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The Governance Model-

The Calhoun Christian School Board of Directors follows a modified form of the governance model of leadership.

Definitions

Ends (Determined by the Board of Directors)

- (1) The outcome the organization is to produce
- (2) The persons for whom the outcome is to be made
- (3) The cost or worth of the outcome

Means (Determined by the Administrator)

Everything that is not ends is means. If an issue includes any of the three aspects of ends, it is ends.

- Even if it is important
- Even if it is required by law
- Even if it is critical to survive
- Even if the board wants to control an issue

Line of Authority

The Owner

From whom the board obtains its authority

The Board

The board exists to be accountable that its organization works.
The board represents the owner.

Board accountability

- To be definite about expectations
- To assign expectations clearly
- To check to see that expectations are being met

Key points

- The board represents the owner of the organization.
- The board speaks with one voice or not at all. The board will allow no officer, committee, or individual on the board to come between the board and its Administrator.
- The board directs the organization by addressing its Mission Principles (Ends) and Boundary Principles to the Administrator.
- The board instructs no staff but the Administrator.
- Ends and means are distinguished from each other only according to the definitions given above.
- The board controls Mission Principles (Ends) positively – by prescribing.
- The board controls Boundary Principles negatively – by prohibiting.
- The board defines issues from the most general level of specificity to that more detailed level which will allow it to delegate any reasonable interpretation of its words.

- The board may change the level of its policy making at any time.
- The board monitors performance against its policy words.

The Staff

Those who produce the outcome

The board has only one staff – the Administrator

All remaining staff serve under the authority of the Administrator

The Customers

Those who receive or benefit from the outcome

Mission Principles

MP 1.0 Comprehensive Mission Statement

(Defining *what difference* this school will make *for whom* and *to what extent*)

Calhoun Christian School exists to bring academic excellence to a growing number of Calhoun area students while upholding God's truth and high standards of health and wellness, enabling young people to positively impact our community and our world.

MP 1.1 Component: Academic Achievement

The first highest objective of Calhoun Christian School shall be to increase the academic achievement of every student.

MP 1.1a Component: Educator Quality and Effectiveness

A significant and supporting objective of Calhoun Christian School shall be to improve educator quality and effectiveness.

MP 1.1b Component: Access to Essential Technology

A significant and supporting objective of Calhoun Christian School shall be to provide every student access to essential current technology.

MP 1.1c Component: Internal resources

A significant and supporting objective of Calhoun Christian School shall be to align internal resources to improve student learning.

MP 1.2 Component: Spiritual Development

The second highest objective of Calhoun Christian School is to provide opportunities at every grade level for spiritual growth, Biblical knowledge, and Christian Service.

MP 1.3 Component: Health and Wellness

The third highest objective of Calhoun Christian School is to strive for the highest level of health and wellness for each student.

MP 1.4 Component: Supporting Structure and Resources

As a support to the previous objectives, the fourth highest objective of Calhoun Christian School is to align internal and external resources to provide a safe, adequate, and growing structure that will create the most efficient atmosphere for learning.

Boundary principles

*(Defining **the limits of acceptable means** that the administrator is hereby authorized to use in achieving the Missions Principles)*

BP 1.0 Comprehensive Boundary Statement

The administrator shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical, or unbiblical.

BP 1.1 Component: Biblical and Moral Integrity

With regard to the teaching, leadership, and management of the school, the administrator shall not fail to uphold high standards of biblical and moral values.

BP 1.2 Component: Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Mission Principles, risk financial jeopardy, or fail to be derived from a multiyear plan.

BP 1.3 Component: Financial Condition and Activities

With respect to the actual ongoing financial conditions and activities, the administrator shall not allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Mission Principles.

BP 1.4 Component: Asset Protection

The administrator shall not allow the assets of the school to be unprotected, inadequately maintained, or unnecessarily risked.

BP 1.5 Component: Treatment of Constituents

With respect to interactions with constituents or potential constituents, the administrator shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

BP 1.6 Component: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the administrator shall not cause or allow jeopardy to fiscal integrity or public image.

BP 1.7 Component: Treatment of Staff

With respect to the treatment of paid and volunteer staff, the administrator may not cause or allow conditions that are unsafe, unfair, undignified, or unlawful.

BP 1.8 Component: Communication and Support to the Board

The administrator shall not permit the board to be uninformed or unsupported in its work.

BP 1.9 Component: Emergency Administrator Succession

In order to protect the board from the sudden loss of administrator services, the administrator may have at least one other staff member familiar with board and administrator issues and processes.

Accountability principles

*(Defining for the chairperson the standards to uphold for enforcing **the integrity and fulfillment of the board's processes**)*

AP 1.0 Comprehensive Accountability Statement

The responsibility of the board before God is to see that Calhoun Christian School, through the leadership of its administrator, (1) achieves the fulfillment of its Mission Principles, and (2) avoids violation of its Boundary Principles.

AP 1.1 Component: Stewardship to Christ for Those He Calls Us to Serve

The board shall maintain an active connection with the “moral ownership” of the school: Christ and the people he has called this school to serve.

AP 1.1.1 Detail: Community Research and Public Relations

The board will invest significant resources each year to enhance its understanding of the educational needs of people in the community and to enhance the school's reputation of service to the community.

AP 1.1.2 Detail: School Feedback and Assessment

The school will collect input and feedback from visiting and non-returning families to better understand their needs.

AP 1.1.3 Detail: Devotion to Prayer and the Word of God

The board will continually seek the wisdom and leading of Christ as the Lord of the school. To this end, significant attention will be given to prayer and study of Scripture as a group.

AP 1.2 Component: Disciplining the Process of the Board

The board shall conduct itself with discipline and integrity with regard to its own process of governance.

AP 1.2.1 Detail: Board Style

The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and staff roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

AP 1.2.2 Detail: Board Job Description

The essential job outputs of the board are linkage to the people served, definition of Guiding Principles, and monitoring of administrator performance. In addition to these three essentials, the board shall exercise authority granted to it in the school bylaws.

AP 1.2.3 Detail: Board Member Code of Conduct

The board commits itself and its members to the following code of conduct:

- a) Members of the board must exhibit loyalty to the interests of Christ regarding those whom he has called to serve. This loyalty supersedes any personal or group interest among or outside consumers of the school's services. A member must disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it.
- b) Members of the board must honor the principles and decisions of the board acting as a whole. They may not foster dissent or attempt to exercise individual authority over the staff or the organization except as explicitly stated in the Guiding Principles.
- c) Members of the board must respect confidential board issues and must avoid facilitating gossip or other "triangulation" against the practice of direct, biblical resolution.

AP 1.2.4 Detail: Responsibility of the President for Integrity of Process

The president enforces the integrity and fulfillment of the board's process including the monitoring of administrator performance. The president is authorized to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the board's process.

AP 1.2.5 Detail: Responsibility of the Administrator for Administrative Leadership

The administrator has the responsibility, authority, and accountability to serve as the primary leader of the school at every level: student body, parents, and staff. If a question of process arises with regard to the bylaws or Guiding Principles of the school, the administrator will defer to the judgment of the board president.

AP 1.2.6 Detail: Use of Board Committees

Board committees will be assigned so as to reinforce the wholeness of the board's job and never to interfere with the delegation from the board to the administrator or with the work of the staff.

AP 1.2.7 Detail: Cost of Governance

The board will invest amply in its own governance capacity through training, outside expertise, research mechanisms, and meeting costs.

AP 1.3 Component: Monitoring the Performance of the Administrator

The board's sole official connection to the operating organization of the school, its achievement, and conduct shall be through the administrator.

AP 1.3.1 Detail: Unity of Control

Only decisions of the board acting as a whole are binding on the administrator.

AP 1.3.2 Detail: Accountability of the Administrator

The administrator's is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the

board is concerned, is considered the authority and accountability of the administrator.

AP 1.3.3 Detail: Delegation to the Administrator

The board will instruct the administrator through written principles that prescribe the mission to be achieved and establish the boundaries to be avoided, allowing the administrator to use any reasonable interpretation of these principles.

AP 1.3.4 Detail: Performance of the Administrator

Systematic and rigorous monitoring of administrator job performance will be solely against the only expected administrator job outputs: school accomplishment of the board's Mission Principles and school operation within the board's Boundary Principles.

AP 1.3.5 Detail: Annual Goals of the Administrator

The administrator will be required to write measurable goals each year that correspond to each of the board's mission principles.

AP 1.3.6 Detail: Annual review of the Administrator

Each year, the board shall review the results achieved by the administrator on each of the annual goals. A merit raise, cost of living raise, corrective action, or request for resignation shall be based on these results achieved within the board's Boundary Principles.

CALHOUN CHRISTIAN SCHOOL PROSPECTIVE BOARD MEMBER QUESTIONNAIRE

Your name has been submitted as a prospective member of the Calhoun Christian School Board. If you are interested in serving, please complete the following and return it to the board president or the Nominating Committee Chair, Mrs./Mr. _____. Feel free to use additional sheets if necessary. Thank you for your interest in serving.

1. School board meetings are generally held once each month, currently in the evening on the fourth Monday. Additionally, 2-3 "Special Meetings" may be called throughout the year for board training, retreat/leadership gatherings, budgeting, or other reasons. Is this a time to which you can commit?

2. The commitment to serve on the CCS Board is a two-year term with the potential option of second and third terms. Is this a timeframe to which you can commit and do you have concerns/reservations about that commitment?

3. CCS has traditionally utilized Committees to handle much of the school's operations. Board members are asked to sit on at least one committee of their choice and in line with their talents and abilities. This committee time commitment plus the Board time commitment can range from 6-20 hours per month. Is this acceptable to you?

4. Listed below are current committees of the Board. Please check one or more of the committees where you feel your talents would be best used. Also, please list other areas where you believe you/your talents could be used.
 - Development
 - Finance
 - Building and Grounds

5. CCS Board members are required to contribute to the tuition scholarship program annually. Is this acceptable to you?

6. Topics discussed by Board members, notes communicated through emails/conversations, and information from "executive session" meetings are considered private and, in some cases confidential. Will you be able to treat information as such and not discuss, provide, or otherwise disseminate with anyone outside the board, even friends and your spouse/children?

7. Have you read and do you agree with CCS's Mission Statement?
8. Which of the following most accurately describes your opinion (please circle and discuss as appropriate):
- a. I believe that Christian School must be provided for all who want it, regardless of cost.
 - b. I believe that Christian School should be provided to all who desire that atmosphere, regardless of cost.
 - c. I believe that the cost of Christian school could/should be shared by the family and other funding sources.
 - d. I believe that each family should bear the full burden of the cost of Christian school.
 - e. Other (explain)
9. Please mark agree/disagree to the following statements with regard to the school operations and Board's role at Calhoun Christian School (explain as appropriate).
- a. The Board's primary role is to govern CCS through policy. Agree/disagree
 - b. The Board's primary role is to manage the school along with the Administrator. Agree/disagree
 - c. Individual Board members should be available to assist the Administrator whenever assistance is needed. Agree/disagree
 - d. Individual Board members can and should interact with the Administrator and other staff regarding school operations and provide feedback. Agree/disagree.
 - e. Board members and family/friends should receive special treatment from CCS because of the extra work they put into the school. Agree/disagree
 - f. Board members are fundraisers for CCS. Agree/disagree
 - g. When presented with a question/comment/concern by a parent, the Board member should do their best to solve it promptly to the best of their ability. Agree/disagree
 - h. Other (explain)
10. CCS bylaws require that Board members be regularly involved in a local church with a similar statement of faith. Please provide your Church's name, Pastor's name, years attended and a brief details about the ministry areas in which you have served.

11. Support of CCS can manifest itself in many ways. Please provide some of the ways in which you and your family have supported CCS in the past.

12. Board leadership is a team effort where each member must contribute to the best of their abilities, drawing on their collective experiences. Please indicate your experience on other non-profit boards and/or similar service and what, personally, you would bring to the CCS Board.

13. Please list at least three others (with contact information) who have served with you in the capacity noted above or at other school activities.

14. Attached to this is a Leadership Commitment Form. Board members are asked to read and sign this form each year they serve. Please note any questions or concerns you have below.

15. Please list any questions, comments, or concerns that were not addressed in this questionnaire.

Signature: _____ Date: _____

Print Name: _____

Address: _____ City: _____

Zip: _____

Email: _____

Please list phone numbers in the order that is best to reach you. Don't give us numbers from which you prefer not to be called:

_____ Cell Home Work

_____ Cell Home Work

_____ Cell Home Work

LEADERSHIP COMMITMENT

Knowing that God has spoken clearly in His Word concerning the character and responsibility of a leader,

1. I will seek to maintain a close, intimate walk with the Lord by regularly spending time alone with Him, in His Word and in prayer.
2. I will be a diligent student of God's Word.
3. I will endeavor to walk continuously in step with the Holy Spirit.
4. I will pray for those who serve with me as Board members, for the School Principal, for the faculty and staff of the school, for the students of the school, and for this ministry's testimony in the community.
5. I will be diligent in preparation for all Board meetings and participate in duly appointed committees.
6. I will faithfully attend all meetings of the Board unless I am hindered from doing so by compelling reasons such as illness or necessary travel. When I am unable to attend, I will notify the Board President in advance, if possible. I will follow up with the Board Secretary and/or other Board members to be informed about the proceedings of the meeting that I missed.
7. My fellowship, speech, and manner with my colleagues on the Board and with any members of the school family will be characterized by love, grace, and humility. With the help of the Holy Spirit, I will refrain from expressing demeaning attitudes through criticism and complaint.
8. While respecting divergent views and convictions expressed by my colleagues on the Board, I will express my views and differences of opinion constructively and with grace. Once the Board has discussed and voted on an issue and regardless of my personal vote on that issue, I will publicly support the Board's action.
9. I will be an encourager, acting with integrity and discretion, and will endeavor to maintain the unity of the Spirit in the bond of peace.
10. With regards to the school's conflict of interest policy,
 - a. I have received a copy of the conflicts of interest policy (Bylaws),
 - b. I have read and understand the policy,
 - c. I agree to comply with the policy, and
 - d. I understand the school is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

I have studied these statements of commitment and have prayed over them, and I believe God would have me serve as a Board member according to these standards.

Signature _____ Date _____

BOARD MEMBER ANNUAL AFFIRMATION OF SERVICE

1. I continue to fully support the mission, vision, and core value statements of Calhoun Christian School.
2. I understand board membership requires the equivalent of a minimum of 10 days per year of my time, including preparation and attendance at board and committee meetings and school sponsored events such as the Annual Fall Banquet and the Auction. I am able to give that time during the twelve months ahead and expect to attend all board and committee meetings unless I give the chairman advance notice of my need to be absent for good cause.
3. I intend to contribute financially to Calhoun Christian School during the year and will help open doors to friends who may be interested in contributing.
4. I have reviewed, signed, and intend to comply with our Leadership Commitment. I am attaching information on any potential conflict of interest that has not been previously disclosed to the secretary of the board.
5. I am able to fully support, without any reservations, the leadership of the Calhoun Christian School Board and of our School Administrator. As this pertains to our school, I give my full support to the Board Chairman and School Administrator.
6. During the year, if anything should occur that would not allow me to keep these intentions of being a positive contributor to our board, I will take the initiative to talk to the officers about a voluntary resignation in order to allow another to serve who is able to meet these common expectations of all board members.

_____ I am able to affirm all the above items and look forward to continued service.

_____ Given my current circumstances, I am unable to affirm all the above, and I request that the board accept my resignation effective and seek a replacement who can meet all the expectations of board members.

Signed: _____ Date: _____

Please return your copy to the board secretary in the envelope provided. Thank you.

COMMITTEE RESPONSIBILITIES

Finance Committee

- Annually make recommendation to BOD in the setting of tuition and fees
- Annually make recommendation to the BOD for the fiscal year budget
- Annually provide for an audit, review, or compliation of the finances

Scholarship Sub Committee

- Maintain policies and procedures relating to the designation and monitoring of scholarship funds
- Review and approve scholarship designations in cooperation with the Administrator

Building & Grounds Committee

- Procure, protect, maintain, and manage the property and equipment of the school

Education Committee (also serves as adhoc ACSI Accreditation Committee) (committee through Administrator only)

- Annually review the educational program and textbooks in cooperation with the administrator
- Annually review the parent student handbook
- Annually prepare the school calendar

Development Committee

- The promotion and development of Christian Education in Calhoun County including developing ways to provide awareness and promote the school in the community
- To find ways to offset the financial needs of the school through fundraising, annual banquet, annual auction, and other events as needed.

Board Chair

- Provide for the annual evaluation of the Administrator by the BOD
- Provide for the annual self-evaluation of the BOD & Leadership Commitment

Nominating (Ad-Hoc) Committee

- Interview potential board members
- Make recommendations to the BOD for open board positions

COMMITTEE GUIDELINES

Committee Meetings

- Committees are to conduct business at regularly scheduled meetings.
- Discussions may be conducted via phone/e-mail; however, all decisions/proposals must be voted upon at a regular or special meeting.
- Exceptions can be made if signed off by all committee members (unanimous consent).

Committee Limitations

- Recommendations of a policy nature (ends/boundaries) are to be made to and are subject to the approval of the board.
- Recommendations regarding procedure (means) are to be made to and are subject to the approval of the (acting) administrator.

Reporting Format: Reports are to include the following:

- Date & time of meeting
- Members of committee present
- Report of activities
- Proposals requiring action by the board
- In the case of significant opposition by a committee member to a committee recommendation, a minority report may be submitted to the board.

Distribution of Reports

- Reports are to be distributed to the board via e-mail one week prior to the board meeting.
- Reports are to be copied to the members of your committee when distributing to the board.

BOARD GUIDELINES

Emergency Approval Policy

- Any items requiring board approval may be submitted to the board via e-mail. The request will include a deadline for response of no less than one business day.
- This would be a unanimous consent approval. If any board member objected, the item would be tabled until the next meeting. An objection would not necessarily indicate a no vote, but would be used simply to force an opportunity to debate the issue in a full board meeting.
- A board member has the option of approving the item, objecting to the item, or requesting more information via e-mail.
- All correspondence regarding the item, including clarifications, must be sent to the entire board (board@calhounchristian.org).
- 2/3^{rds} of the board must respond without objection before the item will be considered approved.
- Formal approval of the item will be made at the next regular board meeting.

Using CCS E-mail

Changing your CCS e-mail forwarding:

1. Go to portal.office.com
2. Log in
 - a. Enter e-mail name (first name.last name, i.e. john.doe@calhounchristian.org for John Doe)
 - b. Enter password. Initial password will be "Welcome1" (case sensitive).
3. On the top click on the Settings (looks like a  icon)
4. Go down to "Your app settings" and click on "Mail"
5. On the Options menu that will show up on left hand side under Mail is Accounts under that is "forwarding" – click on that
6. Highlight "start forwarding and then enter the address to forward to.
7. Check **Keep a copy of each forwarded messages** only if you will keep your e-mailbox cleaned up. You have a limit to the number of e-mails you can accumulate.
8. Click **Save**
9. Log out

BOARD OF DIRECTOR TERMS

2017-2018

Position	Name	Term	Term Beginning	Term Ending
Chair	Vicki Milroy	2nd	July 1, 2016	June 30, 2018
Vice President	Erin Major	1 st	July 1, 2016	June 30, 2018
Treasurer	Jason Woodard	1st	July 1, 2016	June 30, 2018
Secretary	Jen Reif	2nd	July 1, 2016	June 30, 2018
At Large	Matt Drallette	1st	July 1, 2016	June 30, 2018
At Large	Malcolm Reed	1st	July 1, 2016	June 30, 2018
At Large	Matt Lueck	1st	July 1, 2017	June 30, 2019

CALHOUN CHRISTIAN SCHOOL BOARD CALENDAR 2017-2018

July

- BOD Pledges Due
- Annual Leadership Commitment Due
- Affirmation of Service Due
- Board Leadership Elections
- Approve Student Handbook Education Committee

August

- Board Orientation (Review of policy and procedures)
- Board/Staff Fellowship
- Approve Final Board Calendar for 2017-2018

September

- Board Strategic Planning Kickoff

October

- June 30 School Finances Report Finance Committee
- Final Budget Approval Finance Committee

November

- Fall Banquet Development/Administrator
- Form 990
- Challenge Scholarship Appeal Starts Development

December

- Christmas Program
- Board/Administration Christmas Party Board Chair

January

- Review of school philosophy statement Board Chair
- Approve School Calendar Education Committee

February

- Board Self Review Board Chair
- Approve tuition rates for next year Finance Committee

March

- Annual Fundraising Auction Development/Administrator
- Appoint Nominating Committee

April

- Approve Teacher Contract Template Administrator
- Intent to return (staff) Administrator

May

- Administrator Review
- Nominating Committee Report Due
- Staff Evaluations
- Intent to Hire

Board Chair

Administrator
Administrator

June

- Graduation
- MHSAA Board Resolution

Administrator