

Grace Baptist Academy Board Policy

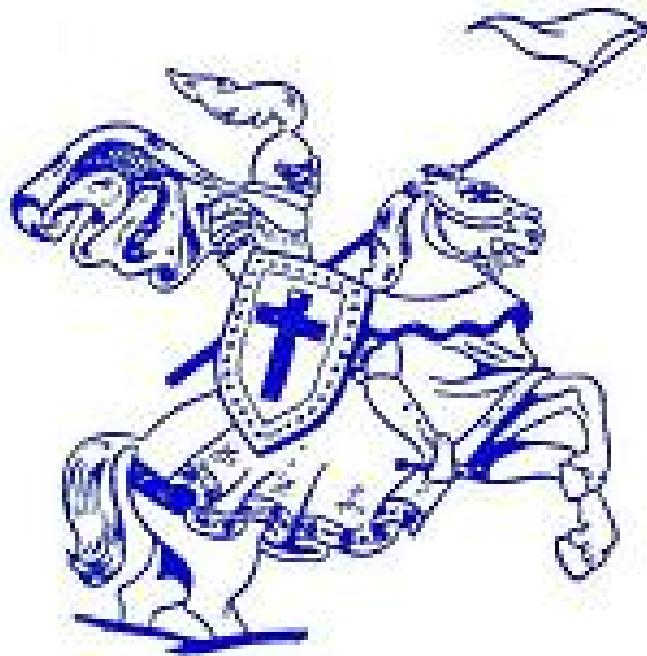


Table of Contents

Ends	pg. 2
Governance Process	
Governance Commitment.....	pg. 3
Governing Styles and Values.....	pg. 4
Values of Biblical Application.....	pg. 5
Board Description.....	pg. 6
Agenda and Planning.....	pg. 7
President’s Role.....	pg. 8
Executive Limitations	
Emergency Administrator Succession.....	pg. 9
Governance Process	
President’s Role.....	pg. 8
Executive Limitations	
Compensation and Benefits.....	pg. 11
Governance Process	
Board Committee Principles.....	pg. 12
Board Committee Structure.....	pg. 13
Cost of Governance.....	pg. 14
Board/Staff Linkage	
Unity of Control and Communication.....	pg. 15
Authority and Accountability of Administrator.....	pg. 17
Delegation to the School Administrator.....	pg. 18
Monitoring School Administrator Performance.....	pg. 19
Executive Limitations	
General Executive Constraint.....	pg. 20
Governance Process	
Doctrinal Beliefs – Grace Baptist Academy.....	pg. 21
Executive Limitations	
Hiring and Treatment of Faculty and Staff.....	pg. 22
Financial Planning/Budgeting.....	pg. 23
Financial Condition and Activities.....	pg. 24
Asset Protection.....	pg. 25
Emergency Administrator Succession.....	pg. 26
Compensation and Benefits.....	pg. 27
Governance Process	
Communication and Support to the Board.....	pg. 28
Executive Limitations	
Programs/Services.....	pg. 29

POLICY TYPE: ENDS
POLICY TITLE: MISSION

POLICY 1.0 Assisting families by helping equip students to embrace Biblical truth, strive for academic excellence, and model Christ-like leadership influencing homes, churches, and the community for Christ. All instruction will be based upon a decidedly Biblical world view and designed to equip all students spiritually, intellectually, mentally, and physically for every good work to which the Lord calls them. (Ephesians 2:10; Romans 12:2)

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

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

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

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 2.0 The purpose of the Board is to ensure that Grace Baptist Academy (1) achieves appropriate results for appropriate persons at an appropriate cost, *and* (2) avoids unacceptable actions and situations.

- 2.1 The Board shall govern with an emphasis on (a) Biblically-based integrity and truthfulness in all methods and practices (b) an outward vision rather than an internal preoccupation (c) strategic leadership more than administrative detail (d) clear distinction of Board and Administrator roles (e) collective rather than individual decisions (f) future rather than past or present and (g) proactivity rather than reactivity.
- 2.2 The Board is responsible for determining and demanding appropriate organizational performance.
- 2.3 To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually, and (2) continually improves Board performance through Board education and enriched input and deliberation.
- 2.4 The president assures the integrity of the Board’s process and occasionally represents the Board to outside parties.
- 2.5 The Board commits itself and its members to Biblical, ethical, professional, and lawful conduct including proper use of authority and appropriate decorum when acting as Board members.
- 2.6 The Board commits itself to the individual and collective participation of its members to ensure leadership success.
- 2.7 When used, board committees are assigned to reinforce the wholeness of the Board’s job never to interfere with delegation from Board to Administrator.
- 2.8 A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.
- 2.9 The Board will invest in its governance capacity.
- 2.10 The Board is responsible for organizing and administrating effective Board meetings.
- 2.11 The Board has an ultimate and complete responsibility to the Grace Baptist Church Deacon board as G.B.A. is considered a mission work of G.B.C..

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNING STYLES AND VALUES

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

Accordingly:

- 2.1.1 We believe that deriving practical applications from and modeling after God's Word are essential to completing our mission consistent with Biblical truth.
- 2.1.2 The Board will not discriminate on the basis of race, national origin, age, handicap, gender, or military status.
- 2.1.3 The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 2.1.4 The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on its intended long-term vision, not on the administrative or programmatic means of attaining those ends.
- 2.1.5 The Board will enforce upon itself appropriate discipline as needed to govern with excellence, specifically in areas such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 2.1.6 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the May meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.
- 2.1.7 Each member of the Board will support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 2.1.8 All Board action requires approval by simple majority.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VALUES OF BIBLICAL APPLICATION

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

Accordingly, we believe:

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

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD JOB DESCRIPTION

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

Accordingly:

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

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

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

Accordingly:

- 2.3.1 The cycle will conclude each year on the last day of June, allowing the Board planning to be based on the one year segment completion of the most recent long term Ends statement. If appropriate, this will be reported in the President's annual report.
- 2.3.2 The cycle will start with the Board's development of its agenda for the next year.
 - 2.3.2.1 Methods of gaining ownership input, as well as governance education and education related to Ends determination (groups/organizations that have a vested interest in GBA) will be arranged during the spring, held during the balance of the Board's planning cycle.
 - 2.3.2.2 At the commencement of the Board's annual planning cycle, the President is encouraged to prepare a tentative agenda for the following year's meetings. The President will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for Board consideration. Any Board member desiring to recommend any matter for Board discussion will advise the President of such matter at least ten (10) days prior to the scheduled Board meeting. By an affirmative vote of a Board majority, or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.
- 2.3.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 2.3.4 The Board will meet monthly, generally the last Tuesday, at regularly designated places and at pre-announced times. Such meetings shall be open to any member of the ministry (Academy parents/guardians, members and regular attendees of Grace Baptist Church) and shall be conducted from a published, printed agenda. Additional meetings will be scheduled as required. All meetings shall be conducted according to Robert's Rules of Order, and the minutes of each meeting shall be recorded and maintained in a permanent binder in the ministry office, available to ministry members. In addition, the School Board may adjourn to a closed, executive session as the need arises to address spiritual, personnel, disciplinary, or sensitive issues.
- 2.3.5 Academy administrator monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
- 2.3.6 After a review of monitoring reports received in the last calendar year from the Administrator, the Academy Administrator remuneration will be decided in June.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: PRESIDENT’S ROLE

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

Accordingly:

- 2.4.1 To be eligible for nomination to the position of Board President, the nominee must have previously served a minimum of one year as a member of the Board within the previous six years, and be a current member of Grace Baptist Church’s Deacon Board.
- 2.4.2 The president will ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it by Grace Baptist Church.
 - 2.4.2.1 Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Administrator.
 - 2.4.2.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 2.4.3 The authority of the president consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.4.3.1 The president is empowered to preside over Board meetings with all the commonly accepted power of the position (e.g. ruling, recognizing).
 - 2.4.3.2 The president has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the president has no authority to supervise or direct the Administrator.
 - 2.4.3.3 The president may represent the Board to outside parties in announcing Board-stated positions as well as stating president decisions and interpretations within the area delegated to her or him.
 - 2.4.3.4 The president will represent the Board in matters that relate to the Administrator.
 - 2.4.3.5 The president may delegate this authority to other Board members but remains accountable for its use.
- 2.4.4 The president may appoint members and a chairman for each Board committee, unless otherwise stipulated by Board policies or the organization’s bylaws
- 2.4.5 The president shall publish an annual agenda in writing during January of each year.
- 2.4.6 The president shall not fail to annually address the corporate body prior to the end of the academic year. This meeting will be to keep the corporate body informed of accomplishments in the current one year segment and to communicate the Board’s long-term vision. This address may include, but is not restricted to, the introduction of new officers and recap of accomplishments of the school year.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

Accordingly:

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

- 2.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 2.5.5 Board members must meet the qualifications as stated in the By-Laws of Grace Baptist Academy, Inc., Article VI, Section 1, Appointment and Qualification for Board Membership.
- 2.5.6 Board members must give unconditional acceptance to the Grace Baptist Academy Statement of Faith.
- 2.5.7 Board member Disciplinary Actions: Upon strict adherence to Matthew 18 and the Grievance Policy, any Board member can bring a complaint to the Board against another Board Member. The charges should be filed in writing to the highest ranking officer not charged. It should include the complaint and the measures completed to resolve the matter. The issue will be discussed in closed session and a determination will be made through a motion. This will be adopted by the majority with the charged party abstaining. Determinations may include dismissal of the charges, disciplinary action, or expulsion. Expulsion must be referred to an investigative body comprised of three (3) Board members; must follow Roberts' Rules of Order (75. Trial of Members of Societies); and must be upheld by a ballot vote of two thirds of the Board. The investigative body will be determined through a blind draw of Board members excluding the charged party.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: COMPENSATION AND BENEFITS

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

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

- 2.6.1 Attendance – As Board contemplation, deliberation, and decision-making are processes that require wholeness, collaboration, and participation; attendance at Board meetings is expected of Board members.
- 2.6.2 Preparation and Participation – Board members will prepare for Board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills, and expertise to the Board’s efforts to fulfill its responsibilities.
- 2.6.3 Members as Individuals – The Administrator is accountable only to the Board as an organization and not to individual Board members. Accordingly, the relationship between the Administrator and individual members of the Board, including the Board resident, is collegial not hierarchical.
- 2.6.4 Volunteerism – As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all Board members are encouraged to volunteer time to the ministry, and attend as many Academy activities (concerts, sporting events, ceremonies, etc.) as possible.
- 2.6.5 Contributions – Each Board member is encouraged to contribute generously within their individual means to make an annual financial contribution to Grace Baptist Academy. The demonstration of support, rather than the amount of the contribution, is of principal importance; members are expected to contribute only within their individual means.
- 2.6.6 Board members will have their school-age children in Grace Baptist Academy. The Board may approve exceptions to this policy under special situations.
- 2.6.7 Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 2.7 Board committees, when used, will be assigned to reinforce the wholeness of the Board’s job and so never to interfere with delegation from Board to Administrator.

Accordingly:

- 2.7.1 Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board’s broader focus, Board committees will not have direct dealings with current staff operations.
- 2.7.2 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Administrator.
- 2.7.3 Board committee cannot exercise authority over faculty and staff. Because the Administrator works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
- 2.7.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
- 2.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 2.7.6 This policy applies to any group which is formed by Board action, whether or not it is called a committee or if it includes Board members. It does not apply to committees formed under the authority of the Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 2.8 A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The exception to this rule is the GBC/GBA Finance Committee which is a permanent committee whose task is never ending.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 2.9 The Board will invest in its governance capacity.

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

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

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

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

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF ADMINISTRATOR

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

Accordingly:

- 3.2.1 The Board will never give instructions to persons who report directly or indirectly to the Administrator.
- 3.2.2 The Board will refrain from evaluating, either formally or informally, any staff other than the Administrator.
- 3.2.3 The Board will view Administrator performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends within Board-proscribed *Executive Limitations* will be viewed as successful Administrator performance.
- 3.2.4 The Board will conduct a written performance evaluation of the administrator not less than annually, as outlined in Policy 3.4

POLICY TYPE: BOARD/STAFF LINKAGE
POLICY TITLE: DELEGATION TO THE SCHOOL ADMINISTRATOR

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

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

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

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that does not do this will not be considered to be monitoring data.
- 3.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report in which the Administrator discloses compliance information to the Board (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for policy compliance being monitored shall be *any reasonable interpretation* by the administrator.
- 3.4.4 All policies, which instruct the Administrator, will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 4.0 The Administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics, or in direct violation of GBC constitutional provisions and/or policies.

- 4.1 With respect to consumers or potential consumers interactions with the Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or those which fail to provide appropriate confidentiality or privacy.
- 4.2 With respect to the hiring and treatment of paid staff and/or volunteers, the Administrator may not cause or allow conditions which are unfair, unsafe, unbiblical undignified, or unlawful.
- 4.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.
- 4.4 With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of expenditures from Board priorities established in Ends policies.
- 4.5 The Administrator shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.
- 4.6 In order to protect the Board from sudden loss of Administrator services, the Administrator shall not fail to designate or inform the Board of several individuals who will be familiar with Board and school administrative issues and processes.
- 4.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Administrator shall not cause or allow jeopardy to the fiscal integrity of a Christian testimony.
- 4.8 The Administrator shall not permit the Board to be uninformed or unsupported in its work.
- 4.9 With respect to the programs produced/services provided by the organization, the Administrator shall not fail to ensure that these programs/services meet or exceed industry standards for excellence in program quality and safety, while adhering to the Biblical standard.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: DOCTRINAL BELIEFS – GRACE BAPTIST ACADEMY

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

Accordingly, the Administrator shall not:

- 4.1.1 Use application forms that elicit information for which there is no clear necessity.
- 4.1.2 Use methods of collecting, reviewing, transmitting, or storing consumer information that fails to protect against improper access to the material elicited.
- 4.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 4.1.4 Operate without clear written policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
- 4.1.5 Fail to inform consumers of this written policy or to provide a grievance process, based on the “GBA Issue Resolution Guidelines” in Attachment C to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 4.1.6 Enroll students who individually and in their home environments are not supportive of the school’s Biblical orientation. Parents(s)/Guardian(s) must be united in their desire to have their child taught from a Christian perspective reflective of the Statement of Faith.
- 4.1.7 Operate without a uniform policy.
- 4.1.8 Allow a particular Christian denominational doctrine or distinctive to be presented as favored within the school particularly any that extend beyond the Doctrinal Statement and Statement of Faith of GBA. The school is comprised of families from a variety of Christian congregations each with their own historical heritage regarding issues of liturgy, governance and doctrinal emphasis. The discussion and debate of these historic differences is permissible and encouraged as a part of the rhetorical curriculum but must be done with due respect in the spirit of Christian charity with Scripture as the rule.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: HIRING AND TREATMENT OF FACULTY AND STAFF

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

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

- 4.2.1 Discriminate on the basis of race, national origin, age, handicap, gender, or military status.
- 4.2.2 Operate without written personnel policies, which clarify personnel rules for staff provide for effective handling of grievances, based on the “GBA Issue Resolution Guidelines” in Attachment C and protect against wrongful conditions.
- 4.2.3 Discriminate against any faculty/staff member for expressing an ethical dissent.
- 4.2.4 Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *or* (2) the employee alleges that Board policy has been violated to his/her detriment.
- 4.2.5 Fail to acquaint faculty/staff with this policy.
 - 4.2.5.1 Fail to employ teachers who meet the approved qualifications. Accordingly, all teachers and administrative personnel must:
 - 4.2.5.1.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
 - 4.2.5.1.2 Be an active member in an evangelical church of Christian faith, whose doctrines are compatible with Grace Baptist Ministries Statement of Faith.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: FINANCIAL PLANNING/BUDGETING

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

Accordingly, the Administrator shall not allow budgeting which:

- 4.3.1 Contains too little information to enable credible projection of revenues and expenses; to separate capital items, operational items, and cash flow; and to disclose planning assumptions.
- 4.3.2 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from income in that period or available from previous year surpluses.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

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

Accordingly, the Administrator shall not:

- 4.4.1 Expend more funds than have been received in the fiscal year to date.
- 4.4.2 Use any long-term reserves without specific approval from the Board.
- 4.4.3 Accept money for a specified purpose that deviates materially from the Board's Ends priorities.
- 4.4.4 Spend or permit spending of designated donations other than for specified purposes.
- 4.4.5 Fail to settle payroll and debts in a timely manner.
- 4.4.6 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.4.7 Acquire, encumber, or dispose of realty property.
- 4.4.8 Fail to aggressively pursue material receivables after a reasonable grace period.
- 4.4.9 Accept any funds that have conditions that contradict the By-Laws of Grace Baptist Academy.
- 4.4.10 Fail to insure that those with volunteer agreements shall comply with said agreement.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

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

Accordingly, the Administrator shall not:

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

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the Administrator shall not:

- 4.7.1 Change own compensation and benefits.
- 4.7.2 Promise or imply permanent or guaranteed employment.
- 4.7.3 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- 4.7.4 Establish or change compensation or benefits, causing unpredictable or inequitable situations including those that:
 - 4.7.4.1 Incur unfunded liabilities.
 - 4.7.4.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 4.7.4.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 4.7.5 Fail to appropriately compensate, nor fail to explore the eventual implementation of a formula based compensation plan.
- 4.7.6 Disclose or reveal the compensation package amount of any staff member to any unauthorized individual or source.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

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

Accordingly, the Administrator shall not:

- 4.8.1 Fail to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
- 4.8.2 Allow the Board to be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been previously established.
- 4.8.3 Fail to advise the Board if, in the Administrator's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Administrator.
- 4.8.4 Fail to provide for the Board necessary staff and external view points, issues, and options for the Board to make informed choices.
- 4.8.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 4.8.6 Fail to provide a mechanism for official Board, officer, or committee communications.
- 4.8.7 Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
- 4.8.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- 4.8.9 Fail to supply for the consent all agenda items delegated to the Administrator yet required by law or contract to be Board-approved.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS/SERVICES

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

Accordingly, the Administrator shall not:

- 4.9.1 Fail to aggressively pursue ACSI accreditation.
- 4.9.2 Fail to promote/develop an ACSI certification program for the teaching staff.
- 4.9.3 Fail to fully implement and adhere to the Biblical Standards of Christian education in regards to curriculum and style of teaching.