

# **POLICY MANUAL**

**Board of Directors**

**Kelowna Christian School**

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## Mission Statement

Our mission is to provide a community (children, parents, teachers, & supporters) under the lordship of Jesus Christ where students receive a quality education for the whole person, taught from a biblical perspective, enabling them to develop a biblical worldview, and become responsible, growing disciples of Jesus Christ who glorify God through a life of service to Him and to others.

## Core Values

### Passion for God

We believe our primary focus is to develop a personal relationship with Jesus Christ. An integral part of this development is prayer and worship, which is incorporated into school life through devotions, chapels and classroom activities.

### Love, Respect, Honesty, and Integrity

We believe that love and respect are the foundations for our relationships with God, others, authority and property. Our actions will be determined by the extent to which we embrace these terms. With respect ingrained in our person, we will display honesty and integrity in all situations. With love, we will be motivated to treat others with compassion and “self” will make way for a genuine concern for others.

### Biblical Worldview

We believe that students need to be able to articulate and defend their Christian worldview while having a basic understanding of opposing worldviews, appreciate literature and the arts, are proficient in mathematics and science and are skilled in reading, writing, speaking, listening, and thinking. We believe that God is an integral part of every area of our lives. He is revealed in every area of study. We are committed to interpreting our world from a Biblical perspective, and acting as stewards of the wonderful creation God has given us.

### Personal Development

We believe that every person is responsible to develop the gifts and talents, which God has given. In obedience to God and through the development of self-discipline, we are committed to putting forth our very best effort at all times, whether in academics, athletics, fine arts or conduct.

### Servanthood/Leadership

We believe that God mandates us as modeled by Jesus Christ, to serve those around us. We are committed to developing attitudes of servanthood and the skills of Christian leadership.

**POLICY TYPE: ENDS**

**POLICY TITLE: MISSION**

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- POLICY 1.0 Well-educated students impacting the world for Christ
- 1.1 Students whose **hearts** are submitted to Jesus.
    - 1.1.1 Know God’s love and grace and respect God’s authority
    - 1.1.2 Understand that growth in Christ is more important than mere academic success
    - 1.1.3 Understand that all are sinners who need the Saviour
    - 1.1.4 Understand God’s purposes for their lives
    - 1.1.5 Students have a passion for God displayed through prayer and worship
    - 1.1.6 Develop growth in the fruits of the Spirit
    - 1.1.7 Respect God-ordained authority
    - 1.1.8 Understand that their choices and actions have eternal consequences for good or ill.
  - 1.2 Students whose **minds** are stimulated throughout life
    - 1.2.1 Students understand, experience and articulate a biblical worldview
    - 1.2.2 Understand relationships between the various branches of knowledge.
    - 1.2.3 Understand the inter-relatedness of all aspects of life in God’s creation
    - 1.2.4 Have a life-long interest in learning
    - 1.2.5 Can discern the difference between revealed truth and knowledge and competing truth and knowledge claims. [Amendment 14, January 30, 2006]
    - 1.2.6 Can think analytically and solve problems creatively according to their ability
    - 1.2.7 Can think critically and make sound evaluations of information and ideas
    - 1.2.8 Pursue highest academic potential
    - 1.2.9 Continually increase their Scriptural knowledge and personal application
  - 1.3 Students who are good lifelong stewards of their **bodies**
    - 1.3.1 Who are life-long pursuers of fitness and health.
    - 1.3.2 Who treat their bodies as belonging to God.
  - 1.4 Students who experience a **community** where students, staff, families and the local church are [this needs to be defined] ...
    - 1.4.1 (The broader faith community of Kelowna including, but not limited to, its leadership will be benefited)
  - 1.5 Students who foster **relationships between ideas and people** for the sake of the Kingdom.
    - 1.5.1 Desire to share the story of Jesus and His love with others
    - 1.5.2 Engage wisely with the culture around them
    - 1.5.3 Work cooperatively and value a sense of community
    - 1.5.4 Desire justice for and extend mercy to others
    - 1.5.5 Demonstrate servant leadership gifts and skills
    - 1.5.6 Exhibit wise stewardship over God’s creation

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT**

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POLICY 2.0 The superintendent shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the Religious Principles of Kelowna Christian School. [Amendment 1, October 25, 2004]

- 2.1 With respect to interactions with students/families or potential students/families, the superintendent shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality.
- 2.2 With respect to the treatment of current or prospective paid staff and/or volunteers, the superintendent may not cause or allow conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.
- 2.3 Financial planning for any fiscal year shall not deviate materially from the board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.
- 2.4 With respect to the actual, ongoing financial condition and activities, the superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.
- 2.5 The superintendent shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked.
- 2.6 In order to protect the board from sudden loss of superintendent services, the superintendent shall not fail to designate and inform the board of two individuals who will be familiar with board and superintendent issues and processes. [Amendment 6, February 21, 2006] [Amendment 8, March 14, 2005]
- 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the superintendent shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
- 2.8 The superintendent shall not permit the board to be uninformed or unsupported in its work.
- 2.9 With respect to the programs and services provided by the school, the superintendent shall not fail to ensure that these programs and services meet or exceed industry standards for excellence and are consistent with the philosophy and values of Kelowna Christian School in program quality and safety.
- 2.10 The superintendent shall not allow fund-raising that is unethical, in violation of biblical principles, insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of Kelowna Christian School.

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

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POLICY 2.1 With respect to interactions with students/families or potential students/families, the superintendent shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality.

Accordingly, the superintendent shall not:

- 2.1.1 Maintain facilities that fail to provide a reasonable level of privacy, both visual and auditory.
- 2.1.2 Operate without clear policies as defined in the parent/student handbooks and on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
  - 2.1.2.1 Fail to provide a dress code that is consistent with biblical principles of modesty and appropriateness.
- 2.1.3 Fail to provide a biblical grievance process and inform students/families of this policy.
- 2.1.4 Fail to operate in partnership with Kelowna Christian School parents/guardians.
  - a. Fail to show respect to students/families and potential students/families.
  - b. Fail to consistently and strategically communicate with students/families.
- 2.1.5 Enroll families who do not meet the school's admission requirements:
  - a. Family shows evidence of interest/support in Christian beliefs and values
  - b. Agreement with the purpose statement under Article 2a of the constitution and bylaws of the Kelowna Society for Christian Education
  - c. Agreement with the Mission Statement, Religious Principles and Core Values of Kelowna Christian School

**Students in grade 6-12 express a desire to be at KCS.**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: TREATMENT OF STAFF**

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

Accordingly, the superintendent shall not:

- 2.2.1 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, protect against wrongful conditions, and ensure all values, beliefs, and requirements of the Constitution, Bylaws, and Board Policies are upheld by staff. [Amendment 16, May 30, 2006]
- 2.2.2 Discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3 Prevent staff from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his/her detriment.
- 2.2.4 Fail to acquaint staff with this policy (2.2.3).
- 2.2.5 Fail to employ teachers that meet the appropriate qualifications. Accordingly, all teachers must have:
  - a. Valid BC certification
  - b. Clear Christian testimony
  - c. Acceptance of Code of Conduct
  - d. Agreement with KCS Religious Principles. [Amendment 1, October 25, 2004]
  - e. Evidence of church involvement in accordance with the spirit and principles of Acts 2:42 - 47. [Amendment 2, October 25, 2004]
  - f. Ability to teach from a biblical worldview
- 2.2.6 Fail to communicate to the staff that neither board members nor their children should be treated any differently than any other parent or student.
- 2.2.7 Fail to communicate to the staff that neither employees nor their children should be treated any differently than any other parent or student.
- 2.2.8 Fail to monitor the work of each staff member and provide written timely performance reviews that are consistent with stated job expectations and fundamentally designed to foster professional development.
- 2.2.9 Fail to consistently promote and provide staff development.

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

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POLICY 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the superintendent shall not allow budgeting which:

- 2.3.1 Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.3.2 Increases individual tuition and fees more than 7 percent in any one fiscal year.
- 2.3.3 Projects enrollment growth greater than 10 percent in any one fiscal year.
- 2.3.4 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition, fees, and government grants in that period.
- 2.3.5 Fails to provide funds for board development and maintenance.
- 2.3.6 Does not ensure ongoing staff/teacher development and retention.
- 2.3.7 Does not include staff compensation competitive with the local school district.
- 2.3.8 Does not include appropriate contingency and reserve funds.



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

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POLICY 2.4 With respect to the actual, ongoing financial condition and activities, the superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Accordingly, the superintendent shall not:

- 2.4.1 Expend more funds than have been or will be received in the fiscal year.
- 2.4.2 Accept money for a specified purpose that deviates materially from the board's Ends priorities.
- 2.4.3 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.4 Fail to settle payroll and debts in a timely manner.
- 2.4.5 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.6 Acquire, encumber or dispose of real property.
- 2.4.7 Fail to diligently pursue material receivables after a reasonable grace period.
- 2.4.8 Fail to evaluate full consequences of gifts prior to receipt of gift.
- 2.4.9 Fail to comply with Ministry of Education requirements for Level 1 and Special Needs funding. [Amendment 3, October 25, 2004]

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: ASSET PROTECTION**

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

Accordingly, the superintendent shall not:

- 2.5.1 Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 2.5.2 Allow unbondable personnel access to material amounts of funds. [Amendment 4, January 24, 2005]
- 2.5.3 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently or intentionally expose the organization, its board or staff to claims of liability.
- 2.5.5 Make any purchase:
  - 2.5.5.1 wherein normally prudent protection has not been given against conflict of interest;
  - 2.5.5.2 of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
- 2.5.6 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.7 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
- 2.5.8 Invest or hold operating capital in unsecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions. [Amendment 5, January 24, 2005]
- 2.5.9 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 2.5.10 Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all. These procedures are to include the necessary practice schedules that foster acceptable levels of familiarity on the part of all participants.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: EMERGENCY SUPERINTENDENT SUCCESSION**

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POLICY 2.6 In order to protect the board from sudden loss of superintendent services, the superintendent shall not fail to designate and inform the board of two individuals who will be familiar with board and school administrative issues and processes. [Amendment 5, February 21, 2005]  
[Amendment 8, March 14, 2005]

**POLICY TYPE: EXECUTIVE LIMITATIONS**  
**POLICY TITLE: COMPENSATION AND BENEFITS**

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POLICY 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the superintendent shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the superintendent shall not:

- 2.7.1 Change his or her own compensation and benefits.
- 2.7.2 Promise permanent or guaranteed employment. [Amendment 7, March 14, 2005]
- 2.7.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.7.4 Create compensation obligations over a term longer than one year. [Amendment 7, March 14, 2005]
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
  - 2.7.5.1 Incur unfunded liabilities.
  - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees.
  - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.6 Fail to use a table and/or formula-based compensation plan for faculty salaries.
- 2.7.7 Award non-budgeted bonuses.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

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

Accordingly, the superintendent shall not:

- 2.8.1 Neglect to submit monitoring data required by the board (see policy on Monitoring superintendent performance in Board/Superintendent Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.8.2 Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
- 2.8.3 Fail to advise the board if, in the superintendent's opinion, the board is not in compliance with its own policies on Governance Process and Board/Superintendent Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the superintendent.
- 2.8.4 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.8.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 2.8.6 Fail to provide a mechanism for official board, officer or committee communications.
- 2.8.7 Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
- 2.8.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
- 2.8.9 . Fail to ensure the master copy of the board Policy Governance Manual is current with amendments provided to board chair for signature prior to the next board meeting following adoption of an amendment. [Amendment 25, February 26, 2007]

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

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POLICY 2.9 With respect to the programs and services provided by the school, the superintendent shall not fail to ensure that these programs and services meet or exceed school and or accreditation standards and are consistent with the philosophy and values of Kelowna Christian School in program quality.

Accordingly, the Superintendent shall not:

- 2.9.1 Eliminate or add any major category of program offerings. (Needs further definition within the specific context.)
- 2.9.2 Fail to evaluate the impact of class size on the learning environment.
- 2.9.3 Fail to evaluate the impact of gender, learning capability, and personality distribution within each class.
- 2.9.4 Fail to make a reasonably accommodative environment available to students with learning differences so that we can serve the whole family.
- 2.9.5 Fail to ensure affiliation with ACSI and FISA.
- 2.9.6 Fail to establish a comprehensive curriculum review cycle.
- 2.9.7 Fail to ensure a biblical worldview as it pertains to instruction and correction.
- 2.9.8 Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time.
- 2.9.9 Fail to provide an athletic program that encourages and supports a high rate of student participation within the school's financial constraints.
- 2.9.10 Fail to provide a missions program that encourages and supports a high rate of student participation and provide an overall report (and financial accounting) of such Missions. [Amendment 9, May 24, 2005]
- 2.9.11 Fail to provide appropriate avenues for student development through community service.
- 2.9.12 Fail to provide every other year an updated review of the strategic plan, which includes, at a minimum, issues regarding Personnel, Budget, Facilities, Curriculum, and Extra-Curricular activities.
- 2.9.13 Fail to foster an environment wherein teachers/staff interact with unity and spiritual community.
- 2.9.14 Fail to ensure that a spirit of grace prevails over legalistic thinking.
- 2.9.15 Fail to provide a safe and secure environment for students who attend Kelowna Christian School.

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

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Policy 2.10 The superintendent shall not allow fund-raising that is unethical, in violation of biblical principles, insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of Kelowna Christian School.

Accordingly, the superintendent shall not...

- 2.10.1 Accept funds from the provincial or federal government that require the school to deviate from the mission of the school.
- 2.10.2 Accept funds from an organization or individual(s) that require that the school make changes that are unacceptable or impractical.
- 2.10.3 Accept gifts of real estate, buildings or appreciated stock.
- 2.10.4 Mandate participation from any student, parent or staff member in any particular fund-raising event or activity.
- 2.10.5 Allow the school to offer products or services for sale that are not of good quality and do not offer an inappropriate value for the cost assigned to them.
- 2.10.6 Use donations for purposes other than that for which they were solicited. If excess funds are obtained, they may be used for other projects only with the consent of those donors whose funds are being used.
- 2.10.7 Allow any standing fund-raising club or organization under the auspices of the school to operate without written guidelines approved by the superintendent.

**POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE**  
**POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION**

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- POLICY 3.0 The board’s sole connection to the operational organization, its achievements and conduct will be through a titled superintendent.
- 3.1 Only decisions of the board, acting as a body by majority vote, are binding on the superintendent.
  - 3.2 The superintendent is the board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the superintendent.
  - 3.3 The board will instruct the superintendent through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the superintendent to use any reasonable biblical world-view interpretation of these policies.
  - 3.4 Systematic and rigorous monitoring of superintendent job performance will be solely against the expected superintendent job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.



**POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE**  
**POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION**

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

Accordingly:

- 3.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the superintendent except in rare instances when the board has specifically authorized such exercise of authority.
- 3.1.2 In the case of board members or committees requesting information or assistance without board authorization, the superintendent can refuse such requests that require, in the superintendent's opinion, a material amount of staff time or funds or is disruptive.

**POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE**

**POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SUPERINTENDENT**

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

Accordingly:

- 3.2.1 The board will never give instructions to persons who report directly or indirectly to the superintendent.
- 3.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the superintendent.
- 3.2.3 The board will view superintendent performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful superintendent performance.

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

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

Accordingly:

- 3.3.1 The board will develop policies instructing the superintendent to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
- 3.3.2 The board will develop policies that limit the latitude the superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
- 3.3.3 As long as the superintendent uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and superintendent domains. By doing so, the board changes the latitude of choice given to the superintendent. However, as long as any particular policy delegation is in place, the board will respect and support the superintendent choices. [Amendment 13, December 12, 2005]
- 3.3.5 Should the superintendent violate a board policy, he or she shall promptly inform the board. Informing insures that no violation will be intentionally kept from the board. Board response, either approving or disapproving, does not exempt the superintendent from subsequent board judgment of the action nor does it necessarily curtail any executive decision.

**POLICY TYPE: BOARD/SUPERINTENDENT LINKAGE**  
**POLICY TITLE: MONITORING SUPERINTENDENT PERFORMANCE**

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

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which board policies are being met.
- 3.4.2 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the superintendent discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be any reasonable superintendent interpretation of the board policy being monitored.
- 3.4.4 All policies that instruct the superintendent will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

	<b>Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Schedule</b>
1.0	Ends	Internal	Monthly	Select policies
2.1	Treatment of Students/families	Internal	Annually	October
2.2	Treatment of Staff	Internal	Annually	September
2.3	Financial Planning/Budgeting	Internal	Annually	December
	Professional Financial Review	External	Annually	October
	Financial Reports (including Accounts Receivable)	Internal	Quarterly	June-May
2.4	Financial Condition & Activities	Internal	Annually	October
2.5	Asset Protection	Internal	Annually	March
2.6	Emergency Superintendent Succession	Internal	Annually	March
2.7	Compensation and Benefits	Internal	Annually	September
2.8	Communication and Support of the Board	Internal	Annually	March
2.9	Programs/Services	Internal	Annually	October
2.10	Donors/Donations/Fund-raising	Internal	Annually	August

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: GOVERNANCE COMMITMENT**

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- POLICY 4.0 The purpose of the Kelowna Christian School Board, on behalf of God and the Kelowna Society for Christian Education is to assure that Kelowna Christian School achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.
- 4.1 The Kelowna Christian School 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 chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.
  - 4.2 The job of the Kelowna Christian School Board is to represent God and the Kelowna Society for Christian Education in determining and demanding appropriate organizational performance.
  - 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually and continually improves board performance through board education and enriched input and deliberation.
  - 4.4 The chairperson assures the integrity of the board's process and represents the board to outside parties. [Amendment 15, February 27, 2006]
  - 4.5 The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.
  - 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success.
  - 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to superintendent.
  - 4.8 A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. 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. Committee chairpersons may choose Society Full Members to sit on committees subject to board review acceptance, [Amendment 20, November 27, 2006]
  - 4.9 The board shall maintain the number of elected members as stated in by-laws. [Amendment 10, September 26, 2005].
  - 4.10 The board will invest appropriate resources to enhance its ability to govern with excellence.

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: GOVERNING STYLE, VALUES & DOCTRINE [Amendment 11, November 1, 2005]**

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POLICY 4.1 The board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, (g) doctrine and (h) proactivity rather than reactivity.

Accordingly:

- 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.3 Kelowna Christian School, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, or gender. The school's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its owners, sponsors and supporters.
- 4.1.4 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual judgments for the board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 4.1.5 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
- 4.1.7 The board will monitor and discuss the board's process at each meeting and its overall performance annually at the May meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board/Superintendent Linkage categories.
- 4.1.8 Each member of the board will support the final determination of the board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.9 All board action requires approval by simple majority of a quorum (quorum being half voting members plus one) of voting members.

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: DOCTRINAL BELIEFS**

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POLICY 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.

Accordingly, based on Scripture we believe:

Creation:

The universe and all things created by God in the beginning were made good and perfect as we read in Genesis 1:31 "And God saw everything that He made, and behold it was good."

Man:

Man was created by God in His own image (Genesis 1:26-27) to enjoy fellowship with his Creator. Furthermore, man, endowed with special gifts far above any other living creature, received the mandate to have dominion over all things in accordance with God's will to His honor and glory (1 Corinthians 10:31).

Sin:

Sin, consisting of man's estrangement from God, his fellowman and the world, disrupts the education of children, and brings about man's blindness to the true meaning of life and his incapacity to reach for the true purpose of life (Ephesians 2: 1-6)

Jesus Christ:

Jesus Christ is God's provision (Genesis 3:15) to remove His curse and wrath so that through Him, man and creation would be redeemed and reconciled to God (John 3:16). All those who by a true faith accept Jesus Christ as God's provision are no more under condemnation, but are reconciled with God (Romans 8:1-2). There is no other way or reconciliation with God than through Jesus Christ (Acts 4:12). Through Jesus Christ, there is a renewal of our educational endeavors because He is the Redeemer of our corrupted human life in its entirety. [Amendment 23, November 27, 2006]

The Believer:

A person is a believer when by faith he trusts in Christ alone for his salvation (Acts 16:31); is born again through the power of the Holy Spirit (John 3:31); and through being in Christ bears the fruit of the Spirit (John 15:1-17). [Amendment 24, November 27, 2006]

The Kingdom of God:

Through His perfect sacrifice and obedience to God's will, Christ received dominion over all things (Psalm 72:8). It is the proper and urgent mandate to all believers to "Go therefore and make disciples of all nations..." (Matthew 28:18-19) and thus, as members of the Kingdom of Heaven, to defend and further this recognition of Christ's lordship in all areas of life.

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

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

Accordingly, we believe:

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



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

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POLICY 4.2 The job of the Kelowna Christian School Board is to represent God and the Kelowna Society for Christian Education in determining and demanding appropriate organizational performance.

Accordingly:

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

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: AGENDA PLANNING**

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

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the board's development of its agenda for the next year.
  - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, (e.g. presentations by futurists, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the board's planning cycle.
  - 4.3.2.2 The chair is encouraged, at the commencement of the board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for board consideration. Any board member desiring to recommend any matter for board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled board meeting. By an affirmative vote of a majority of the members of the board, or of those present at a meeting, matters may be added to, or deleted from the agenda of any board meeting.
- 4.3.3 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
- 4.3.4 The board will meet monthly, generally the last Monday. Additional meetings will be scheduled as required.
- 4.3.5 Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.6 Superintendent performance review will take place annually in January. Superintendent remuneration for the following year will follow the performance review in conjunction with the budget process. [Amendment 12, November 1, 2005]

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: CHAIRPERSON'S ROLE**

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POLICY 4.4 The chairperson assures the integrity of the board's process and represents the board to outside parties. [Amendment 15, February 27, 2006]

Accordingly:

- 4.4.1 The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 4.4.1.1 Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the superintendent.
  - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by board policies on Governance Process and Board/Superintendent Linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
  - 4.4.2.1 The chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
  - 4.4.2.2 The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the superintendent.
  - 4.4.2.3 The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - 4.4.2.4 The chairperson will represent the board in matters that relate to Kelowna Christian School.
  - 4.4.2.5 The chairperson may delegate this authority but remains accountable for its use.
- 4.4.3 The chairperson may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policies or the organization's bylaws.

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

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POLICY 4.5 The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - 4.5.2.2 When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
  - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire employment within the organization, he or she must first resign.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
  - 4.5.3.1 Board members' interaction with the superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
  - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
  - 4.5.3.3 Board members will give no consequence or voice to individual judgments of superintendent or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.5.5 Board members must meet the proper biblical qualifications.
- 4.5.6 Board members must be in agreement with the Kelowna Christian School Religious Principles. [Amendment 1, October 25, 2004]

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

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POLICY 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success.

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

- 4.6.1 Attendance - As board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at board meetings is required of board members. Members may not be absent from more than 4 (four) of the board's regularly scheduled meetings in any fiscal year. Members may not miss three consecutive regularly scheduled meetings. Any absence that exceeds this allotment will be interpreted as that member's resignation from the board.
- 4.6.2 Preparation, Participation, and Punctuality - board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills and expertise to the board's efforts to fulfill its responsibilities.
- 4.6.3 Members as Individuals - the superintendent is accountable only to the board as an organization, and not to individual board members. Accordingly, the relationship between the superintendent and individual members of the board, including the board chair, is collegial, not hierarchical.
- 4.6.4 Volunteerism - As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all board members are expected to volunteer beyond normal meeting times according to their ability. In view of the superintendent's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the superintendent or responsible staff person.
- 4.6.5 Contributions - Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Kelowna Christian School. The demonstration of support, rather than the amount of the contribution, is of primary importance; members are expected to contribute only within their individual means.
- 4.6.6 Continuing Education – Each board member is expected to make appropriate annual efforts toward continuing education in governance.
- 4.6.7 Members will commit to regularly pray for the school.
- 4.6.8 The board Secretary will inspect and verify the accuracy of Policy Governance Manual amendments prior to board chair signing amended versions. [Amendment 26, February 26, 2007]

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

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POLICY 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to superintendent.

Accordingly:

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

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

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**POLICY 4.8** A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. 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. Committee chairpersons may choose Society Full Members to sit on committees subject to board review acceptance. [Amendment 20, November 27, 2006]

**4.8.1 Governance Committee**

- a. Board Governance committee shall be comprised of board members. [Amendment 21, November 27, 2006].
- b. Product: Orientation of new members and continuing education of current members. Evaluate the board process for adherence to Policy Governance.
- c. Authority: Incur costs of no more than set aside in accordance with the Cost of Governance policy.

**4.8.2 Nominating Committee**

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

**4.8.3 Finance Committee [Amendment 18, October 30, 2006]**

- a. Product: Set specifications and scope of external review annually. [Amendment 19, October 30, 2006]
- b. Authority: To incur no more than \$15,000 and no more than 50 hours of staff time per year.

**4.8.4 Education Committee**

**POLICY TYPE: GOVERNANCE PROCESS**

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

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POLICY 4.9 The board shall maintain the number of elected members as stated in by-laws . [Amendment 10, September 26, 2005].

Accordingly:

- 4.9.1 No later than the November meeting, the current board will elect a board nominating committee. It will elect its own chair and solicit suggestions for nominations.
- 4.9.2 By no later than the March meeting, the board nominating committee will qualify potential board nominees.
- 4.9.3 At the April meeting, the board shall:
  - 4.9.3.1 Approve or disapprove the board nominating committee’s nomination for new board chair; and
  - 4.9.3.2 Approve or disapprove the board nominating committee’s nominations for new board members.
    - 4.9.3.2.1 If more nominees are approved than slots are available, the board will rank nominees in the order in which they should be approached until available slots are filled. Nominees will be approached only after board approval and then shall be given the invitation to serve along with conditions of service.
    - 4.9.3.2.2 Individuals may not be nominated or serve if they or their spouse are employees of Kelowna Christian School (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.
- 4.9.4 Members of the board shall serve no more than 2 consecutive 3-year terms.
- 4.9.5 Members who serve two (2) consecutive three (3)-year terms may be nominated for board membership again after spending a minimum of one (1) year off the board.
- 4.9.6 Re-nomination/nomination of board members may be based upon such factors, as the board nominating committee deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.



**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: COST OF GOVERNANCE**

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

Accordingly:

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

4.10.1.1 Training and retraining will be used liberally to orient new members and candidates for board membership, as well as to maintain and increase existing member skills and understandings.

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

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

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

4.10.2.1 Up to \$8,500 per year for training, including attendance at conferences, workshops, retreats, monthly meetings, surveys, focus groups and opinion analyses. [Amendment 17, May 30, 2006]

LIST OF REVISIONS

Date of Motion to Amend	Policy Affected	Amendment Number
May 8, 2004	Policy manual adopted by board.	
October 25, 2004	2.0 "Statement of Faith," is changed to "Religious Principles." (MSC)  This amendment also affects 2.2.5 and 4.5.6 which also referred to Statement of Faith.	1
	2.2.5 (e) Will now read, "Evidence of Church involvement in accordance with the spirit and principles of Acts 2:42 - 47." (MSC)	2
	2.4.9 Will now read, "Fail to comply with Ministry of Education requirements for Level 1 and Special Needs funding." (MSC)	3
January 24, 2005	2.5.2 Will now read, "Allow unbondable personnel access to material amounts of funds." (MSC)	4
	2.5.8 Will now read, "Invest or hold operating capital in unsecure instruments, including uninsured checking accounts, or non-interest bearing accounts except where necessary to facilitate ease in operational transactions." (MSC)	5
February 21, 2005	2.6 Will now include the words, "two individuals," rather than, "several individuals." (MSC)	6
March 14, 2005	2.7.2 and 2.7.4 The words, "or imply," will be removed from both policies. (MSC)	7
	2.6 The word, "physically," will be removed from this policy. (MSC)	8
May 24, 2005	2.9.10 to read , "Fail to provide a missions program that encourages and supports a high rate of student participation and provide an	9

	overall report (and financial accounting) of such missions” (MSC)	
September 26, 2005	4.9 to read “The board shall maintain the number of elected members as stated in by-laws” (MSC)	10
November 1, 2005	4.1 The title of this policy will be replaced with the wording, “GOVERNING STYLE, VALUES & DOCTRINE” (MSC).	11
	4.3.6 This policy will now read, “Superintendent performance review will take place annually in January. Superintendent remuneration for the following year will follow the performance review in conjunction with the budget process.” (MSC)	12
December 12, 2005	3.3.4 The word, “delegation,” is replaced with the words, “policy delegation.” (MCS)	13
January 30, 2006	1.2.5 to read, “Can discern the difference between revealed truth and knowledge and competing truth and knowledge claims. (MSC)	14
February 27, 2006	Policy 4.4 to read, “The chairperson assures the integrity of the board’s process and represents the board to outside parties. (MSC)	15
May 30, 2006	2.2.1 Wording, “Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions.” <b>has been changed to</b> , “Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, protect against wrongful conditions, and ensure all values, beliefs, and requirements of the Constitution, Bylaws, and Board Policies are upheld by	16

	<p>staff.”(MSC)</p> <p>4.10.2.1 and 4.10.2.2 are replaced with 4.10.2.1 which will read, “Up to \$8 500 per year for training, including attendance at conferences, workshops, retreats, monthly meetings, surveys, focus groups and opinion analysis. (MSC)</p>	17
October 30, 2006	<p>4.8.3 to now read, “Finance Committee” (MSC)</p> <p>4.8.3 a to read, “Product: Set specifications and scope of external review annually.” (MSC)</p>	18 19
November 27, 2006	<p>4.8 the following sentence will be added, “Committee chairpersons may choose Society Full Members to sit on committees subject to board review acceptance.” (MSC)</p> <p>To policy 4.8.1 add a new point, “Board Governance committee shall be comprised of board members.” (MSC)</p> <p>An additional committee be adopted and named in 4.8.4 Education Committee. (MSC)</p> <p>Policy 4.1.1 wording to be struck from paragraph under heading “Jesus Christ” “the Renewal of our educational endeavors because He is” (MSC)</p> <p>Policy 4.1.1 wording to be struck from paragraph under heading “The Believer”, “a true” and that the space after the word “his” and after “(John 3:31) be shortended to one keystroke (MSC).</p>	20 21 22 23 24
February 26, 2007	<p>2.8.9 to read, “Fail to ensure the master copy of the board Policy Governance Manual is current with amendments provided to board chair for signature prior to the next board meeting following adoption of an amendment.”</p>	25

	4.6.8 to read, "The board Secretary will inspect and verify the accuracy of Policy Governance Manual amendments prior to board chair signing amended versions."	26
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