



Board Governance Policies

**Southeast Christian School
Board Governance Policies**

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I. Definitions

A. Direct Policies

1. The board will direct the school by identifying the service, product or value to be delivered by the school and the population to whom those are delivered.
2. The service, product or value and population to whom those are delivered will be defined by the board in the context of input gathered from those to whom the board is responsible.

B. Protect Policies

1. The board will protect the school by creating operational boundaries to be respected by the staff and monitored by the board.
2. The operational boundaries will include treatment of both employees and those who are served by the school, asset protection, financial planning and management, communication and any other area(s) deemed necessary by the board to adequately protect the integrity of the school.
3. The protective policies are written in the negative so that they act as protective boundaries. As protective boundaries, they give the executive director the freedom to make any choice to lead, manage and accomplish the work of the school as long as that choice does not cross any of the protective boundaries. If they were spoken in the positive, they would become directives that very precisely direct the choices of the executive director and eliminate the freedom they have to make their own lead, manage and accomplish choices.

C. Enable Policies

1. Under the leadership of the chairperson, the purpose of the board is to direct, protect and enable the school and act as the primary connection between the school and those to whom the school is responsible which defined as the Church community, the public school community, Church school community, civic leaders in the Southeast Denver metro area, the Association of Christian Schools International and community service non-profits in the Southeast Denver metro area.

D. Enable Policies

II. Direct Policies (Board & Executive Director Responsibilities)

In collaborative alliance with supporting local Churches, the greater southeast Denver community and student families, the school will consistently serve families and the broader community by providing students a distinctively Christian schooling experience that is characterized by:

A. Dynamic Academic Preparation

1. Utilizing up-to-date yet educationally responsible teaching, Bible-based curriculum and specialized learning methodologies, students will be equipped with the intellectual skills and knowledge that enable them to succeed to their academic potential. Mastery Learning is a cornerstone of our academics.

B. Biblical Worldview Development

1. Students and staff will have a growing understanding of the nature of God and the Bible, and be able to deepen discernment of ideas that are consistent or inconsistent with truths of scripture.

C. Growing Christ Followers

1. Students and staff will cultivate an authentic relationship and identity in Christ and practice the real-world application of their faith into all activities and relationships. (e.g. relational and emotional maturity, acts of service to others, faith in action)

D. Healthy School Community

1. Believing that SCS is a partnership, students, teachers, staff, and parents will enjoy the school community, foster participation in athletic and other programs and activities that build school spirit, and nurture actions and attitudes that demonstrate a servant orientation toward all people.

E. Safety and Security

1. The school will promote and emphasize safety and security as a shared responsibility of all staff. The school will instruct and endorse actions that will aid staff and

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students in responding wisely to avoid unsafe actions or situations. The school will also maintain practices that ensure security of property and resources to avoid loss or harm.

F. Long-Term Sustainability

1. The school will develop practices that lead to fiscal health, attract and retain students and talented staff, and foster a reputation of relevancy and competitiveness in the educational market.

G. Leadership

1. The school will uphold guidelines that strengthen the chain of command amongst the staff and administration, and the school will facilitate leadership at every level from students to staff to parents through shared leadership opportunities. Leadership will be integrated into the curriculum and demonstrated by students' abilities to serve others as they participate in service learning.

III. Protect Policies (Executive Director Responsibilities)

A. Overarching Policies

1. The executive director shall not cause or allow any practice, activity or decision that is illegal, unethical or unbiblical.
2. Contracts & Grants - The executive director may not enter into any grant, lease or contract arrangement that fails to be in alignment with the direction of the board, financial plan, or strategic plan or fails to be in compliance with the protective boundaries established in this policy.
3. Operations Manual- The executive director shall not fail to sustain a dynamic operations policy reflective of current board policy.

4. Escalation Process

- a) The executive director shall not fail to provide an escalation process to those who believe that they have witnessed inappropriate treatment of clients, staff or volunteers or management of finances or assets.
- b) The executive director shall not fail to establish a formal process for reporting inappropriate treatment or management without fear of retaliation.
5. The executive director shall not unnecessarily expose the school, its board or its staff to claims of liability.
6. The executive director shall not fail to ensure that the school has an active and up to date Whistleblower Policy.
7. The executive director shall not fail to ensure that the school has an active and up to date Document Retention Policy.

B. Treatment of Clients/Families

1. With respect to those who are directly served by the school, the executive director shall not cause or allow conditions, procedures, or decisions that are unsafe, insecure, unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.

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2. The executive director shall not use methods of collecting, reviewing, transmitting, or storing client information that fail to provide proper security and confidentiality.
3. The executive director shall not maintain facilities that fail to provide a reasonable level of safety, security and privacy.
4. The executive director shall not fail to establish clear expectations of educational services provided by the school.
5. The executive director shall not fail to establish lines of communication that maintain positive public relations, transparency, and timely and relevant information.
6. The executive director shall not discriminate against a client on the basis of length of time with the school, positions in the school or board that are held by family members. With the exception of a preference towards Christians and existing families currently enrolled in the school.
7. The executive director shall not fail to require that a parent or legal guardian of a child that is admitted to the school (TK – 8) sign the Statement of Faith.

C. Treatment of Staff

1. With respect to the treatment of paid or volunteer staff, the executive director shall not cause or allow conditions that are unfair, unsafe, insecure, and unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.
2. The executive director shall not operate without written personnel policies that clarify personnel rules and procedures for staff.
3. The executive director shall not inappropriately discriminate against any staff member.
4. The executive director shall not use methods of collecting, reviewing, transmitting, or storing employee information that fail to provide proper security and confidentiality.
5. The executive director shall not maintain facilities that fail to provide a reasonable level of safety, security and confidentiality.
6. The executive director shall not fail to inform those who volunteer or are employed by the school of this policy or to provide an escalation process to those who believe that they have not been appropriately served according to this policy.

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7. The executive director shall not fail to establish lines of communication that maintain positive public relations, transparency and timely and relevant information.
8. The executive director shall not fail to provide an (annual or semi-annual) assessment of the staff's performance. Consideration should be given to staff's management skills, including interpersonal relations, communication, timely decision-making, proficiencies and problem solving.
9. The executive director shall not fail to evaluate staff job performance against accomplishment of the work, compliance with the boundaries defined in operations policies and school defined goals to include but not be limited to leadership and fulfillment of all duties per job description.
10. The executive director shall not fail to have all staff submit in writing goals and objectives for the calendar year for approval. Flexibility must be considered to account for inevitable unforeseen circumstances and issues.
11. The executive director shall not fail to make employees aware and provide sufficient training regarding their information security responsibilities.
12. The executive director shall not fail to include information security requirements in employee job descriptions and performance evaluations.
13. The executive director shall not fail to ensure the existence of an operational policy and clearly communicated annual goal on worksite safety.
14. The executive director shall not fail to encourage employee and volunteer involvement in the structure and operation of the school's safety program.
15. The executive director shall not fail to assign responsibility to all directors, managers and supervisors regarding their involvement in the school's safety program.
16. The executive director shall not fail to provide appropriate safety and health training to all employees and volunteers.
17. The executive director shall not fail to ensure that all employees and volunteers understand the hazards to which they may be exposed and how to prevent death or serious harm.
18. The executive director shall not fail to make employees aware and provide sufficient training regarding their information security responsibilities.
19. The executive director shall not fail to include information security requirements in employee job descriptions and performance evaluations.

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20. Staff Compensation

- a) With respect to employment, compensation and benefits to employees, the executive director shall not cause or allow decisions that are unfair or risk fiscal integrity or public image.
- b) The executive director shall not change his or her own compensation and benefits.
- c) The executive director shall not promise or imply permanent or guaranteed employment.
- d) The executive director shall not establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

The executive director shall not create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- e) The executive director shall not establish or change benefits so as to cause unpredictable or inequitable situations.
- f) The executive director shall not provide less than the basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.

D. Treatment of Volunteers

- 1. With respect to the treatment of paid or volunteer staff, the executive director shall not cause or allow conditions that are unfair, unsafe, insecure, and unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.
- 2. The executive director shall not inappropriately discriminate against any staff member volunteer.
- 3. The executive director shall not use methods of collecting, reviewing, transmitting, or storing employee information that fail to provide proper security and confidentiality.
- 4. The executive director shall not fail to inform those who volunteer or are employed by the school of this policy or to provide the escalation process to those who believe

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that they have not been appropriately served according to this policy should they have a grievance with the school.

5. The executive director shall not fail to establish lines of communication that maintain positive public relations, transparency and timely and relevant information.
6. The executive director shall not fail to communicate the volunteer code of ethics and confidentiality law regarding volunteer service.
7. The executive director shall not fail to encourage employee and volunteer involvement in the structure and operation of the school's safety program.
8. The executive director shall not fail to provide appropriate safety and health training to all employees and volunteers.
9. The executive director shall not fail to ensure that all employees and volunteers understand the hazards to which they may be exposed and how to prevent death or serious harm.

E. Treatment of Vendors

1. With respect to those who are directly served by the school, the executive director shall not cause or allow conditions, procedures, or decisions that are unsafe, insecure, unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.
2. The executive director shall not use methods of collecting, reviewing, transmitting, or storing client information that fail to provide proper security and confidentiality.
3. The executive director shall not maintain facilities that fail to provide a reasonable level of safety, security and privacy.
4. The executive director shall not fail to establish lines of communication that maintain positive public relations, transparency and timely and relevant information.
5. The executive director shall not unnecessarily expose the school, its board or its staff to claims of liability.
6. The executive director shall not fail to inform those who volunteer or are employed by the school of this policy or to provide an escalation process to those who believe that they have not been appropriately served according to this policy.

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7. The executive director shall not fail to include information security requirements in agreements with service providers and contractors who are provided access to organizational information.
8. The executive director shall not fail to include information security requirements in agreements with service providers and contractors who are provided access to organizational information.

F. Treatment of Donors

1. The executive director shall not accept any designated donation that the school does not have the ability or intent to honor.
2. If the Donor wishes to remain anonymous, the executive director shall not fail to take every reasonable effort to honor the anonymity of the Donor.

G. Treatment of the Board of Directors

1. The executive director shall not permit the Board to be uninformed or unsupported in its work.
2. The executive director shall not neglect to submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing compliance with board policies being monitored.
3. The executive director shall not let the board be unaware of relevant trends, anticipated media coverage, and material operational changes.
4. The executive director shall not fail to advise the board if, in his/her opinion, the board is not in compliance with its own commitment to enable the school through advocacy, resource development and role discipline.
5. The executive director shall not fail to marshal for the board as many staff and external points of view as needed for fully informed board choices.
6. The executive director shall not fail to provide a primary mechanism for official board, office, or committee communications.
7. The executive director shall not fail to deal with the board as a whole through communication with the chairperson of the board except when fulfilling individual requests for committees duly charged by the board.

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8. The executive director shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
9. The executive director shall not fail to supply requested content for board and board committee meeting agendas in a timely manner.
10. School Reporting to the Board
 - a) The Executive Director shall not fail to provide to the entire board a compensation history of no less than 5 years for every individual and position that made more than \$75,000 on an annualized basis. This report shall include all forms of compensation and not just salary. This report should be provided to the board no later than May 1 to allow for enough time to determine bonus(es) and offer letter(s) for the next school year.
 - b) The Executive Director shall not fail to provide to the entire board an analysis of what the market rate for the positions in the school are. This market rate analysis should have a component that is based on the Colorado Market as well as the Private Christian School market nationwide. This report should be provided to the board no later than May 1 to allow for enough time to determine bonus(es) and offer letter(s) for the next school year.

H. Facilities

1. Safety

- a) The executive director shall not fail to maintain facilities and equipment necessary to prevent hazardous or unsafe conditions.
- b) The executive director shall not fail to annually evaluate the school's safety program to ensure that it is meeting its goals and objectives.
- c) The executive director shall not fail to examine work sites for existing conditions and operations or proposed changes to conditions and operations in order to identify hazards that are causing or are likely to cause death or serious harm.
- d) The executive director shall not fail to conduct periodic reviews of worksites and evaluate safety plans for all new worksites.
- e) The executive director shall not fail to investigate all accidents and near miss incidents so that future accidents and near miss incidents can be prevented.

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- f) The executive director shall not fail to analyze accident and near miss incident trends over time to surface patterns in order to prevent future accidents and near miss incidents
 - g) When hazards are identified, the executive director shall not fail to adjust the work sites so as to eliminate or control the identified hazard.
 - h) The executive director shall not fail to establish needed procedures or administrative controls and provide appropriate personal protective equipment.
2. The executive director shall not fail to furnish each employee, student and volunteer with a work site free from recognized hazards that are causing or are likely to cause death or serious physical harm.
 3. The executive director shall not fail to provide the motivating force and the resources necessary to create a work site free from hazards that are causing or are likely to cause death or serious physical harm.
 4. The executive director will ensure that all directors, managers and supervisors know how to carry out their assigned health and safety responsibilities appropriately.
 5. The executive director shall not fail to conduct emergency drills as necessary to ensure that appropriate responses are second nature.

I. Financial Planning, Conditions and Activities

1. Planning & Budgeting

- a) The executive director shall not allow financial planning that does not materially support the direction for the school established by the board in this policy, risk financial jeopardy, or is not derived from a multi-year plan.
- b) The executive director shall not allow financial planning that contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- c) The executive director shall not allow financial planning that reduces the current unrestricted asset at any time to less than twice the sum of: a) 50% of unearned tuition revenue and b) 100% of all other current liabilities.

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- d) The executive director shall not enter a fiscal year without a board approved budget including projected expenses vs. projected tuition income.

2. Financial Conditions and Activities

- a) With respect to the actual, ongoing financial conditions and activities, the executive director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from alignment with the direction for the school established by the Board in this policy.
- b) The executive director shall not fail to establish purchasing policies that support the execution of the financial plan with fiscal responsibility.
- c) The executive director shall not expend more funds than have been received in the fiscal year to date unless existing financial plans specifically predict fund balance declines.
- d) The executive director shall not make a single purchase or commitment greater than \$5,000 outside of existing financial plans and adopted budget without board approval.
- e) At no time shall SCS's available unrestricted current asset minus the sum of:
 - a) 50% of unearned tuition revenue and b) 100% of all other current liabilities fall below \$425,000 as of the end of a month.
- f) The executive director shall not indebt the school in any amounts greater than can be repaid by unencumbered and unrestricted revenues within sixty days.
- g) The executive director shall not use any encumbered or restricted funds for other than their intended purpose. When restricted funds are used/spent, then these funds are relieved from the Balance Sheet restriction within 30 days of expenditure. Restricted asset balances are reported quarterly.
- h) The executive director shall not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- i) The executive director shall not acquire or dispose of real property.
- j) The executive director shall not fail to reasonably pursue receivables.
- k) The executive director shall not present financial statements that are not in accordance with Generally Accepted Accounting Principles (GAAP). Financial statements should be compiled at the end of the fiscal year.

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- l) At no time shall SCS borrow funds from a financial institution or other lending body without the supermajority (over 60% vote) of the SCS board. Such debt may only be done in conjunction with a board approved capital expenditure plan, not for recurring operating or working capital.
- m) The executive director shall not make any purchase 1) wherein normally prudent protection has not been given against conflict of interest; 2) of over \$5,000 without having obtained comparative prices and quality; 3) of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
- n) The executive director shall not allow checks over \$5,000 to be issued without a second signature.
- o) The executive director shall not fail to establish a document destruction and retention policy.
- p) The executive director shall not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.
- q) The executive director shall not allow for funds to be used or moved from the general endowment without the approval of the board.

3. Tuition

- a) With respect to tuition, the executive director shall not cause or allow decisions that are unfair, risk fiscal jeopardy or negatively impact public image.
- b) The executive director shall not increase tuition by more than five percent (5%) of the previous fiscal year without first obtaining board approval.

J. Protection of Assets

1. Tangible Assets

- a) The executive director shall not allow the assets of the school to be unprotected, inadequately maintained, or unnecessarily risked.
- b) The executive director shall not subject real property and equipment to improper wear or tear or insufficient maintenance.

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2. Intangible Assets

- a) The executive director shall not unnecessarily expose the school, its board or its staff to claims of liability.
- b) The executive director shall not fail to insure board members, staff and the school against claims of liability.
- c) The executive director shall not intentionally endanger the school's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

K. Information Technology

- 1. The executive director shall not fail to protect organizational information and the technology on which it is stored as an asset of the school.
- 2. The executive director shall not fail to apply risk management methods to identify and manage risks to information and information technology resources.
- 3. The executive director shall not fail to identify and assign responsibility for addressing risks to organizational information and information technology.
- 4. The executive director shall not fail to ensure that the school's information to be protected regardless of the information's physical location, the nature of the device, the media upon which it is stored, or the persons in possession and control of the information.
- 5. The executive director shall not fail to document information security requirements from external statutes and contractual requirements in operational information security policies and procedures.
- 6. The executive director shall not fail to maintain a compliance program to test and measure compliance with applicable external federal, state, and local statutes and other contractual requirements.
- 7. The executive director shall not allow the school's information technology to be unprotected, inadequately maintained or unnecessarily risked.
- 8. The executive director shall not fail to protect organizational information and the technology on which it is stored as an asset of the school.

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9. The executive director shall not fail to apply risk management methods to identify and manage risks to information and information technology resources.
10. The executive director shall not fail to identify and assign responsibility for addressing risks to organizational information and information technology.
11. The executive director shall not fail to ensure that the school's information to be protected regardless of the information's physical location, the nature of the device, the media upon which it is stored, or the persons in possession and control of the information.
12. The executive director shall not fail to maintain information security requirements throughout the life of information technology systems.
13. The executive director shall not allow the school's information technology systems to be out of compliance with applicable external federal, state, and local statutes and other contractual requirements. (e.g., HIPPA, FERPA, PCIDSS).
14. The executive director shall not fail to document information security requirements from external statutes and contractual requirements in operational information security policies and procedures.
15. The executive director shall not fail to maintain a compliance program to test and measure compliance with applicable external federal, state, and local statutes and other contractual requirements.

L. Insurance

1. The executive director shall not fail to insure against theft and casualty losses to the replacement value.
2. The executive director shall not fail to insure the school's assets against loss or liability claims. Insurance policies shall be reviewed on a yearly basis.
3. The executive director shall not fail to maintain Directors and Officers Liability Insurance. Additionally, the executive director shall not fail to produce a copy of the Insurance Certificate to the Active Board members within 30 days of the renewal or 30 days from a new board member's acceptance onto the board. Since merging with Southeast Christian Church in 2021, the church's policy covers the school.

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M. Public Image

1. Accreditation

- a) The executive director shall not fail to maintain appropriate accreditation for all grade levels preschool through 8th grade from a nationally recognized Christian education organization.

N. Succession Planning

- 1. In order to protect the school from sudden loss of staff leadership, the executive director may not operate without a reasonable emergency interim succession [plan](#).

IV. Enable Policies (Board Responsibilities)

A. Enable Role (further defined)

1. The board will enable the school through advocacy, resource development, and role discipline.
2. The board will advocate for the school through their personal, professional and civic contacts.
3. The board will assist in resource development for the school by extending their advocacy relationships through constant awareness of the alignment between the needs of the school and the resources and/or talents of those to whom they advocate.
4. The board will maintain discipline to their role of directing, protecting and enabling the school, and avoiding involvement in the leading, managing and accomplishing role of the executive director and staff of the school.
5. The board will govern with an emphasis on 1) outward vision rather than inward preoccupation; 2) encouragement of diversity in viewpoints; 3) strategic direction more than administrative detail; 4) clear distinction of board and executive director roles; 5) collective rather than individual decisions; 6) future rather than past or present; and 7) proactivity rather than reactivity.
6. 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 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.
7. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring 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.
8. The board will regularly monitor and discuss the board's performance and adherence to role discipline.

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9. The board members will pray for the school, the school administration, staff, teachers, parents, and students on a regular basis.

B. Documents of the Board

1. The board will document its direct, protect and enable roles in a policy structure that includes a section for each role.
 - a) The direct policy will define the product, service or value to be delivered by the school and the population to whom it is delivered. (Formerly 2.4.1)
 - b) The protect policy will define the operational boundaries to be respected by the staff and monitored by the board.
 - c) The enable policy will document that advocacy and resource development roles of the board and the procedures and behaviors that the board commits to in order to maintain discipline to its role.

C. Board Meetings

1. To the greatest degree possible all Board Meetings will be held in person and all board members shall strive to attend the meetings in person. The Board Chair will, however, ensure that there is a mechanism for board members to listen in on the meeting who may not be able to attend in person.

D. Calendar of the Board

1. The board will direct, protect and enable the school through an annual calendar of structured meetings. See separate Annual Calendar.
2. The annual calendar will include: 1) review of bylaws, 2) review of direct, protect and enable policies for currency and clarity; 3) compliance monitoring of direct and protect policies; 4) strategic engagement with representatives of those to whom the school is responsible and 5) management of the board's own operational issues such as succession planning, selection of new members and officers; education of board members and officers; education of board members and evaluation and remuneration of the executive director.

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3. Training and retraining will be used to orient new members as well as to maintain and increase existing member skills and understandings.
4. Compliance with direct and protect policies 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.

a)

Policy	Method	Frequency
1.1 Treatment of Clients	Internal	Annually
1.2 Treatment of Staff and Volunteers	Internal	Annually
1.3 Financial Planning and Budgeting	Internal	Annually
1.4 Financial Condition and Activities	Internal	Monthly
1.5 Emergency Succession	Internal	Annually
1.6 Protection of Assets	Internal	Annually
1.7 Compensation and Benefits	Internal	Annually
1.8 Escalation Process	Internal	Annually
1.9 Communication and Support	Internal	Annually
1.10 Contracts and Grants	Internal	Annually

b)

5. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the executive director discloses compliance

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information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with the board policies, and (c) by an internal direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

6. In every case, the standard for compliance shall be any reasonable executive director interpretation of the board policy being monitored.
7. Outreach mechanisms will be used as needed to ensure the board's ability to listen to the viewpoints and values of those to whom the school is responsible.
8. The cycle of the annual calendar will be planned in alignment with the school's fiscal calendar.
9. Meeting agendas will be structured to ensure efficient use of time and the discipline of the board to focus on its role of directing, protecting and enabling the school.
10. Any monitoring item that shows non-compliance with direct, protect or enable policies will result in that item appearing on subsequent agendas until compliance is achieved.
11. Meeting discussion content will be only issues that relate to directing, protecting and enabling the school.
12. Deliberation will be fair, open, and thorough but also timely, orderly, and to the point.

E. Designated Board Roles

1. Board Chairperson's Role

- a) The chairperson will assure the integrity and fulfillment of the board's role and responsibilities.
 - (1) The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the school.

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- (2) The chairperson is empowered to lead board meetings with all the commonly accepted power of that position (for example, ruling, recognizing)
- (3) The chairperson has no authority to make decisions about policies created by the board.
- (4) The chairperson may represent the board to outside parties in communicating and interpreting board-stated positions.
- (5) The chairperson may delegate this authority but remains accountable for its use.

(a) The chairperson will establish an annual timeline and system for evaluating the executive director with a mid-year review and summative.

(b) The chairperson will establish a system to set annual goals with the executive director to use as part of the mid-year and summative evaluations. Board Member's Role

2. Board Vice Chairperson's Role

a) The Vice Chairperson's Role includes

- (1) Shall assist the Board Chairperson
- (2) Shall perform such duties as may be assigned to them by the Chair or Board of Directors
- (3) Shall, at the request of the Chair, or in the Chair's absence or inability or refusal to act, perform the duties of the Chair

3. Spiritual Advisor to the Board's Role

a) The Spiritual Advisor to the Board will be responsible for

- (1) Advising the Board of the School's Statement of Faith
- (2) Advising the Board on social and legal trends that may effect the school

4. Board Secretary's Role

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a) The Secretary's Role includes:

- (1) Shall keep the minutes of the proceedings of the board of directors and any committees of the board
- (2) Shall see that all notices are duly given in accordance with the provisions of the bylaws or as required by law.
- (3) Shall be custodian of the corporate records and the seal of the corporation
- (4) Shall perform all duties incident to the office of the secretary and such other duties as from time to time that may be assigned to the office.

5. Board Treasurer's Role

a) The Treasurer's Role includes

- (1) Shall be the principal financial officer of the board of directors with general responsibility for the oversight of the financial affairs of the school.
- (2) Shall present financial reports to the board of directors as the board may request from time to time
- (3) Shall perform all other duties incident to the office of Treasurer and such other duties as from time to time may be assigned to the Treasurer.

6. Parent Advisory Council Representatives:

a) The Chair and Vice Chair of the Parent Advisory Council's (PAC) Board shall serve on the school board.

- (1) Officers are elected according to [PAC Bylaws](#)
- (2) If at any time, the majority of the school board deems the PAC has drifted from its established vision, the school board reserves the right to eliminate the PAC. However, parent representatives will still be sought to serve on the school board

7. All Board Members

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- a) Board members will commit to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum.
 - (1) Board members must represent unconflicted loyalty to the interests of those to whom the school is responsible. 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 school's services.
 - (2) Board members must avoid conflict of interest with respect to their fiduciary responsibility. Additionally, every board member shall sign a Conflict of Interest Policy statement at the beginning of every fiscal year (ie July Board Meeting)
 - (3) There must be no self-dealing or any conduct of private business or personal services between any board member and the school, except as procedurally controlled, to assure openness and access to inside information.
 - (4) 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.
 - (5) Board members must not use their positions to obtain employment in the school for themselves, family members, or close associates. Should a member desire employment with the school, he or she must first resign from the board.
 - (6) Board members will annually disclose their involvements with other organizations that might produce a conflict.
- b) Board members may not attempt to exercise individual authority over the school.
 - (1) Board members may not individually speak for the board except to repeat explicitly stated board decisions.
 - (2) Board members may not individually direct, correct or evaluate the performance of the executive director.
- c) Board members will respect the confidentiality of issues of a sensitive nature.

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F. Board Committee's Role

1. Board committees, when used, will be assigned to assist the board in directing, protecting and enabling the school and never to interfere with the executive director's work of leading managing and accomplishing the work of the school.
 - a) Board committees are to help the board direct, protect and enable the school, never to assist or advise the staff.
 - b) Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes.
 - c) Board committees cannot exercise authority over staff but may be required to interact with the executive director and the staff.
 - d) Board committees will be used only when necessary.
 - e) 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 staff committees formed under the authority of the executive director committee.

G. Board - Executive Director Connection

1. Connection

- a) The board's sole official connection to the operating organization, its achievement, and conduct will be through the executive director.
- b) Only decisions of the board acting as a body are binding on the executive director.
 - (1) Decisions or instructions of individual board members, officers, or committees are not binding on the executive director except in rare instances when the board has specifically authorized such exercise of authority.
- c) The executive director is the board's only official link to organizational achievement.
 - (1) The board will never give instructions to persons who report directly or indirectly to the executive director.

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- (2) The board will refrain from evaluating, either formally or informally, any staff other than the executive director.
- d) The board will instruct the executive director through written policies that prescribe what the school is to accomplish and operational boundaries to be respected allowing the executive director to use any reasonable interpretation of these policies.
 - (1) As long as the executive director uses any reasonable interpretation of the board's policies, the executive director is authorized to establish all operational policies, make all decisions, take all actions, establish all practices, and develop all activities.

2. Evaluation of Executive Director (new)

- a) Evaluation of executive director job performance will be against organizational accomplishment of the work, compliance with the boundaries defined in board policies and any board defined goals for leadership, management and accomplish.
- b) The executive director shall submit in writing goals and objectives for the calendar year to the board for approval prior to the upcoming school year. For each goal established and approved by the board, a percentage weighting is assigned to assist the executive director in knowing how to allocate and prioritize time spent on issues. Flexibility must be considered to account for inevitable unforeseen circumstances and issues.
- c) The board will provide an (annual or semi-annual) assessment of the executive director's performance. Consideration should be given to the executive's management skills, including interpersonal relations, communication, timely decision-making, and problem solving.
- d) The Chair will communicate the board's evaluation to the executive director no later than March/April of the school year.

V. Motion Log

Motion 2019 11-H Patriotism

I, Doug Lins, motion that section II.G be further updated to make reference to HUMAN life. The word human is not currently in this section.

Students will develop an appreciation of the principles of freedom and a fundamental value of human life.

Motion 2019 11-G Remove Duplicates

I, Doug Lins, motion that the following duplicates be cleaned up.

1. Section I.A.2 can be removed as it is duplicate to I.A1
2. Section III.C.8 can be removed as it is duplicate to III.B.6. Additionally, III.B.6 should be moved to III.A (Overarching Policies)

Motion 2019 11- F Clarification of Tuition “approval”

I’m making this motion as I do not feel the Executive Director should have to get approval from the Board every year to set tuition. I think it is only needed if it exceeds 5%.

I, Doug Lins, motion that

1. A new section II.H.3 be created in the Board Governance Policies “Tuition” II.H is Financial Planning, Conditions and Activities.

2. Current section II.H.2c be moved to this section:

H.3.a With respect to tuition, the executive shall not cause or allow decisions that are unfair, risk fiscal jeopardy or negatively impact public image. (Formerly 1.6.2

3. A new section under II.H.3 be added that states, “

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H.3.b The Executive Director shall not increase tuition by more than five percent (5%) of the previous fiscal year without first obtaining board approval.

Motion 2019 11- G Add Section for Treatment of Donors

I, Doug Lins, motion that within the Protection Policies and new section called “Treatment of Donors” shall be created. Additionally, I propose the following items be added.

1. The Executive Director shall not accept any designated donation that it does not have the ability or intent to honor that designation.
2. If the Donor wish to remain anonymous, the Executive Director shall not fail to take every reasonable effort to honor the anonymity of the Donor.

Motion 2019-11 F – Fix Section III.B.8 to written in the negative

I, Doug Lins, motion that since the Protection Policies are supposed to be written in the negative, that section III.B.8 be rewritten. It currently reads

1. All families admitted to the school will be required to sign the Statement of Faith provided by the school. The enrollment process may also include an interview with the family conducted by the Head of School or Principal. (Formerly 1.1.6.1)

I proposed that it be restated to read,

“The Executive Director shall not fail to require that a parent or legal guardian of a child that is admitted to the school (K – 8) be required to sign the Statement of Faith”

Motion 2019-11 C – Add Member Roles including Spiritual Advisor

I, Doug Lins, motion that..

1. Section IV.D be changed from Board Chairperson’s Role to be called. “Designated Board Roles”
2. Section IV.D.1 be labeled “Board Chairpersons’s Role” and the existing sections be moved under this section.

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3. Section IV.D.2 be labeled “Board Vice-Chairperson’s Role”
4. Section IV.D.3 be labeled “Spiritual Advisor to the Board”
5. Section IV.D.4 be labeled “Board Secretary”
6. Section IV.D.5 be labeled “Board Treasurer”
7. For the Vice-Chair, Secretary and Treasurer the language from the Bylaws Article IV be included under the applicable sections.
8. The Spiritual Advisor to the Board section will have the following verbiage added. “The Spiritual Advisor to the Board will be responsible for.
 1. Advising the Board of the School’s Statement of Faith.
 2. Advising the Board on Social and Legal trends that may effect the school

Motion 2019-11 B – Remove IV.D.1.e

I, Doug Lins, motion that section IV.D.1.e be removed. This section currently states:

As a matter or role, the chairperson delegates authority to the Southeast Christian Church Elder who serves on the board to communicate and interpret board stated positions to the Elder Board of Southeast Christian Church (Formerly 2.6.4.1

Motion 2019-11 A – Formatting Changes

I, Doug Lins, motion that the following formatting changes be made to the Governance Policies

1. Line spacing be reduced from 1.5 to 1.15
2. Remove all (formerly section X references)
3. All references to ‘Head of School’ will be replaced with ‘Executive Director’
4. All reference to Executive will be replaced with ‘Executive Director’
5. Direct Policies be relabeled as “Direct Policies (Board & Executive Director Responsibilities)”

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6. Protect Policies be relabeled as “Protect Policies (Executive Director Responsibilities)”
7. Enable Policies be relabeled as “Enable Policies (Board Responsibilities)”
8. All references to (‘the school’, ‘the school’, ‘Southeast Christian School’, etc.) be modified to make reference to the “the school.”

2019-10-28 - Further Definitions to Direct Policies

I, Doug Lins, move that...

#1 – The Direct Policy for Safety and Security (II.E) be updated from “Need statement” to:

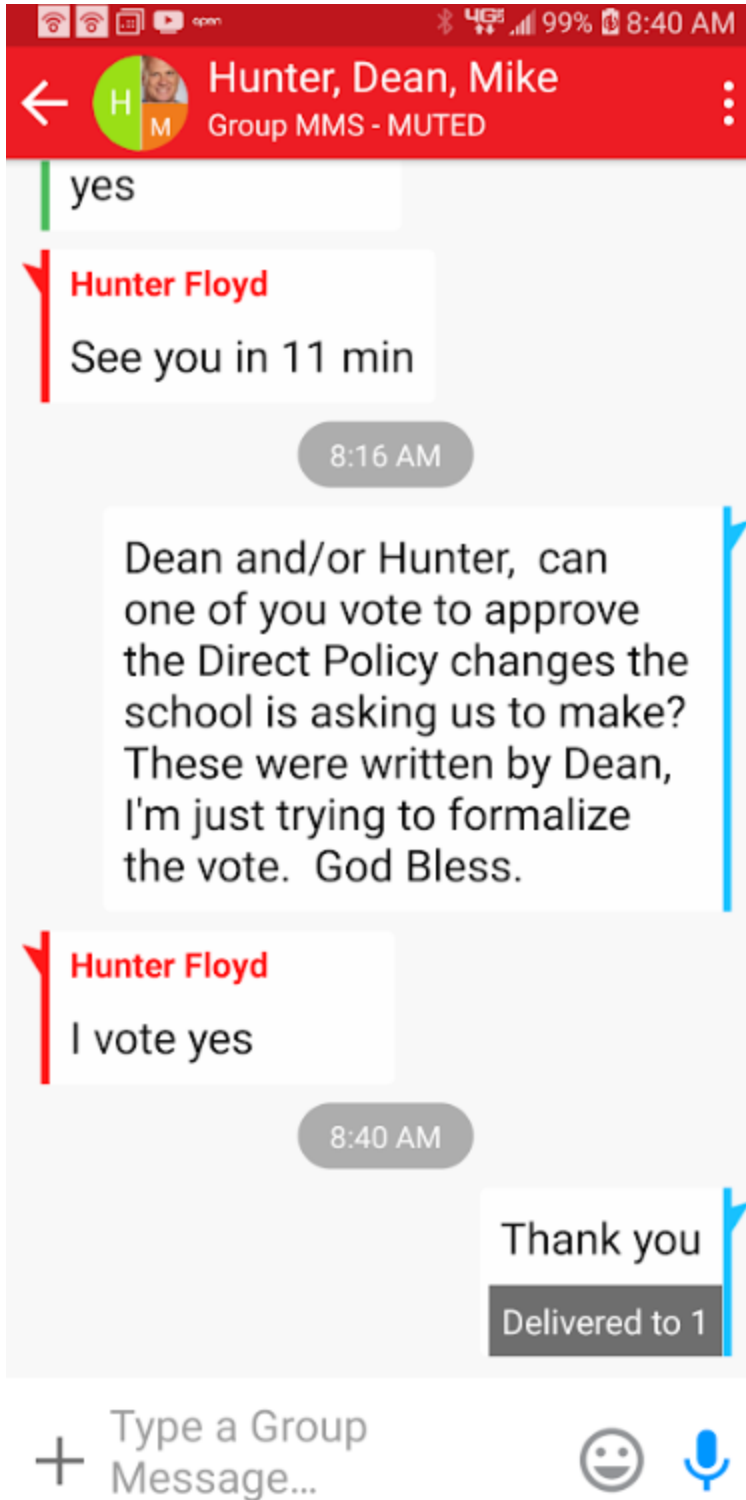
The school will promote and emphasize safety and security as a shared responsibility of all staff. The school will instruct and endorse actions that will aid staff and students in responding wisely to avoid unsafe actions or situations. The school will also maintain practices that ensure security of property and resources to avoid loss or harm.

#2 – The Direct Policy for Leadership (II.H) be updated from “Need statement” to:

The school will uphold guidelines that strengthen the chain of command amongst the staff and administration, and the school will facilitate leadership at every level from students to staff to parents through shared leadership opportunities. Leadership will be integrated into curriculum and demonstrated by students’ abilities to serve others as they participate in service learning.

This motion was seconded by Mike Yaggi via email on October 29, 2019 and approved by Hunter Floyd via text on October 30, 2019. The motion carries:

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2019-09 -- Motion to Reorganize Policies

I, Doug Lins, move that:

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1. The board policies document be re-outlined to following an alphanumeric outline* scheme. See example below.
2. The initial Sections be:

 Table of Contents remain
 - I. Definitions (new – I think we should move the “Board’s Role to XXXX” at the beginning of the Enable Policies to the very beginning of the Policies to define what each of the sections really mean.
 - II. Direct Policies - all aspects toward the mission and purpose
 - III. Protect Policies - give HOS boundaries
 - IV. Enable Policies - how board functions to look forward
 - X. Log of Policy Changes (new – I chronological log of all policy changes that have been approved by the board)
3. That, Doug Lins, be authorized to reformat that Board Governance Policies in accordance with the above changes.
4. Doug should not remove any policy at this time, but rather just reformat the existing policies. Doug may remove dates noting changes made in the past in order to make the documents consistent.
5. Doug Lins may update the Board Governance Policies when the policies are updated and approved to change by the board. Any changes will be noted in the Log of Policy with deleted sections showing the text that was deleted.

*Alphanumeric Outlines

This is the most common type of outline and usually instantly recognizable to most people. The formatting follows these characters, in this order:

- Roman Numerals
- Capitalized Letters
- Arabic Numerals
- Lowercase Letters

Example:

- I. CHOOSE DESIRED COLLEGES
 - A. Visit and evaluate college campuses
 - B. Visit and evaluate college websites
 1. Look for interesting classes

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- 2. Note important statistics
- II. PREPARE APPLICATION

A. Write personal statement

- 1. Choose interesting topic
 - a. Describe an influential person in your life
 - (1) Favorite high school teacher
 - (2) Grandparent

Motion 2020-06 A --- This was a clean up item from 2019-12
I, Doug Lins, motion that we revised motion 2019-11 A #8. This motion stated:

- 8. All references to ('the organization','the school', 'Southeast Christian School', etc.) be modified to make reference to the "the organization."

I believe when it was discussed last month, there was not a strong feeling as to which term we should use and we went with "the organization". As I started to make this change, I do believe that the better term to use going forward is "the school." The title of the entire document is Southeast Christian SCHOOL Board Governance Policies. In addition, as you read through the Direct Policies, I feel like the use of 'organization' is a bit sterile if that makes sense. As such, I propose.

- 8. All references to ('the organization','the school', 'Southeast Christian School', etc.) be modified to make reference to the "the **school**."

Dean Motioned for approval: Be consistent with the wording... Approved

Motion 2020-06 B – Directors & Officers Insurance

I, Doug Lins, motion that we modify section III.L.2 to read as follows. Please note that section III.L.2 is identical to section III.L.1 so there is no reason to keep III.L.2 as written.

Section III.L.2 The Executive Director shall not fail to maintain Directors and Officers Liability Insurance. Additionally, the Executive Director shall not fail to produce a copy of the Insurance Certificate to the Active Board members within 30 days of the renewal or 30 days from a new board member's acceptance on to the board.

Doug Lins: Motioned
Approved

Motion 2020-06 C – School Reporting to the Board

History: As I read through the outline of the Board Governance Policies, I do not see any section for us to capture ongoing and recurring reporting requirements. I would suggest that we create such a section. I would suggest that it go under Section IV.F Board -Executive Director Connection. It is my understanding that this section is supposed to document how the Executive Director and the Board will "connect"/communicate on an ongoing basis.

I, Doug Lins, motion that

- 1. A new Section (IV.F.3) under Board-Executive Director Connection be created called "School Reporting to the Board"

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Doug Lins Motioned to create this new section

Motion 2020-06 D – Reporting of Compensation History

Assuming that Motion 2020-06 C above passes....

I, Doug Lins, motion that an item be added under Section (IV.F.3) School Board Reporting. This new item shall read:

1. The Executive Director shall not fail to provide to the entire board a compensation history of no less than 5 years for every individual and position that made more than \$75,000 on an annualized basis. This report shall include all forms of compensation and not just salary. This report should be provided to the board no later than May 1 to allow for enough time to determine bonus(es) and offer letter(s) for the next school year.
2. The Executive Director shall not fail to provide to the entire board an analysis of what the market rate for the positions in the school are. This market rate analysis should have a component that is based on the Colorado Market as well as the Private Christian School market nationwide. This report should be provided to the board no later than May 1 to allow for enough time to determine bonus(es) and offer letter(s) for the next school year.

Dean Hanson feels this should be in the Protect section - Executive Director

Change to Section 3G

Doug Lins Motioned:

Doug Henderson: Second

Not Approved

Doug Henderson: Motion to adjust Motion to Change to Section 3G 10

Approved

Motion 2020-08 1 – Start Section on Board Meetings

History: One of my hopes is to agree to some boundaries as standards in regards to board meetings. I'm not saying that there is anything wrong with the current meetings, I would just like to see some of these items formalized into Policy so that future Board Chairs can't make changes without full approval of the entire board. I feel like this should be a new section under the "Enable Policies" and it should be between Documents and Calendar of the Board for flow and clarity.

I, Doug Lins, motion that

A new section, IV.C, be created called, "Board Meetings." All sections below IV.C will just be increased by one letter. Ie IV.C becomes IV.D and IV.D becomes IV.E, etc.

Item 1 under this new IV.C will be added that states, "To the greatest degree possible all Board Meetings will be held in person and all board members shall strive to attend the meetings in person. The Board Chair will, however, ensure that there is a mechanism for board members to listen in on the meeting who may not be able to attend in person."

Motion 2020-08 2 – Update Cash Restrictions

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I, Doug Lins, motion that we modify policy (III.I.2.e) to read:

At no time shall the school's available unrestricted current asset minus the sum of: a) 50% of unearned tuition revenue and b) 100% of all other current liabilities fall below \$425,000 as of the end of a month.

Motion 2020-08-3 – Restrict movement of funds from Endowment

I, Doug Lins, motion that we add a New Policy III.I.2.q : The executive director shall not allow for funds to be used or moved from the general endowment without the approval of the board.

Motion 2020-08 A – Board's Commitment to Prayer

History: I feel like the board should be committed to praying for the school. As such,

I, Doug Lins, motion that we add:

IV.A.10 – The board members will pray for the school, the school administration, staff, teachers, parents and students on a regular basis.

Motion 2020-08 B – Board's Conflict of Interest

History: During the board training in May it was suggested that the Board should be signing the Conflict of Interest Policy on an annual basis. I agree. As such,

I, Doug Lins, motion that we update the following section: (The bold item is new)

IV.D.6.a.2 -Board members must avoid conflict of interest with respect to their fiduciary responsibility. Additionally, every board member shall sign a Conflict of Interest Policy statement at the beginning of every fiscal year (ie July Board Meeting)

Motion 2020-08 C – Whistleblower Policy

History: During the board training meeting it was suggested that school needed a Whistleblower Policy. As such,

I, Doug Lins, motion that we add the following section:

III.A.5 The Executive Director shall not fail to ensure that the school has an active and up to date Whistleblower Policy.

Motion 2020-08 D – Document Retention Policy

History: During the board training meeting it was suggested that school needed a Document Retention Policy. As such,

I, Doug Lins, motion that we add the following section:

III.A.5 The Executive Director shall not fail to ensure that the school has an active and up to date Document Retention Policy.

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Motion 2020-08 E – Fix Interpersonal

History: My English skills aren't well enough (joke intended) to come up with this, but someone (sorry forgot who now) pointed out to me that the document uses interpersonal when the proper spelling is interpersonal. As such,

I, Doug Lins, motion that we modify inter-personal to be "interpersonal" within the Governance Policy document. There are two occurrence of interpersonal.

Motion 2020-08 F – Clean up of Treatment of Volunteers.

History: As I understand it, when we decided to put in a section (Section III.D) to address the Treatment of Volunteers, the Treatment of Staff section was just copied. This shouldn't have been done. It should have been cleaned up to reference the nuances of the difference to between staff and volunteers. As such,

I, Doug Lins, motion that

Section III.D.1 be modified as follows:

With respect to the treatment of paid or volunteers staff, the eExecutive dDirector shall not cause or allow conditions that are unfair, unsafe, insecure, and unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.

Section III.D.2 be removed: It states:

The executive director shall not operate without written personnel policies that clarify personnel rules and procedures for staff.

Section III.D.3 be modified as follows:

The Executive dDirector shall not inappropriately discriminate against any staff member volunteer.

Section III.D.4 be modified as follows:

The Executive Director shall not use methods of collecting, reviewing, transmitting, or storing employee volunteer information that fail to provide proper security and confidentiality.

Section III.D.5 be removed: (This is covered in Facilities Section III.H) It states:

The executive director shall not maintain facilities that fail to provide a reasonable level of safety, security and confidentiality.

Section III.D.6 be modified as follows:

The executive director shall not fail to inform those who volunteer or are employed by for the organization of this policy or to provide anthe escalation process to those who believe

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that they have not been appropriately served according to this policy should they have a grievance with the school.

Section III.D.8 be removed: This is already stated in III.A.4.

The executive director shall not unnecessarily expose the organization, its board or its staff to claims of liability.

Section III.D.10 be modified as follows:

The executive director shall not fail to encourage employee and volunteer involvement in the structure and operation of the organization's safety program.

Section III.D.11 be modified as follows:

The executive director shall not fail to provide appropriate safety and health training to all employees and volunteers.

Section III.D.11 be modified as follows:

The executive director shall not fail to ensure that all employees and volunteers understand the hazards to which they may be exposed and how to prevent death or serious harm.

- o 1. *Item 1 under this new IV.C will be added that states, "To the greatest degree possible, all Board Meetings will be held in person and all board members shall strive to attend the meetings in person. The Board Chair will, however, ensure that there is a mechanism for board members to listen in on the meeting who may not be able to attend in person.*
- o 2. *At no time shall the school's available unrestricted current asset minus the sum of: a) 50% of unearned tuition revenue and b) 100% of all other current liabilities fall below **\$425,000** as of the end of a month.*
- o 3. *motion that we add a New Policy III.I.2.q : The executive director shall not allow for funds to be used or moved from the general endowment without the approval of the board.*
- o 4. *IV.A.10 – The board members will pray for the school, the school administration, staff, teachers, parents and students on a regular basis.*
- o 5. *IV.D.6.a.2 -Board members must avoid conflict of interest with respect to their fiduciary responsibility. Additionally, every board member shall sign a Conflict of Interest Policy statement at the beginning of every fiscal year (ie July Board Meeting)*
- o 6. *III.A.5 The Executive Director shall not fail to ensure that the school has an active and up to date Whistleblower Policy.*
- o 7. *III.A.5 The Executive Director shall not fail to ensure that the school has an active and up to date Document Retention Policy.*
- o 8. *motion that we modify inter-personal to be "interpersonal" within the Governance Policy document. There are two occurrences of interpersonal.*
- o 9. *Section III.D.1 be modified as follows:
With respect to the treatment of paid or volunteers staff, the eExecutive dDirector shall not cause or allow conditions that are unfair, unsafe, insecure, and unclear, provide for inadequate confidentiality or lack procedural clarity for recourse or escalation.
-Section III.D.2 be removed: It states:
The executive director shall not operate without written personnel policies that clarify personnel rules and procedures for staff.
-Section III.D.3 be modified as follows:
The Executive dDirector shall not inappropriately discriminate against any staff member volunteer.
-Section III.D.4 be modified as follows:*

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The Executive Director shall not use methods of collecting, reviewing, transmitting, or storing employee volunteer information that fail to provide proper security and confidentiality.

-Section III.D.5 be removed: (This is covered in Facilities Section III.H) It states:

The executive director shall not maintain facilities that fail to provide a reasonable level of safety, security and confidentiality.

-Section III.D.6 be modified as follows:

The executive director shall not fail to inform those who volunteer or are employed by for the organization of this policy or to provide anthe escalation process to those who believe that they have not been appropriately served according to this policy should they have a grievance with the school.

-Section III.D.8 be removed: This is already stated in III.A.4.

The executive director shall not unnecessarily expose the organization, its board or its staff to claims of liability.

-Section III.D.10 be modified as follows:

The executive director shall not fail to encourage employee and volunteer involvement in the structure and operation of the organization's safety program.

-Section III.D.11 be modified as follows:

The executive director shall not fail to provide appropriate safety and health training to all employees and volunteers.

-Section III.D.11 be modified as follows:

The executive director shall not fail to ensure that all employees and volunteers understand the hazards to which they may be exposed and how to prevent death or serious harm.

All motions approved