

POLICY MANUAL

**Board of Trustees
Desert Christian Schools
Tucson, Arizona**

TABLE OF CONTENTS

ENDS

- 1.0 MISSION

EXECUTIVE LIMITATIONS

- 2.0 GENERAL EXECUTIVE CONSTRAINTS
 - 2.1 TREATMENT OF STUDENTS/FAMILIES
 - 2.2 TREATMENT OF STAFF
 - 2.3 FINANCIAL PLANNING/BUDGETING
 - 2.4 FINANCIAL CONDITION AND ACTIVITIES
 - 2.5 ASSET PROTECTION
 - 2.6 EMERGENCY HEADMASTER SUCCESSION
 - 2.7 COMPENSATION AND BENEFITS
 - 2.8 COMMUNICATION AND SUPPORT TO THE BOARD
 - 2.9 PROGRAMS/SERVICES
 - 2.10 DONORS/DONATIONS/FUND-RAISING

BOARD/HEADMASTER LINKAGE

- 3.0 GOVERNANCE – MANAGEMENT CONNECTION
 - 3.1 UNITY OF CONTROL AND COMMUNICATION
 - 3.2 AUTHORITY AND ACCOUNTABILITY OF THE HEADMASTER
 - 3.3 DELEGATION TO THE HEADMASTER
 - 3.4 MONITORING HEADMASTER PERFORMANCE

GOVERNANCE PROCESS

- 4.0 GOVERNANCE COMMITMENT
 - 4.1 GOVERNING STYLE AND VALUES
 - 4.2
 - 4.3 VALUE OF BIBLICAL APPLICATION
 - 4.4 BOARD JOB DESCRIPTION
 - 4.5 AGENDA PLANNING
 - 4.6 PRESIDENT’S ROLE
 - 4.7 BOARD MEMBERS’ CODE OF CONDUCT
 - 4.8 BOARD MEMBER INDIVIDUAL RESPONSIBILITIES
 - 4.9 BOARD COMMITTEE PRINCIPLES
 - 4.10 BOARD COMMITTEE STRUCTURE
 - 4.11 BOARD SIZE, NOMINATION, ELECTION AND TERM LIMITS
 - 4.12 COST OF GOVERNANCE

POLICY TYPE: ENDS

POLICY TITLE: MISSION

POLICY 1.0 The mission of Desert Christian Schools is to pursue excellence in Christian education, to foster Christ-centered relationships and to endeavor to meet the unique learning needs of every student.

1.1 Students with a Biblical World View – Our students will:

Recognize that the Bible provides the foundation for learning and transformed thinking, (which results from a new identity found only in Christ) thereby equipping them to apply God’s truths in all areas of life.

1.2 Spiritually Maturing Students – It is our desire that our students will:

Have a personal commitment to Jesus Christ and will love, pursue, and obey Him as Lord; learning to listen to Him, conforming to His will, and evidencing the fruit of the Holy Spirit for God’s glory.

1.3 Academically Prepared Students – Our students will:

Develop and utilize the following skills: thinking biblically, critically, and logically; reading with comprehension, discernment, and enjoyment; writing with clarity, precision, and power; speaking articulately and clearly; listening with understanding and sensitivity.

Possess a foundational liberal arts education, equipped with a lifelong love of learning.

1.4 Students who impact their world for Christ – Recognizing that Christ desires His disciples to follow His example, our students will:

Honor others by treating them with kindness, compassion and forgiveness; place the interest of others above their own; serve others; and utilize the gifts God has given to build up and advance His kingdom. They will lead humbly in submission to Christ’s authority with Biblical integrity and uphold His moral standards. They will be good stewards of their bodies as temples of the Holy Spirit and of the talents and resources God provides.

The “Cost” of these “Ends” shall be reasonably affordable to those who hold Christian education as a priority.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The Headmaster 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 Desert Christian Schools' Statement of Faith.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STUDENTS/FAMILIES

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

Accordingly, the Headmaster shall not:

- 2.1.1 Use methods of collecting, reviewing, transmitting, storing or disposing of student and family information that fails to protect against improper access to the material elicited
- 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
- 2.1.3 Fail to provide a biblical grievance process and inform students and families accordingly
- 2.1.4 Fail to operate in respectful partnership with parents/guardians
- 2.1.5 Fail to consistently and strategically make a good-faith effort to communicate with students and families
- 2.1.6 Enroll families who do not meet the school's admission requirements:
 - a. Students must be capable of succeeding within the DCS context
 - b. Parents must be supportive of DCS policies, practices, and faith statement
 - c. At least one parent or guardian must be a Christian and active in a local church with a statement of faith that is not inconsistent with that of DCS
- 2.1.7 Operate without child abuse, discrimination, and sexual harassment policies that comply with any applicable local, state or federal laws **to the extent that such law(s) do not conflict with our statement of faith.**
- 2.1.8 Fail to foster an environment that facilitates open communication between the Headmaster and parent(s) or guardian
- 2.1.9 Allow a student to be suspended for more than three consecutive school days or expelled from the school without first convening and consulting a Restorative Justice Committee, whose members shall consist of the administrator of the student's campus, the school counselor, an additional DCS employee (faculty or staff), and if available, a pastor from the offending student's church. In additions, at the administrator's discretion, a member of the Student Council may be invited to participate.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STAFF

POLICY 2.2 With respect to the treatment of current or prospective volunteers and employees, the Headmaster shall not cause or allow conditions that are unlawful, unsafe, imprudent, unbiblical or lacking appropriate confidentiality.

Accordingly, the Headmaster shall not:

- 2.2.1 Operate without written personnel policies that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions
- 2.2.2 Unlawfully or unbiblical discriminate against any staff member
- 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 or her detriment
- 2.2.4 Fail to hire employees that meet the appropriate qualifications. Accordingly, all administrative and instructional staff must:
 - 1. Be college graduates (1st thru 12th grades) with current ACSI or state certification. If state certified, **the** employee must pursue ACSI certification **upon employment**.
 - i. All first-year teachers (grades 1 – 12) require state certification.
 - ii. Pre-school and kindergarten teachers need their ACSI or Early Childhood Certification (ECC). If Early Childhood certified, **the** employee must pursue ACSI certification **upon employment**.
 - 2. Have a strong sense of being “called” by God to the teaching ministry
 - 3. Be well qualified spiritually, emotionally, and academically in order to provide leadership for young people.
 - 4. Actively attend a local church with a statement of faith that is not inconsistent with that of DCS
 - 5. Be willing to adhere to duties, responsibilities, practices, and policies as provided by the administration
- b. Non-instructional staff and coaches must:
 - 1. Be professionally competent for the assigned position
 - 2. Be well qualified spiritually and emotionally in order to provide leadership for young people
 - 3. Actively attend a local church with a statement of faith that is not inconsistent with that of DCS
 - 4. Be willing to adhere to duties, responsibilities, and practices as provided by the administration
- c. Other workers (contract, temporary, etc) must:
 - 1. Have appropriate qualifications, bonding, and/or licensing
- 2.2.5 Fail to ensure that volunteers, who have direct contact with students on a consistent basis, meet the appropriate qualifications. Accordingly, they must:
 - 1. Be professionally competent for the assigned position

2. Be well qualified spiritually and emotionally in order to provide leadership for young people
 3. Actively attend a local church with a statement of faith that is not inconsistent with that of DCS
 4. Be willing to adhere to duties, responsibilities, and practices as provided by the administration
- 2.2.6 Fail to monitor the work of each staff member and provide timely written performance reviews at least annually consistent with stated job expectations and fundamentally designed to foster professional development
- 2.2.7 Fail to consistently promote and provide staff development
- 2.2.8 Operate without appropriate child abuse, discrimination (see policy 4.1.3), and sexual harassment policies that are regularly and systematically communicated to teachers and administrative personnel
- 2.2.9 Fail to notify the Board of changes to personnel, who report directly to the Headmaster, prior to implementing them.
- 2.2.10 Fail to have a Board member present when conferring with a direct report concerning his/her disciplinary action, removal, demotion or lateral changes in the organizational structure.
1. The above conference shall be documented in the employee's file
- 2.2.11 Fail to announce to the faculty, students and families in a timely and appropriate manner changes in the organizational structure.
- 2.2.12 Fail to insure that employees maintain a lifestyle based on biblical standards of moral conduct. Misconduct, which violates the bona fide occupational qualification of employees to be Christian role models, includes, but is not limited to, adultery, promiscuity, homosexual behavior, or any other violation of the unique roles of males and females (Romans 1:21-27, 1 Corinthians 6:9-20)

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

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 Headmaster shall not allow budgeting that:

- 2.3.1 Contains too little information to enable credible enrollment projections, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions
- 2.3.2 Increases tuition amounts more than seven percent (7%) in any one fiscal year
- 2.3.3 Projects enrollment growth greater than ten percent (10%) 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, endowment income, or other gift income in that period
- 2.3.5 Does not ensure ongoing staff/teacher development and retention
- 2.3.6 Fails to provide funds for Board expenses, training and development
- 2.3.7 Fails to provide an expense contingency line item of not less than two percent (2%) of total budget expenses for any one fiscal year
- 2.3.8 Provides financial aid to students and families

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

POLICY 2.4 With respect to the actual, ongoing financial condition and activities, the Headmaster 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 Headmaster shall not:

- 2.4.1 Expend more funds than are expected or received in the fiscal year
- 2.4.2 Accept gifts 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 provide a written policy governing the management of accounts receivables
- 2.4.8 Spend operating reserves
- 2.4.9 Authorize any financial obligation for any and all expenditures that are not approved under the annual operating budgets, which would include any equipment leases
- 2.4.10 Authorize operating expenditures in excess of \$10,000 without requiring two authorized signatures on the checks.
- 2.4.11 Authorize Certificate of Deposit investments of operating reserves in banks or savings institutions without the typically required signatures of the Board of Trustee President or Secretary on their authorizing documents
- 2.4.12 Authorize any obligation that relates to campus development (Capital) that exceeds \$25,000 without the execution of a dual purpose Board of Trustee Resolution
- 2.4.13 Fail to have a Finance Committee of which the Board of Trustee Treasurer is a member
- 2.4.14 Conduct a Finance Committee meeting without the Board of Trustee Treasurer present

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

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

Accordingly, the Headmaster shall not:

- 2.5.1 Fail to insure against theft and casualty losses to at least eighty percent (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 Fail to provide adequate internal controls for oversight of material amounts of funds
- 2.5.3 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance
- 2.5.4 Unreasonably expose the organization, its Board, or staff to claims of liability
- 2.5.5 Make any purchase or contract for any services without normally prudent protection against conflict of interest
- 2.5.6 Make any purchase without appropriate consideration of long-term quality and cost
- 2.5.7 Fail to protect intellectual property, information, and files from loss or significant damage
- 2.5.8 Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards
- 2.5.9 Place operating funds in non-interest bearing accounts unless necessary to facilitate ease in operational transactions, **and without ensuring reasonable protection of the principle.**
- 2.5.10 Endanger the organization's public image or credibility
- 2.5.11 Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all staff and students present on campus

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY HEADMASTER SUCCESSION

POLICY 2.6 In order to protect the Board from sudden loss of Headmaster services, the Headmaster shall not fail to designate and inform the Board of several individuals who are familiar with Board and school administrative issues and processes.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the Headmaster shall not:

- 2.7.1 Change his or her own compensation and benefits
- 2.7.2 Promise or imply permanent or guaranteed employment
- 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
- 2.7.5 Establish or change compensation or benefits so as to:
 - a. Incur unfunded liabilities
 - b. Allow any employee to lose benefits already accrued as a result of working for DCS
- 2.7.6 Fail to use a table and/or formula-based compensation plan for faculty salaries
- 2.7.7 Award non-budgeted bonuses
- 2.7.8 Promise or establish any severance or termination package beyond that which is required by law

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

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

Accordingly, the Headmaster shall not:

- 2.8.1 Neglect to submit monitoring data required by the Board (see Policy 3.4) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored
- 2.8.2 Allow the Board to be unaware of relevant trends, anticipated adverse media coverage, or 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 Headmaster's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Headmaster Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Headmaster
- 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 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
- 2.8.7 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board
- 2.8.8 Fail to supply for the consent agenda all items delegated to the Headmaster yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto

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

POLICY 2.9 With respect to the programs and services provided by the school, the Headmaster 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 Desert Christian Schools in program quality.

Accordingly, the Headmaster shall not:

- 2.9.1 Eliminate or add any major category of program offerings
- 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, personality, and special learning needs within each class
- 2.9.4 Fail to maintain accredited status with either COGNIA, the Association of Christian Schools International, and/or Christian Schools International
- 2.9.5 Fail to ensure appropriate professional affiliations with other organizations
- 2.9.6 Fail to establish a comprehensive curriculum review cycle
 - 2.9.6.1 Fail to consider the impact of the modifications on the school as a whole.
- 2.9.7 Fail to ensure a biblical worldview as it pertains to instruction and redemptive discipline
- 2.9.8 Fail to monitor data and provide evidence that student academic performance, as a whole, meets or exceeds learning objectives
- 2.9.9 Fail to provide appropriate co-curricular opportunities for students
- 2.9.10 Fail to provide an updated strategic plan annually, which includes, at a minimum, issues regarding personnel, budget, facilities, curriculum, and co-curricular activities

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/DONATIONS/FUND-RAISING

Policy 2.10 The Headmaster shall not allow fund-raising that is unethical, in violation of biblical principles, or not aligned with accomplishing the Ends of Desert Christian Schools.

Accordingly, the Headmaster shall not:

- 2.10.1 Accept funds from any entity, organization, or individual(s) that requires the school to deviate from its stated mission
- 2.10.2 Accept funds from any entity, organization, or individual(s) that require that the school make changes that are unacceptable or impractical
- 2.10.3 Accept gifts of real estate
- 2.10.4 Use donations for purposes other than that for which they were solicited. If excess funds are obtained in response to such a solicitation, excess funds may be used for other projects only with the consent of the donor(s) if the donor(s) set limits on the use of the donated funds. If there are excess campus operational, capital campaign or undesignated development funds, the Headmaster shall not fail to obtain Board of Trustees concurrence on use of those funds.
- 2.10.5 Fail to thank donors in a timely manner and communicate to them the importance of their donation
- 2.10.6 Fail to ensure that all fund-raising activities are well coordinated
- 2.10.7 Allow donor funds to be mixed or congregated into one account when separate accounts are necessary for tracking and accountability
- 2.10.8 Initiate capital fund-raising projects

POLICY TYPE: BOARD/HEADMASTER LINKAGE

POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION

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

POLICY TYPE: BOARD/HEADMASTER LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

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

Accordingly:

- 3.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the Headmaster 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 Headmaster can refuse such requests that, in the Headmaster's opinion, require a material amount of staff time or funds or are disruptive.

POLICY TYPE: BOARD/HEADMASTER LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE HEADMASTER

POLICY 3.2 The Headmaster 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 under the authority and accountability of the Headmaster.

Accordingly:

- 3.2.1 The Board will not give instructions to persons who report directly or indirectly to the Headmaster
- 3.2.2 The Board will refrain from evaluating, either formally or informally, any staff other than the Headmaster
- 3.2.3 The Board will view Headmaster's 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 Headmaster performance

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

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

Accordingly:

- 3.3.1 The Board will develop policies instructing the Headmaster 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 Headmaster 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 Headmaster uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Headmaster 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 Headmaster's domains. By doing so, the Board changes the latitude of choice given to the Headmaster. However, as long as any particular delegation is in place, the Board will respect and support the Headmaster's choices.
- 3.3.5 Should the Headmaster 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 Headmaster from subsequent Board judgment of the action nor does it necessarily curtail any executive decision.

POLICY TYPE: BOARD/HEADMASTER LINKAGE

POLICY TITLE: MONITORING HEADMASTER’S PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of Headmaster’s job performance will be solely against the expected Headmaster’s 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 Headmaster discloses compliance information to the Board, (b) by external report, in which an external, objective 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 interpretation of the Board policy being monitored.
- 3.4.4 Actions determined to be not compliant with a reasonable interpretation of the Board policies will be subject to a remedial process agreed to by the Board.
- 3.4.5 All policies that instruct the Headmaster 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 as set forth below:

	Policy	Method	Frequency	Schedule
1.1, 1.2	Ends	Internal	As Scheduled	January, March, September, November
1.3, 1.4	Ends	Internal	As Scheduled	February, May, October, December
2.0	General Executive Constraint	Internal	Annually	September
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
	Financial Audit	External	Annually	April
	Financial Reports	Internal	Monthly	July-June
2.4	Financial Condition and Activities	Internal	Annually	October
2.5	Asset Protection	Internal	Annually	June
2.6	Emergency Administrator Succession	Internal	Annually	October
2.7	Compensation and Benefits	Internal	Annually	December
2.8	Communication and Support of the Board	Direct	Annually	March
2.9	Programs/Services	Internal	Annually	August
2.10	Donors/Donations/Fund-raising	Internal	Semi-annual	Sept and May

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The Board actively acknowledges God as the owner of Desert Christian Schools and exercises its stewardship by understanding and obeying His will as discerned through His Word, His Spirit, and fellow believers committed to the school’s mission. With a sense of accountability to God and the DCS Parent Association, the Board is to assure that Desert Christian Schools achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNING STYLE AND VALUES**

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 Headmaster roles; (e) collective rather than individual decisions; (f) the future rather than the past or present; and (g) being proactive rather than reactive.

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 the 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 Desert Christian Schools, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, or military status. 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 at the Annual Meeting in April. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Headmaster 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 4.2 – Intentionally Left Blank

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VALUE OF BIBLICAL APPLICATION

POLICY 4.3 We believe that deriving practical applications from and modeling God’s Word are essential to completing our mission.

Accordingly, we believe:

- 4.3.1 That a Christian faith-based education is essential to the achievement of our mission
- 4.3.2 That Christian schools exist to support parents and the church in fulfilling the parents’ biblical responsibility to educate children
- 4.3.3 That teaching God’s Word, and teaching how to apply God’s Word, is essential to education
 - 4.3.3.1 All truth is God’s truth
 - 4.3.3.2 It is important to have knowledge of and appreciation for the attributes of God
 - 4.3.3.3 The work of the Holy Spirit is essential
 - 4.3.3.4 Prayer is vital
 - 4.3.3.5 Every individual is of value; all are uniquely created in the image of God.
 - 4.3.3.6 A personal relationship with Christ is essential
- 4.3.4 That every aspect of curriculum should be integrated with God’s Word, including teaching on:
 - 4.3.4.1 The natural world
 - 4.3.4.2 Human history and God's activity in it
 - 4.3.4.3 Humanity, its cultures, and how we are to live in the world
- 4.3.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty, staff, administration, Board members and volunteers shall:
 - 4.3.5.1 be born-again Christians who model Christ
 - 4.3.5.2 strive for excellence
 - 4.3.5.3 demonstrate a servant’s heart
 - 4.3.5.4 serve in harmony
 - 4.3.5.5 engage only in activities consistent with biblical truth

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.4 The job of the Desert Christian Schools Board is to represent God and the DCS Parent Association in determining and demanding appropriate organizational performance.

Accordingly:

- 4.4.1 The Board will produce the link between the organization and the DCS Parent Association.
- 4.4.2 The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.4.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 4.4.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - 4.4.2.3 GOVERNANCE PROCESS: Specification of how the Board conceives, carries out and monitors its own performance.
 - 4.4.2.4 BOARD/HEADMASTER LINKAGE: How power is delegated and its proper use monitored; the Headmaster role, authority, and accountability.
- 4.4.3 The Board will produce assurance of the Headmaster’s performance (measured by compliance with policies 4.4.2.1 and 4.4.2.2).
- 4.4.4 The Board will initiate all capital fund-raising projects.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 4.5 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:

- 4.5.1 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.
- 4.5.2 The cycle will start with the Board’s development of its agenda for the next year.
 - 4.5.2.1 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.
 - 4.5.2.2 The president is encouraged, at the commencement of the Board’s annual planning cycle, 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 majority of the members of the Board, or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.
- 4.5.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 4.5.4 The Board will meet monthly, generally the 3rd Thursday. Additional meetings will be scheduled as required.
- 4.5.5 Headmaster monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.5.6 Headmaster contract renewal and remuneration will be decided by the May Board of Trustees meeting, after a review of monitoring reports received in the last year.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: PRESIDENT’S ROLE

POLICY 4.6 The president assures the integrity of the Board’s process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 4.6.1 The job result of the president is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 4.6.1.1 Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide, not the Headmaster.
 - 4.6.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.6.2 The authority of the president consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Headmaster 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.
 - 4.6.2.1 The president is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - 4.6.2.2 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 Headmaster.
 - 4.6.2.3 The president may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - 4.6.2.4 The president will represent the Board in matters that relate to Desert Christian Schools.
 - 4.6.2.5 The president may delegate this authority but remains accountable for its use.
- 4.6.3 The president may appoint members and a president 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

POLICY 4.7 The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

- 4.7.1 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.
- 4.7.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.7.2.1 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.
 - 4.7.2.2 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.
 - 4.7.2.3 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.
- 4.7.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 4.7.3.1 Board members' interaction with the Headmaster or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 4.7.3.2 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.
 - 4.7.3.3 Board members will give no consequence or voice to individual judgments of Headmaster or staff performance.
- 4.7.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.7.5 Board members must meet the proper biblical qualifications.
- 4.7.6 Board members must be in agreement with the Desert Christian Schools' Statement of Faith.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

POLICY 4.8 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:

- 4.8.1 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 may be interpreted as that member’s resignation from the Board.

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.

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

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 Headmaster’s responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Headmaster or responsible staff person.

Contributions – Each Board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Desert Christian Schools. The demonstration of support, rather than the amount of the contribution, is of primary importance.

Continuing Education – Each Board member is expected to make appropriate annual efforts toward continuing education in governance.

Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 4.9 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 Headmaster.

Accordingly:

- 4.9.1 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.

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 Headmaster.

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

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.

Committees will be used sparingly and ordinarily in an ad hoc capacity.

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 Headmaster.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 4.10 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 that are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

4.10.1 Board Membership Committee

- a. Product: Properly screen potential Board members by no later than March 20 each year. Properly train new members and continue to educate current members.
- b. Authority: To incur costs of no more than \$1000 and no more than 30 hours of staff time per year.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.11 The Board aims to maintain a size of at least 7 elected members. The Board nominating committee for Board officers will properly screen and nominate individuals for the Board officers. The Board nominating committee for filling vacancies on the Board will properly screen and nominate individuals to fill vacancies on the Board.

Accordingly:

4.11.1 No later than the January meeting, the current Board will elect a Board nominating committee to fill vacancies on the Board. It will elect its own chair and solicit suggestions for nominations.

No later than the February meeting, the Board nominating committee will provide a list of potential Board nominees.

At the February meeting, the Board shall:

4.11.2.1 Approve or disapprove the Board nominating committee’s nominations for new Board members

4.11.4 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.

4.11.5 Individuals may not be nominated or serve if they or their spouse are employees of Desert Christian Schools (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.

4.11.6 No later than the March meeting, the current Board will elect a nominating committee to provide a list of nominees for officers of the Board of trustees.

4.11.7 At the May meeting, the Board shall approve or disapprove the Board nominating committee's nominations for new Board officers.

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

Members who serve three (3) consecutive three (3)-year terms may be nominated for Board membership again after spending a minimum of one (1) year off the Board.

4.11.10 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

POLICY 4.12 The Board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

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

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

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.

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

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

4.12.2.1 Up to \$5,000 per year for training, including attendance at conferences and workshops, retreats and monthly meetings.

Up to \$2,000 annually for surveys, focus groups and opinion analyses.