment to communicate and uphold God's standards for human sexuality with grace, mercy, and equity. (Phil 2:1-5, Eph 5:1-2)

With GRACE we commit to:

1. Exercising patient understanding of and compassion for all employees, volunteers, parents/guardians, and students with issues of human sexuality.

2. Drawing a clear distinction between practice and attraction/desire in the Christian life. Heterosexual attraction outside the covenant of marriage, same-gender attraction, and transgender desire by themselves are not considered sin. However, putting these attractions and desires into practice would be considered sin requiring confession and repentance.

3. Ensuring an environment that is free from discrimination.

   a. No employee, volunteer, parent/guardian, or student will be forced to disclose their sexual attraction or transgender desire.

   b. No employee or volunteer will be terminated or excluded on the basis of their sexual attraction or transgender desire.

   c. No parent/guardian will have their children denied enrollment or excluded based on their sexual attraction or transgender desire.

   d. No student will be expelled or excluded on the basis of their sexual attraction or transgender desire.

4. Insisting upon an atmosphere that is a safe environment for all employees, volunteers, parents/guardians, and students.

   a. Physical assault, harassment (snide remarks, jokes, innuendo, slogans, disparaging terms), or bullying based on one's sexual orientation or gender identity will not be tolerated.

   b. Any level of Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ), or anti-LGBTQ activism is regarded as incompatible with the Christian community and will therefore not be tolerated.

5. Providing employees, volunteers, parents/guardians, and students whose sexuality does not align with God's perfect intent with:

   a. A humble, compassionate, understanding venue in which to engage in authentic dialogue regarding human sexuality.

   b. School counselors who will offer students biblical guidance, resources, and options for referral and counsel.

   c. An assurance that the dignity of all employees, parents/guardians, and students will be guarded.

6. Acknowledging our own human frailty and dependence upon Christ for his humility, grace, and wisdom in our considerations for human sexuality, seeking always to love one another as He loves us.

FOOTNOTES:

[1]We acknowledge with gratitude the influence of Lynden (WA) Christian Schools upon the writing of this document.

We also acknowledge with gratitude the influence of the book *Compassion Without Compromise* by Adam T. Barr & Ron Citlau.

[2]Employees, volunteers, parents/guardians, and students who practice an unrepentant lifestyle considered to be immoral or inconsistent with the will of God as revealed in Scripture will be subject to school discipline, including but not limited to termination, denying enrollment of children, or expulsion. [Board Policy Manual VI.1.f.1), VIII.1.a.1), XI.3.c, XI.4.b., XII.5.c]

Valley Christian will not actively monitor the lifestyles of its employees, volunteers, parents/guardians, and students outside of school. The school will request a signed agreement with its biblical positions upon employment, volunteerism, or enrollment. However, if Valley Christian is made aware of an unrepentant lifestyle during the course of employment, volunteerism, or enrollment, the school will partner with the family and church to determine the appropriate course of action. [Board Policy Manual VI.1.f.1), VIII.1.a.1), XI.3.c, XI.4.b., XII.5.c]

[3]This would include "transsexed" or those who have had a sex reassignment surgery (SRS). The practice of changing the gender of a person through an operation is a violation of the natural birth gender that God has ordained for that person. It also violates the distinction of those attributes that designate a male from a female. Scripture never implies that a person's sex is negotiable or optional.

[4]This would not include an "intersex" condition in which a person has a mixture of male and female sexual organs at birth. The biblical position that God created us male and female would support medical intervention for this birth condition. To recognize a physical abnormality is not to say that God has made a mistake. Rather, it is to say that the world is marred by sin, which is sometimes reflected in our bodies.

[5]Due to our position on transgender practice, gender-neutral restrooms and locker rooms are prohibited at Valley Christian Schools. [Board Policy Manual IX.9]

Appendix D

Named Gift Policy

Purpose Statement

The purpose of the Named Gift Policy is to provide current and future leadership with a suitable philosophy and process for making naming decisions.

Naming Facilities Guidelines

1. The Superintendent and Development Director, in their advancement and fundraising responsibilities, will have authority to suggest naming possibilities to possible benefactors, following the guidelines of this document.

2. The Board of Directors shall have final authority for naming any and all campus facilities.

3. Potential names may be suggested by alumni, personnel, students, or Board members (or former personnel, students, or Board members), benefactors, friends of the institution, or Christian people of exemplary achievement.

Principal Reasons for Name Selection

1. As an expression of gratitude for a substantial monetary gift making the facility possible. A benefactor may request that a family member's name other than his or her own be used on a facility.

2. As an expression of gratitude for a service or services rendered to the institution, the work of God in this world, or to society.

3. As a recognition of a great achievement.

4. As a remembrance or memorial of the person, person's life, or event/activities/movement associated with the person (ie: naming a facility after a deceased student).

Guidelines:

1. The Board of Directors may vote to name a facility at any meeting of the Board.

2. Facilities suitable for naming include: buildings, rooms, lounges, campus commons, etc.

3. Screening and selection criteria by the Board of Directors may include:

    A. Is the individual known by the Board of Directors and leadership?

    B. Does the person's life and character honor the name of Christ?

    C. Is there any reasonable link between the person's life and interests and the facility being named(ie: an athletic facility named for a person with interests or achievement in athletics)?

    D. As a matter of practice, benefactors' names may be eligible for consideration if the donor provided more than 50% of the cost of constructing a facility.

Appendix E

Valley Christian School System Investment Policy

Revised April 2018

Purpose

This Statement of Investment Policy for Valley Christian School is set forth to ensure that:

1. There is a clear understanding by the Investment Committee (IC) and Board of the nature, purpose, and goals of the investments.

2. The IC is given guidelines for implementing this Policy.

3. The IC has a basis to evaluate the investment performance of the assets and future Investment Managers.

4. An overall philosophy is established that will guide the Board, IC, and future Investment Managers toward accomplishing the desired goals and objectives. It is intended that the objectives be sufficiently specific to be meaningful, but flexible enough to be practical in allowing for changes in the securities markets and economy.

Authority

The Board is responsible for setting and auditing the Investment Policy. It hereby assigns the IC the responsibility for asset allocation directed by this policy and for the selection and evaluation of investment alternatives. In carrying out its duties, the IC and Investment Manager may make detailed analyses and specific investment selections.

Responsibilities

It is expected that the following parties associated with the school will discharge their respective responsibilities in accordance with the normal fiduciary standards; that is (a) in the sole interest of the school and other beneficiaries that these assets are intended to benefit; (b) with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent investor acting in like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and of like aims.

Investment Committee (IC)

The IC will establish Investment Policy for the Repair and Replacement Fund, Scholarship Fund and Prepaid Tuition Fund and any non-operating investable assets as designated by the Board. IC has been specifically delegated the responsibility by the Board to manage the investment of these investable assets and to carry out the school's responsibilities in acting as trustee of planned gifts. Insofar as it seems desirable and practical, funds may be pooled for management purposes and to provide diversification of investments. The Committee will establish procedures for monitoring (i) the implementation of such policy and (ii) monitoring the performance of the investments, investment managers, and commingled-pooled investments. In connection with its responsibilities for the management of investable funds, the IC may hire professional advisors and investment managers and establish accounts with brokerage firms, banks, or other institutions.

It is the specific responsibility of the IC to periodically review the risk/reward parameters underlying the Policy, and make appropriate changes in specific investments utilized to carry out this Policy. Specifically, the IC shall annually review, and reaffirm or change as appropriate, the investment objectives and portfolio guidelines. The Policy shall thereupon, as appropriate, be amended to reflect any applicable changes.

Investment Managers

The Investment Managers or commingled-pooled managers retained by the school shall be responsible for implementation of their mandated investment strategy. These managers are charged with the responsibility to conduct day-to-day investment management of the school's assets in accordance with specific agreements or as described in their respective investment prospectuses.

Custodian

One or more custodians will be selected and charged with the responsibility for safekeeping securities, collections and disbursement, and periodic accounting statements for the assets under their control.

Repair and Replacement (R & R) Fund Investment Goals & Spending Guidelines

As an educational institution investment fund, the R & R Fund is not subject to the State of California or Federal income taxes. The purposes of the Repair and Replacement Fund for the school are:

1. To maintain an approved minimum balance (currently $500,000) available for facility upgrades, transportation vehicles, or as directed by the Board.

2. Annually, during the budget process, determine the need for facility upgrades or transportation vehicles. A schedule of cost shall be maintained by the Director of Business Operations and Property and Bus Manager.

3. Based on the balance in the fund, including interest, replenish the fund annually to maintain the minimum balance.

To meet this purpose over the long run, the net asset value of the existing portfolio should be invested to grow even without additions, that is, the fund should achieve a total return equal to 3-5% plus the rate of inflation as measured by the Consumer Price Index (CPI) for urban customers. This goal may not be met if the risk level is too high or market conditions do not warrant this level of return. To accomplish this growth, the fund must be invested in a diversified mixture of asset classes that are collectively expected to provide this level of return within the acceptable level of risk over an extended time horizon.

The IC will be given the anticipated spending in February of the prior fiscal year. Completed facility projects or final transportation purchases for each school year will be funded through a payout in July/August of the current fiscal year. Minimum balance requirements are adhered to in the payout process.

Scholarship Fund Investment Goals & Spending Guidelines

As an educational institution investment fund, the Scholarship Fund is not subject to the State of California or Federal income taxes. The purpose of the Scholarship Investment fund is to provide interest income for designated scholarships. Individual Scholarship balances, as well as scholarship criteria, are maintained by the Director of Business Operations. An annual update on scholarship amounts will be reported to the IC.

To meet this purpose over the long run, the net asset value of the existing portfolio should be invested to grow even without gift additions, that is, the fund should achieve a total return equal to 3-5% plus the rate of inflation as measured by the Consumer Price Index (CPI) for urban customers. This goal may not be met if the risk level is too high or market conditions do not warrant this level of return. To accomplish this growth, the fund must be invested in a diversified mixture of asset classes that are collectively expected to provide this level of return within the acceptable level of risk over an extended time horizon.

Scholarships are paid in May each school year and will be funded through a payout in April/May.

Prepaid Tuition Fund Investment Goals & Spending Guidelines

As an educational institution investment fund, the Prepaid Tuition fund is not subject to state of California or Federal income taxes. The Prepaid Tuition fund is defined as cash resources in excess of operating liquidity requirements. These cash resources are primarily as a result of the School's collection of prepaid tuition. The Finance Committee will monitor resources required to assure continued operating liquidity of the School. Annually, the Finance Committee will determine Prepaid Tuition Fund.

The primary purpose of the Prepaid Tuition fund for the School is to provide current income, principally for financial aid, operations, and facilities, or as directed by the Board. However, as the school will maintain ample Cash reserves for operations and emergencies the Prepaid Tuition account may be managed with a greater degree of risk than the Cash reserves held outside of this portfolio. To meet this purpose over the long run, the net asset value of the existing portfolio should be invested to grow even without additions, that is, the Prepaid Tuition fund should achieve a total return equal to 3-5% plus the rate of inflation as measured by the Consumer Price Index (CPI) for urban customers. This goal may not be met if the risk level is too high or market conditions do not warrant this level of return. To accomplish this growth, the Endowment must be invested in a diversified mixture of asset classes that are collectively expected to provide this level of return within the acceptable level of risk over an extended time horizon.

Investment Platform Schedule

Investment decisions shall be made within the framework of the goals stated above for optimizing the total rate of return, keeping in mind the desirability of limiting year-to-year risk of market fluctuations while still targeting the long-term investment goals. The optimal portfolio allocation is one that carefully equates expected rate of return with expected risk of all investment categories used in the portfolio.

In setting the optimal allocation of assets for the school's R & R Fund, Scholarship Fund and Prepaid Tuition Fund, the Board hereby adopts the following strategic (long-term) asset allocation policy:

Investment Platform

Professionally Managed Allocation
Equity Index Funds or ETFs

Target is 80% PMA / 20% EIF

At least annually, the IC must provide a report of investment performance of assets and of compliance with this Policy to the Board.

Because portfolio assets may stray outside the ranges of the asset allocation policy, they are to be rebalanced at least quarterly to conform to the asset allocation policy. Also, to re-balance over time as funds are deposited or withdrawn from the portfolio this should be done so that the allocation moves back towards the *target* for each specific investment classification (R & R, Scholarships, or Pre-paid Tuition), even if the overall portfolio is within the acceptable range.

Investment Manager Guidelines

Professionally Managed Allocation

The Professionally Managed Allocation will be invested in a diversified strategy managed by a professional investment firm. This portion of the assets will be invested to attempt to provide a return over a full market cycle that exceeds the Barclay’s Lehman Bond Index while maintaining a risk level that is below that of the S&P 500. This will be accomplished through the use of mutual funds or other broadly diversified publicly traded investment

vehicles (Exchange traded funds ("ETFS"), separately managed accounts where each position trades on a major US exchange, index mutual funds, or closed-end mutual funds that traded on the major exchanges).

Diversified investment mutual funds (or other similar vehicles) may include Equity funds, Bond fund, Alternative funds or other strategies assembled in a portfolio allocation deemed by the professional manger appropriate for meeting the goal noted above, as well as the long-term return goals noted in this document.

The investment manager will have broad discretion as to Asset Allocation and security selection to achieve the objective noted above.

Equity Index Funds or ETFs

The Equity Index Funds or ETFs will be invested in Equity Index mutual funds or ETFs invested in very broad Equity exposure, such as the S&P 500, Global Stock Market Index, or similar. Specific country, sector, or strategy funds are not acceptable for this part of the portfolio. It is understood that this portion of the portfolio will carry greater risk than the Professionally Managed Allocation.

Individual Account Managers need not be concerned about providing ready Cash to meet school spending needs, unless so advised by the IC.

At a minimum annually, the Investment Managers utilized by VCS will meet with the IC to discuss economic, market and portfolio changes.

Monthly, transaction registers and portfolio valuations, including cost and market data, shall be forwarded to the school.

In those instances where assets cannot be liquidated due to donor restrictions or marketability, or because of their size or value cannot be effectively managed by external managers, management shall be performed by the IC and the Board.

Diversification: The Portfolios should be well diversified to avoid undue exposure to any singled economic sector, industry group, or individual security. No more than ten percent (10%) of any equity portfolio based on market value shall be invested in direct ownership of securities of any one issuing corporation at the time of purchase.

No more than thirty percent (30%) of any equity portfolio based on market value should be invested in direct ownership in any one sector using the S&P 500 Index definition, unless this percentage is reached when totaling the Professionally Managed Portfolio and the Equity Index Funds. No more than five percent (5%) of any fixed income portfolio based on market value sha11 be invested in direct ownership of securities of any one issuing corporation at the time of purchase: Securities specifically backed by the US Government are exempt from this restriction.

Quality and Marketability: If utilized in a diversified portfolio, individual common and convertible preferred stocks should be reasonable actively traded and listed on either the New York, American Stocks Exchange, or in the NASDAQ system with the requirement that such stocks have adequate market liquidity relative to the size of the investment. While there are no quality rating restrictions placed on the portfolio, in general, securities should be of high quality with the exception of those companies the Investment Manager feels offer above-average returns commensurate with a reasonable level of risk. It is expected that the Investment Manager will use discretion with regard to selection of individual securities, mutual funds, or ETFs.

Volatility: Consistent with the desire for adequate diversification, this investment policy is based on the assumption that the volatility of the equity portfolio will be similar to that of the market. It is expected that the volatility of the total portfolio wi11 be less than the volatility of a blended index of 75% S&P 500 and 25% Barclay's Aggregate Bond.

Specific Investment Restrictions: The IC expressly prohibits the following securities or investment activity in these R & R Fund, Scholarship Fund and Prepaid Tuition Fund and the Investment Managers may not deviate from the guidelines and restrictions without IC approval:

1. Direct short sales (unless done as part of and inside of a mutual fund)

2. Direct ownership of tobacco, alcohol, or other securities not deemed to be in line with the Mission of Valley Christian School (unless held within a mutual fund or index fund where the investor cannot exclude these securities).

3. Margin or other leverage at the VCS portfolio level (may be part of a strategy within a mutual fund).

4. Loaning money or securities to any individual or corporation from the assets of VCS other than through the purchase of marketable fixed income securities.

5. Investing in "restricted" (investment letter) stock without prior approval of the IC

Appendix F

Society Meeting Timeline (Approx)

November

Ads seeking nominees
- VC Weekly
- Anchor church bulletins

In the past, anchor/supporting churches were contacted, and their councils were asked to submit BOD candidate recommendations.

Nov/Dec
Phone calls to candidates (potential nominees) to gauge their interest.

Early-mid January
Board Nominee Packet- Letters with questionnaires sent to interested candidates and continuing BOD members- to be returned by the end of January/first week of February.

February
- BOD reviews questionnaires and validates G&P recommendations.

- Letter sent to the chosen nominees, request a photo (headshot).

- Thank you letter to those not chosen

Mid-March
Agenda and nominee voting packet submitted for mailing

April
The Society Packet must be mailed no more than 15 days and not less than 5 days before the Society meeting. This can be tricky since Easter and spring vacation sometimes run through that timeline!

Appendix G

VCS BOARD PRAYER

Dear God, THANK YOU for calling Valley Christian Schools into existence and for allowing it to serve and care for the people you love.

- Thank you for the various perspectives represented in this meeting and the things we will learn from one another.
- Thank you for the privilege of corporately receiving reports, and with one voice establishing policies, discovering direction, setting goals, and encouraging those who serve in this ministry.
- Thank you for the many people whose lives will be influenced through our meeting—students, families, administrators, teachers, other board members, all Society members, and generations yet unborn who will benefit from the decisions we make today.
- And God, thank you for entrusting Valley Christian Schools into our care. Help us to be worthy of the trust that you and others are placing in us.

Father, allow me to REPORT HONESTLY.

- Help me to tell the whole truth, not just the parts that make me look good.
- Let me not bury bad news in mounds of data and detail, and don't let me gloss over painful issues or personal failures.
- Help me to give credit to others and take responsibility for failure and lack of progress.
- Don't let me trivialize serious issues or magnify minor successes.
- Let me tell stories and provide statistics that represent accurately.
- Help me remember that good information provides a smooth pathway to good decisions.

God, as we approach this meeting, help us to SEE CLEARLY.

- Help us to see the issues before us from many perspectives—but ultimately from your perspective. Align our thoughts with your thoughts and our work with your desire.
- God, help us to see Valley Christian Schools' strengths and weaknesses and to embrace both.
- Help us connect the dots between the many good ideas to find the great idea you have for us.
- Help us to distinguish what is significant from what is superficial, what is short-term from what is long-term, and what is best for me from what is best for all.

Help me to LISTEN OBJECTIVELY.

- Allow me the grace to filter angry words and hear the truth behind what is being said.
- Help me to listen to the painful heart from which flows harsh comments.
- Help me to learn from what is legitimate and to discard what is said in spite.
- Help me to respond to questions with grace and respect.
- Allow me to focus on what is being said more than how I will respond.

Help me to SPEAK CAUTIOUSLY.

- Let me use the least words, the least intensity, the least volume needed to be understood.
- Help me voice my opinions with care, strength, and meekness.
- Help me to ask good questions, open dialogue, explore options, and deepen discussion.
- Help me to say nothing degrading and nothing that would draw lines of conflict unnecessarily.
- Help me to affirm and agree whenever possible.
- Help me to give second voice to a courageous and wise first voice; those who risk presenting a new, contrary, or unrefined perspective.
- Lord, help me to accept compliments and approval with humility.
- God, give me the grace to watch with dignity as my proposal fails, and give me humility when my idea meets with approval.

Dear God, give the board wisdom to PLAN WISELY.

- Help us to see opportunities and threats, and to count the cost and to weigh risks and rewards.
- Help us to see the possibilities for a better future.
- Help us to honor the past, but give us the courage to abandon the methods that provided yesterday's success but will lead to futility tomorrow.
- Help us discover and employ the most effective methods to accomplish your mission for Valley Christian Schools in the days ahead.
- Help this board to avoid the herd mentality that could stampede Valley Christian Schools in a dangerous and reckless direction.
- Help us to see which decisions are easily reversed and which ones are changed at great peril.

And dear God, help us to REMAIN UNIFIED.

- Allow every member to express his or her opinion fully.
- Help us to engage the dreams for the future with harmony and enthusiasm.
- Help each of us to leave this meeting with the commitment to speak with one voice and to support the group decisions in public and private.
- Help us to remember that few decisions are worth the divisions caused by dominant winning or belligerent losing.
- Help us to seek your glory and not ours.
- Grant us the joy of arriving at adjournment closer to one another because we are closer to you.

In Jesus' name, AMEN

[This prayer is to be read to begin the first board meeting of each year. Individual board members will typically pray a section until all 7 sections have been completed.]

Adapted from "A Board Prayer" by Dan Bolin.1 © Copyright 2014
by Dan Bolin Resources, Inc. (*dan@danbolin.com*)