

TPCS Board of Directors Governance Policy

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TPCS Board of Directors Governance Policy

I. PURPOSE

A. The purpose of this document is to:

Record the Vision of Traders Point Christian Schools, Inc (also referred to as “Traders Point Christian Academy” or “TPCS”) which consists of descriptions of the future in the form of the skills expected of students who are graduates of TPCS;

Document the Limitations placed on the Head of School by the Board of Directors (also referred to as the “Board”);

Document how the Board of Directors is expected to interact with the Head of School;

Document the governance process by which the Board of Directors will conduct itself and its activities, including guidelines for Director qualification and conduct.

B. This Governance Policy may be amended from time to time by a 2/3rds vote of the Board of Directors, provided that amendments are not in conflict with the Articles of Incorporation.

II. VISION, MISSION, CORE VALUES AND STATEMENT OF FAITH

A. **Vision**: TPCS will prepare and equip students to reach their highest individual potential and impact the world for Christ.

B. **Mission**: Traders Point Christian Academy challenges and educates students within a framework of a Biblical worldview while leading them to a personal faith and transformed life in Jesus Christ.

C. **Core Values**:

1. **Faith**: (belief, trust, confidence in God): We believe Jesus Christ is God’s Son and the only Lord and Savior of all creation. We believe a personal faith in Him is essential to the Christian life with personal responsibility to develop and exercise this faith for God’s glory. (Matthew 16:13-17; Ephesians 1:3-14; Colossians 1:15-23; Hebrews 9:11-15)
2. **Relationships** (Jesus, students, teachers, parents, church and/or community): We believe TPCS shares a partnership with the parents/guardians and the local church to build a personal relationship between students and Jesus Christ. We believe teachers instruct and serve as role models for students. We believe students have the personal responsibility to apply Biblical truths in their relationships. (Deuteronomy 6:1-9; John 13:12-17; Ephesians 6:4 | Timothy 4:10-16)
3. **Understanding** (knowledge and application): We believe God is the pre-existent Creator and the ultimate source of all truth and knowledge. We believe success in education is reflected in a child’s confidence and ability to apply what he or she has learned to situations inside and outside of the classroom. We believe a Biblically based education targets the child’s mind, body, heart and worldview. We believe intentional learning opportunities develop skills and gifts needed for the completion of each developmental stage. (Genesis 1-2; Proverbs 2:1-11 & 3:1-18; Genesis 1-2; Romans 1:18-32; Romans 12:1-2; Ephesians 4:20-24)
4. **Integrity** (accountability, excellence, honesty, transparency): We believe it is important to prepare our minds for action by applying the principles of Biblical integrity. We believe it is important for the world to see that we are set apart and made Holy, in Christ, so that the world may know Him. (Matthew 5:3-16 & 18:15-17; Acts 2:42-47; Romans 12:3-12, I Corinthians 12:7-11, Galatians 5:22-23; I Peter 1:13-16)
5. **Truth** (discernment, wisdom): We believe God’s Word, the Bible, is the only source of truth. We believe the Bible provides the instruction and direction which determines our goals, our actions, our speech and the foundation for our relationships with others. (II Timothy 3:16-17; Proverbs 4:20-27; Ephesians 4:25-5:20)

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D. STATEMENT OF FAITH

We believe the Bible to be the inspired, infallible, authoritative, inerrant Word of God (II Timothy 3:15, II Peter 1:21). Accordingly:

1. We believe there is **one God**, eternally existent in three persons - Father, Son and Holy Spirit (Genesis 1:1, Matthew 28:19, John 10:30).
2. We believe in **the deity of Christ** (John 10:33), his virgin birth (Isaiah 7:14, Matthew 1:23, Luke 1:35), his sinless life (Hebrews 4:15 & 7:26), his miracles (John 2:11), his vicarious and atoning death (I Corinthians 15:3, Ephesians 1:7, Hebrews 2:9), his resurrection (John 11:25, I Corinthians 15:4), his ascension to the right of the Father (Mark 16:19) and his personal return in power and glory (Acts 1:11, Revelation 19:11).
3. We believe in **the absolute necessity of regeneration** by the Holy Spirit for salvation because of the sinfulness of human nature and that men are justified on the single ground of faith in the shed blood of Christ and that only by God's grace and through faith are we saved (John 3:15-21, John 5:24, Romans 3:23, Romans 5:8-9, Ephesians 2:8-10, Titus 3:5).
4. We believe in **the resurrection of both the saved and the lost**; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation (John 5:28-29).
5. We believe in **the physical return of Jesus Christ** to claim the saved and judge the lost (Matthew 24:42-44, I Thessalonians 5:1-11; Revelation 19:11-18).
6. We believe in **the unity of believers in our Lord Jesus Christ** (Romans 8:9, I Corinthians 1:13 & 12:12-13, Galatians 3:26-28).
7. We believe in **the present ministry of the Holy Spirit** by whose indwelling the Christian is enabled to live a godly life (Romans 8:13-14, I Corinthians 3:16, I Corinthians 6:19-20, Ephesians 4:30, Ephesians 5:18).
8. We believe **all Christians are called and gifted by God for ministry** in His Kingdom (Romans 12:3-8, I Corinthians 12:7-13).
9. We believe in **the equality of all peoples** based on the creation of man in God's image and the lack of distinction in God's treatment of people (Genesis 1:26-27, Romans 2:11, Ephesians 2:19).
10. We believe in **the Lord's Great Commission**, that we are bound to extend the gospel of God to all we reach (Matthew 28:18).
11. We believe in the unique creation of male and female in the image of God and in the **sanctity of marriage** defined as the union of one man and one woman (Genesis 1:27 and 2:24; Matthew 19:4-6; Ephesians 5:31).

III. HEAD OF SCHOOL LIMITATIONS

A. GENERAL HEAD OF SCHOOL CONSTRAINT

The Head of School 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 Statement of Faith of Traders Point Christian Schools, Inc. Further the Head of School shall not cause or allow during any TPCS function or on TPCS or Traders Point Christian Church ("TPCC") property any gambling or use of alcohol or tobacco by any school employee or volunteer. Additionally, Sunday activities require Head of School approval prior to scheduling.

B. TREATMENT OF STUDENTS/FAMILIES

With respect to interactions with students/families or potential students/families, the Head of School 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 Head of School shall not:

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1. Fail to establish policies and procedures and use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
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 TPCS with respect to opportunities and services offered to students and their families.
3. Fail to provide a grievance process that permits written appeal to the TPCS Board and inform students/families of this policy utilizing a redemptive approach to partner with parents in a timely fashion.
4. Fail to operate without appropriate child abuse, bullying, and sexual harassment policies, and disseminate those policies to all appropriate school personnel.
5. Fail to appropriately document official interactions with parents and students.
6. Enroll families who do not meet TPCS's admission requirements;
 - a. Spiritual Expectations;
 - Parent(s) and student(s) are encouraged, but not required, to be active in a Bible-believing church. Parents and students shall express and demonstrate their agreement with TPCS's philosophy and handbook policies.
 - The student must exemplify by his/her attitude and lifestyle that he/she is receptive to learning about being conformed to the image of Christ and to being obedient to God's Word. This will be reflected in speech, respect for authority, reverence for the Lord, and ultimately in a commitment to Christ and by display of fruit of the Spirit evident to believers around him/her.
 - b. Academic Expectations;
 - Incoming students may be administered a placement test to determine academic progress;
 - Students are to meet the prerequisite course requirements.
7. Fail to follow all the laws and regulations of Indiana and United States as they apply to schools, parents and students including timely notification of authorities in criminal matters.

C. TREATMENT OF STAFF

With respect to the treatment of current or prospective paid staff and/or volunteers, the Head of School may not cause or allow conditions which are unjust, unrighteous, disrespectful, unlawful, unsafe, or lacking appropriate confidentiality. Accordingly, the Head of School shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Fail to establish policies and procedures and use methods of collecting, reviewing, transmitting, or storing staff information that fails to protect against improper access to the material stored.
3. Discriminate against any staff member for using the established grievance processes to express dissent concerning superiors.
4. 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.
5. Fail to acquaint staff with this policy and to instruct the staff on principles and processes of conflict resolution.
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.

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7. Fail to communicate to the staff that neither employees nor their children should be treated any differently than any other parent or student.
8. Fail to monitor and document the work of each staff member and provide annual performance reviews that are consistent with stated job expectations and fundamentally designed to foster professional development.
9. Fail to consistently promote and provide staff development.
10. Fail to operate without appropriate child abuse and sexual harassment policies that are communicated to teachers and administrative personnel.
11. Permit employment of any family members of administrative and/or Board personnel, without prior Board approval.
12. Fail to operate without policies and procedures to ensure compliance with applicable law.
13. Fail to employ staff that meets the appropriate qualifications. Accordingly, all staff must have:
 - a. Qualifications consistent with ACSI and Indiana State Department of Education requirements as applicable;
 - b. A clear testimony of personal faith in Christ and agreement with the Statement of Faith of Traders Point Christian Academy
 - c. Membership in good standing and regular attendance at a local Bible-believing church attestable by the pastor.

D. FINANCIAL PLANNING/BUDGETING

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

Accordingly, the Head of School shall not allow a budget which:

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. Establishes individual tuition and fees at a level that renders TPCS at a market disadvantage;
3. Projects enrollment growth greater than current year enrollment times a reasonable growth factor, as determined each year by the Board;
4. Does not provide less than a 1 percent of total operating expenses as a contingency line item;
5. Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition, fees, and gifts in that period without advance approval of the board;
6. Does not provide for ongoing staff/teacher development and retention;
7. Does not provide for financial assistance to qualifying tuition payers;

E. FINANCIAL CONDITION & ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Head of School shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in this Governance Policy. Accordingly, the Head of School shall not:

1. Expend more funds than have been received for the fiscal year without advance approval of the board;
2. Accept money for a specified purpose that deviates materially from the Board's priorities;
3. Spend or permit spending of designated funds other than for specified purposes;
4. Fail to settle payroll and debts in a timely manner;
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed;

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6. Acquire, encumber or dispose of real property;
7. Fail to aggressively pursue material receivables after a reasonable grace period;
8. Fail to evaluate full consequences of gifts prior to receipt of gift;
9. Enter into agreements that commit payments in excess of 1 percent of TPCS's annual budget or have a term with duration longer than one year without prior Board approval.
10. Fail to establish and maintain adequate financial controls.
11. Fail to establish adequate liquidity sources for TPCS.
12. Seek an increase to line of credit without prior Board approval, Bank approval, and TPCC approval as appropriate.

F. ASSET PROTECTION

The Head of School shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked. Accordingly, the Head of School shall not:

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. Allow un-bonded personnel access to material amounts of funds;
3. Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance;
4. Negligently or intentionally expose the organization, its Board or staff to claims of liability;
5. Make any purchase:
 - a. Wherein normally prudent protection has not been given against conflict of interest;
 - b. over \$25K without obtaining at least 2 competitive bids.
6. Fail to protect intellectual property, information and files from loss or significant damage;
7. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards;
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions;
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission;
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.
11. Permit TPCS to enter into any contract or other arrangement (other than student enrollment) with faculty or staff members that presents a conflict of interest without obtaining Board approval.

G. EMERGENCY HEAD OF SCHOOL SUCCESSION

In order to protect the Board from sudden loss of Head of School services, the Head of School shall not fail to designate and inform the Board of two or more individuals who will be familiar with Board and school administrative issues and processes.

H. COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Head of School shall not cause or allow jeopardy to fiscal integrity or Christian testimony. Accordingly, the Head of School shall not:

1. Change his or her own compensation and benefits;

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2. Promise or imply permanent or guaranteed employment;
3. Establish current compensation and benefits that are greater than the Board-approved benchmark(s) based on geographic or professional market for the skills employed;
4. Create compensation obligations over a term longer than one year;
5. Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities;
 - b. Provide less than some basic level of benefits to all full-time employees
 - c. Allow any employee to lose benefits already accrued from any foregoing plan
 - d. Fail to use a table and/or formula-based compensation plan for faculty and staff salaries based upon criteria set by the Board.
 - e. Award non-budgeted bonuses.
 - f. Award severance benefits that are unreasonable and are made before informing the Board

I. COMMUNICATION AND SUPPORT TO THE BOARD

The Head of School shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the Head of School shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Head of School performance in Board/Head of School Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been previously established
3. Fail to advise the Board if, in the Head of School's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Head of School Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Head of School
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
5. Present timely 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
6. Fail to provide a mechanism for official Board, officer or committee communications
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
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board
9. Fail to supply for the open session agenda all items delegated to the Head of School yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto
10. Fail to advise the Board less than one academic year in advance of his or her departure

J. PROGRAMS/SERVICES

With respect to the programs and services provided by TPCS, the Head of School 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 TPCS in program quality. Accordingly, the Head of School shall not:

1. Eliminate or add any major category of program offerings

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2. Fail to evaluate the impact of class size on the learning environment
3. Fail to evaluate the impact of gender, learning capacity, and personality distribution within each class
4. Fail to maintain accredited status with ACSI (Association of Christian Schools International)
5. Fail to ensure compliance with Indiana private schools requirements
6. Fail to establish a comprehensive curriculum review cycle
7. Fail to ensure a biblical worldview as it pertains to instruction and correction
8. Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time
9. Fail to provide an athletic program that encourages and supports a high rate of student participation within TPCS's financial constraints
10. Fail to provide an updated strategic plan annually, which includes, at minimum, issues regarding Personnel, Budget, Facilities, Curriculum, and Extra-Curricular activities
11. Fail to cultivate an environment of mutual respect among school employees, students, parents and volunteers.

K. DONORS/DONATIONS/FUND-RAISING

The Head of School 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 Vision of TPCS. Accordingly, the Head of School shall not:

1. Accept funds from the state or federal government that require TPCS to deviate from the mission of TPCS;
2. Accept funds from an organization or individual(s) that require that TPCS make changes that are inconsistent with the Vision or are impractical;
3. Accept gifts of real estate, buildings or appreciated stock without first assessing the appropriateness of the gift and any resulting obligations on TPCS from the gift;
4. Allow TPCS to offer products or services for sale that are not of good quality and do not offer an honest value for the cost assigned to them;
5. 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;
6. Fail to thank donors in a timely manner and communicate to them the importance of their donation;
7. Fail to insure that all fund-raising activities are well coordinated in order to guarantee their effectiveness and to insure that families do not feel overburdened;
8. Allow fund-raising to become a low priority with regard to the Head of School job requirements;
9. Allow donor funds to be mixed or congregated into one account when separate accounts are necessary for tracking and accountability;
10. Allow any standing fund-raising club or organization under the auspices of TPCS to operate without written guidelines approved by the Head of School;
11. Fail to establish and enforce clearly understood metrics by which fund-raising personnel may gauge their level of success;

IV. BOARD/HEAD OF SCHOOL LINKAGE

A. AUTHORITY/ACCOUNTABILITY/COMMUNICATION WITH HEAD OF SCHOOL

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1. The Board's sole connection to the operation of the organization, its achievements and conduct will be through the Head of School; all authority and accountability of staff, as far as the Board is concerned, is considered the sole responsibility of the Head of School;
2. Only decisions of the Board, acting as a body by consensus or majority vote, are binding on the Head of School;
3. The Board will not, under normal operating conditions, give instructions to persons who report directly or indirectly to the Head of School;
4. The Board will instruct the Head of School through written policies that prescribe the Vision to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable biblical worldview interpretation of these policies;
5. Head of School job performance will be reviewed primarily against the Annual Performance Plan within the boundaries established in Board policies on Executive Limitations.
6. Decisions or instructions of individual Board members, officers, or committees are not binding on the Head of School except in instances when the Board has specifically authorized such exercise of authority.
7. In the case of Board members or committees requesting information or assistance without Board authorization, the Head of School can refuse such requests that require, in the Head of School's opinion, a material amount of staff time or funds or are disruptive.
8. The Board will refrain from evaluating the job performance, either formally or informally, of any staff other than the Head of School, except Board members may participate in a formal evaluation of staff if specifically asked by the Head of School

B. DELEGATION TO THE HEAD OF SCHOOL

The Board will instruct the Head of School through written policies that prescribe the Vision to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable interpretation of these policies. Accordingly:

1. The Board will develop policies within the Governance Policy instructing the Head of School 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 referred to as Vision in Section II of this document.
2. The Board will develop policies within the Governance Policy that limit the latitude the Head of School may exercise in choosing the organizational strategies. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be referred to as Executive Limitations policies in Section III of this document.
3. As long as the Head of School uses any reasonable interpretation of the Board's Vision and Executive Limitations policies, the Head of School is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Vision and Executive Limitations policies, thereby shifting the boundary between Board and Head of School domains. By doing so, the Board changes the latitude of choice given to the Head of School. However, as long as any particular delegation is in place, the Board will respect and support the Head of School choices.
5. Should the Head of School violate a Board policy, he or she shall promptly inform the Board. Informing ensures that no violation will be intentionally kept from the Board.

C. MONITORING HEAD OF SCHOOL PERFORMANCE

Head of School job performance will be reviewed primarily against the expected Head of School annual Performance Plan, organizational accomplishment of Board Vision policy and organizational operation within the boundaries established in Board policies on Executive Limitations. Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met.

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2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Head of School 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. In every case, the standard for compliance shall be any reasonable Head of School interpretation of the Board policy being monitored, as determined by the Board.
4. The Board will designate a Board member to be the Head of School's supervisor
5. The Head of School's Annual Performance Plan will be created by the Board in advance of the annual Performance Period.

Policy	Method	Frequency	Schedule
Financial Reports	Internal	Monthly	All
Management Budget: Tuition rates	Internal	Annual	January
Management Budget: Expense	Internal	Annual	May
Donors/Donations/Fund-raising (III.K.)	Internal	Quarterly	
Treatment of Staff (III.C.)	Internal	Annually	September
Compensation and Benefits (III.H.)	Internal	Annually	September
Treatment of Students/families (III.B.)	Internal	Annually	October
Programs/Services (III.J.)	Internal	Annually	October
Financial Audit	External	Annually	November
Financial Condition & Activities (III.E.)	Internal	Annually	November
Vision (II)	Internal	Annually	January
Asset Protection (III.F.)	Internal	Annually	March
Emergency Head of School Succession (III.G.)	Internal	Annually	April
Communication and Support of Board	Internal	Annually	May
Financial Planning/Budgeting	Internal	Annually	June

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6. All policies that instruct the Head of School 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.

V. GOVERNANCE PROCESS

A. GOVERNANCE COMMITMENT

1. The purpose of the Traders Point Christian Schools, Inc. Board, on behalf of God and TPCC is to assure that TPCS achieves appropriate results at an appropriate cost, and avoids unacceptable actions and situations.
2. The TPCS 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) focus on strategic leadership more than administrative detail; (d) a clear distinction of Board and chief executive roles; (e) collective Board rather than individual decisions; (f) a focus on the future and learning from the past/present; and (g) governing proactively rather than reactively.
3. To do its job effectively, the Board will follow an annual agenda that completes a review of Board policies annually and continually improves Board performance through Board education and enriched input and deliberation.
4. The chairperson or his/her designee assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
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.
6. The Board commits itself to the individual and collective participation of its members to ensure active leadership and effectiveness.
7. Board committees, when used, will be assigned to reinforce the wholeness of the Board's job and not to interfere with delegation from Board to Head of School.
8. A committee is an authorized Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only standing Board committees are those set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The Head of School or designee will serve as a non-voting member of each committee unless otherwise stated.

B. GOVERNING STYLE & VALUES

The Board shall prayerfully 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. Accordingly:

1. We believe that the Bible is inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
2. We believe that deriving practical applications from and modeling God's Word are essential to completing our educational mission consistent with Biblical truth.
3. TPCS, in its hiring and other employment activities, will not discriminate on the basis of race, color, national origin, age, disability, gender, military status or other characteristics protected by law. In general, TPCS's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its stakeholders.
4. The Board will cultivate a sense of group responsibility. The Board will be responsible for excellence in governing.

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5. The Board will direct, control and inspire the organization through the careful establishment of a governance policy reflecting the Board's values and perspectives.
6. Board members will be accountable to attend Board meetings, be prepared for discussion, and be actively engaged.
7. Each member of the Board will endeavor to support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.
8. All Board action requires approval by simple majority of a quorum (quorum being half voting members plus one) of voting members with the exception of policy changes which require a 2/3 majority of all voting Board members.

C. VALUE OF BIBLICAL APPLICATION

We believe that deriving practical applications from and modeling God's Word are essential to completing our mission. Accordingly, we believe:

1. That every aspect of curriculum should be integrated with God's Word, including teaching on:
 - a. All truth is God's truth
 - b. Our origin
 - c. the natural world
 - d. our purpose in life
 - e. human history and God's activity in it
 - f. humanity, its cultures, and how we are to live in the world
 - g. Biblical values and moral standards
2. That a biblically consistent education must be modeled as well as taught, therefore, all faculty, staff, administration, and Board members:
 - a. are born-again Christians who model Christ
 - b. active member of a Bible based church
 - c. strive for excellence
 - d. demonstrate a servant's heart
 - e. serve in harmony
 - f. engage only in activities consistent with biblical truth
3. That all volunteers must comply with the policies.

D. BOARD JOB DESCRIPTION

The job of the TPCS Board is to represent God and TPCC in determining and demanding appropriate organizational performance. Accordingly:

1. The Board is responsible for and will provide for a healthy link between TPCS and TPCC
2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - a. VISION: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good; for which recipients; at what cost)
 - b. EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - c. GOVERNANCE PROCESS: Specification of how the Board defines, carries out and monitors its own performance
 - d. BOARD/HEAD OF SCHOOL LINKAGE: How power is delegated and its proper use monitored; the Head of School role, authority, and accountability.

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3. The Board will produce assurance of Head of School performance.

E. AGENDA PLANNING

To do its job effectively, the Board will follow an annual and monthly agenda that completes a review of Board policies regularly and continually improves Board performance through Board education and enriched input and deliberation. Accordingly:

1. The agenda planning cycle will start with the Board's development of its advance agenda for the next year. The annual agenda planning 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 Vision statement.
2. The Board chair will prepare the monthly agenda. 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 secretary of such matter at least ten (10) days prior to the scheduled Board meeting or as soon as reasonably practicable.
3. Throughout the year, the Board will attend to advance agenda items as expeditiously as possible.
4. The Board will generally meet monthly, except in July. Additional meetings will be scheduled as may be required.
5. Head of School monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

F. CHAIRPERSON'S ROLE

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

1. The job result of the chairperson is that the Board consistently acts in accordance with its own rules and those legitimately imposed upon it from outside the organization.
2. The chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - a. Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide, not the Head of School.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
3. The chairperson shall not fail to present to the Board any written appeals that have been submitted in adherence to grievance policy protocol.
4. The chairperson has no authority to make decisions about policies created by the Board within Vision and Executive Limitations policy areas.
5. The chairperson, or Board appointed designee, will act as supervisor of the Head of School for the purpose of annual goal setting, periodic coaching, and annual performance review.
6. The chairperson may appoint members and a chairperson for each Board committee, unless otherwise stipulated by Board policies or the organization's bylaws.

G. BOARD MEMBERS' CODE OF CONDUCT

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:

1. Members must represent TPCS without conflict to the interests of Traders Point Christian Church.
2. Except with permission of the Board, members must avoid conflicts of interest; all conflicts must be disclosed annually.
3. There must be no self-dealing or any conduct of private business or personal services between any Board member and TPCS except as approved by the Board in order to assure openness, competitive opportunity, and equal access to inside information.

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4. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall excuse herself or himself without comment not only from the vote but also from any deliberations.
5. 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 from the Board.
6. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
7. Board members will give no consequence or voice to individual judgments of the Head of School regarding staff performance.
8. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
9. Board members must meet the Biblical qualifications for deacons as stated in 1 Timothy 3:8-11.
10. Board members must be in agreement with the TPCS Statement of Faith.
11. Board members must attend a Bible-believing church on a regular basis.
12. While engaged in carrying out of official duties of TPCS or on TPCC or TPCS property, Board members shall abstain from gambling, use of alcohol or tobacco, and Board members' attire shall be modest and God-honoring.

H. BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

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:

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.
2. Preparation, Participation, and Punctuality - Board members will prepare for Board and committee meetings and will participate productively in discussions. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.
3. Members as Individuals - the Head of School is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Head of School and individual members of the Board, including the Board chair, is collegial, not hierarchical.
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 Head of School's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person in such capacity.
5. Contributions - Each Board member is expected to contribute generously within his or her individual means to make an annual financial contribution to TPCS. The demonstration of support, rather than the amount of the contribution, is of primary importance.
6. Continuing Education – Each Board member is expected to make appropriate annual efforts toward continuing education in governance.
7. Members will commit to regularly pray for TPCS.

I. BOARD COMMITTEE PRINCIPLES

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 Head of School. Accordingly:

1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board

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deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.

2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Head of School.
3. Board committees cannot exercise authority over staff. Because the Head of School works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
4. Committees will be used sparingly and ordinarily in an ad hoc capacity, except as described herein.
5. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Head of School.

J. BOARD COMMITTEE STRUCTURE

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 standing Board committees are those which are set forth in this policy, except as otherwise approved by Board action. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Executive Committee

Product: Preparation of the Annual Agenda, Governance Policy recommendations, continuing education, and evaluation of current members. Evaluate the Board process for adherence to Policy Governance.

2. Nominating Committee

Product: Screen & recommend potential Board members; provide orientation of new members, and nominate Board officers (i.e., chairperson, vice chair, secretary, treasurer).

3. Finance Committee

Product: i) Set specifications and scope of independent accounting firm financial statement review or audit by no later than July 31 each year; ii) evaluate financial reporting policies for recommendation to the Board; and, iii) monitor and report to the Board compliance with financial reporting obligations to external stakeholders.

4. Board Award Committee

Product: i) solicit donations from Board members or others (or take such other actions to raise scholarship funds) for at least one graduating senior; and ii) develop and implement a process for eligible students to be identified, screened and selected for the annual board scholarship.

5. Executive Compensation Committee

Product: i) review annual performance of the Head of School; and ii) develop and implement a process to review and recommend annual compensation decisions for the Head of School, taking into account such factors as the Head of School's performance, external benchmarking information regarding competitive compensation and philosophy for ongoing compensation (including any incentives as such committee may recommend).

In addition, the Board may identify such member or members as it deems necessary or advisable to serve as a liaison to TPCS for various purposes consistent with this Governance Policy. For example, the board may identify a member to serve as a liaison for Parent-Teacher Fellowship, strategic planning development or initiatives, Pastor's Day activities, information technology strategy or such other activities as it deems advisable.

K. BOARD SIZE, NOMINATION, ELECTION & TERM LIMITS

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The Board aims to maintain a size of 8 to 15 members consisting of at least 1 Elder of TPCC or Elder designee, the Head of School of TPCS, and 6 to 13 at large members. TPCC will appoint the Elder or Elder designee. The nominating committee will identify and qualify individuals for At Large vacancies and Board officers to be presented to the Board for approval. The Chairman and a majority of Board members will be active members of TPCC. Accordingly:

1. No later than the November meeting, the Board will appoint a Board nominating committee. The nominating committee will appoint a chairperson and solicit suggestions for nominations.
2. By the April meeting, the nominating committee will present a list of potential Board nominees and a slate of officers consisting of Chairperson, Vice Chairperson, Secretary, Treasurer and any other officer role that the Board may determine necessary.
3. At its June meeting, the Board shall:
 - a. Approve or disapprove the Nominating Committee's nomination for new officers.
 - b. Approve or disapprove the Board nominating committee's nominations for At Large Board members.
 - c. Approved Board candidates will be presented to the Church Elders for affirmation at their next earliest meeting.
4. Individuals may not be nominated or serve if they or their spouse are employees of TPCS (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.
5. At Large Members of the Board shall serve no more than 3 consecutive 3-year terms.
6. Members who serve three (3) consecutive three (3)-year terms may be nominated for Board membership again after a minimum of a one (1) year absence from the Board.
7. 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.
8. The Board term for any new members begins August 1st of a given year and ends on July 31 of the third fiscal year.
9. The Nominating Committee shall present officers for election by the Board. The officers shall consist of Chairperson, Vice Chairperson, Secretary, Treasurer, and any other officer role that the Board may determine necessary.