



Board Governance Model

Revised May12, 2011

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 1.0

The Administrator 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 GCS.

- 1.1** With respect to interactions with students/families or potential students/families, the Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality.
- 1.2** With respect to the treatment of current or prospective paid staff and/or volunteers, the Administrator may not cause or allow conditions which are unfair, unlawful, unsafe, unbiblical, undignified, or lacking appropriate confidentiality.
- 1.3** Financial planning (budgeting, etc) for any GCS year shall not deviate materially from the Board's approved plan. The Administrator may authorize the expenditure of any amount up to \$10,000 of an established budget line item without the approval of the Board. A \$30,000 aggregate limit is allowed without Board approval
- 1.4** With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of a material deviation of actual expenditures from Board approved budget.
- 1.5** The Administrator shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked.
- 1.6** In order to protect the Board from sudden loss of Administrator services, the Administrator shall not fail to designate and inform the Board of several individuals familiar with Board and Administrational issues and processes (succession plan).
- 1.7** With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Administrator shall follow all State and Federal statutes and not jeopardize the integrity of GCS or its corporate Christian testimony.
- 1.8** The Administrator shall not permit the Board to be uninformed or unsupported in its work.
- 1.9** With respect to the programs and services provided by the school, the Administrator shall not fail to ensure that these programs and services meet or exceed industry standards for excellence.
- 1.10** With respect to donor, donations, and fundraising, the Administrator shall cause all facets of fundraising and donor acknowledgments to be done in accordance to biblical stewardship principles, but will not solicit funds in excess of \$5,000 without the approval of the Board.

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

Policy 2.0

With respect to interactions with students/families or potential students/families, the Administrator 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 Administrator shall not:

- 2.1.1** Elicit information for which there is no clear necessity.
- 2.1.2** Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
- 2.1.3** Maintain facilities that fail to provide reasonable and appropriate levels of privacy, both visual and auditory.
- 2.1.4** Operate without clear policies as defined in the **Parent/Student Handbook**
- 2.1.5** And on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
 - 2.1.5.1 Fail to apply standards of conduct, dress code, and conflict resolution.
- 2.1.6** Fail to inform students/families of Policy 2.1.4 and to provide a biblical grievance process.
 - 2.1.6.1 Prevent students/families from informing the Board (in writing) when **Internal Grievance Procedures** have been exhausted.
- 2.1.7** Fail to operate in partnership with GCS parents/guardians.
 - 2.1.7.1 Fail to show respect to students/families and potential students/families.
 - 2.1.7.2 Fail to consistently and strategically communicate with students/families.
- 2.1.8** Enroll families who do not meet the school's admission requirements:
 - 2.1.8.1 In keeping with the standards and goals of the school, every student must have acceptable academic capabilities, a satisfactory citizenship record, and a willingness to attend and abide by the rules of GCS.
 - 2.1.8.2 Both parents must agree in writing that:
 - 2.1.8.2.1 GCS has full discretion in the discipline of their students within the bounds of the **Discipline Policy**.
 - 2.1.8.2.2 GCS has full discretion for the grade placement and teacher assignments of students.

- 2.1.8.2.3 They will meet all tuition and other financial obligations under the agreed upon payment terms.
 - 2.1.8.2.4 They will willingly support GCS in prayer and in lending practical help as may be requested by GCS.
 - 2.1.8.2.5 They will commit to learn about and to understand GCS policies and to follow the prescribed methods of resolving issues and concerns (Matthew 18).
 - 2.1.8.2.6 They have read the **Drug Screening Policy** (grades 7-12) and agree to support it.
 - 2.1.8.2.7 They have read the GCS **Standard Attire Policy** and agree to support it.
 - 2.1.8.2.8 At least one of the applicant's parents (guardians) or the applicant must have a credible profession of faith in the Lord Jesus Christ as his/her Savior. "Credible" is to be understood to mean: (1) the person has a clear understanding of what it means to be saved by grace and through faith, and (2) there is evidence of sanctification in his/her life. Certain exceptions may be made by the Administrator, providing the exceptions are no more than 5% of the total parental population of the school.
- 2.1.9** Fail to make prospective families fully aware of all appropriate admissions policies and practices.
- 2.1.10** Fail to operate without appropriate **Child Abuse and Sexual Harassment Policies.**

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/DONATIONS/FUND-RAISING

POLICY 2.10

With respect to donor, donations, and fundraising, the Administrator shall cause all facets of fundraising and donor acknowledgments to be done in accordance to biblical stewardship principles and Board approval.

Accordingly, the Administrator shall not:

- 2.10.1** Fail to evaluate full consequences of gifts prior to receipt of gifts with respect to donors, donations, and fundraising.
- 2.10.2** Fail to establish the criteria by which funds can be accepted from individuals, corporations, trusts, and other interested parties.
- 2.10.3** Allow the actual fundraising event, collateral material, or promotional activities to be in conflict with any of the approved GCS policies contained herein.
- 2.10.4** Fail to acknowledge that we are merely stewards of God's abundant resources, and as such, we are only responsible for the effort we put forth and God is responsible for the results.
- 2.10.5** Fail to comply with the applicable regulations regarding the receipt, allocation, and refund of donations from a participating Student Tuition Organization.
- 2.10.6** Fail to express gratitude in a timely fashion for all donations to the GCS.
- 2.10.7** Allow restricted donations to be used for any purpose other than what is prescribed by the donor unless said donor has agreed to amend their restriction in writing.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STAFF

POLICY 2.2

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

Accordingly, the Administrator shall not:

- 2.2.1** Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
- 2.2.2** Discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3** Prevent staff from grieving to the Board when **Internal Grievance Procedures** have been exhausted and the employee alleges that Board policy or a State or Federal Labor Laws have been violated to his/her detriment.
- 2.2.4** Fail to acquaint staff with Policy 2.2.3.
- 2.2.5** Fail to employ teachers that meet the appropriate qualifications. Accordingly, all teachers must have:
 - 2.2.5.1 A personal relationship with Jesus Christ; be "born-again" and feel called of God to the teaching profession.
 - 2.2.5.2 Spiritual maturity with academic and leadership abilities that will allow him/her to "train up a child in the way he should go."
 - 2.2.5.3 A clearly expressed commitment to the **Statement of Faith of GCS.**
- 2.2.6** Fail to recruit volunteers in leadership positions that meet the appropriate qualifications. Accordingly all volunteers must have:
 - 2.2.6.1 A personal relationship with Jesus Christ and be "born again".
 - 2.2.6.2 Spiritual maturity with leadership abilities that will allow him/her to "train up a child in the way he should go".
 - 2.2.6.3 A clearly expressed commitment to the **Statement of Faith of GCS.**
 - 2.2.6.4 A clearly expressed commitment to the GCS Position on Critical Issues.
- 2.2.7** Fail to make it clear to all faculty and staff members that they are encouraged to attend church services regularly in the local evangelical Christian church of their choice, and are encouraged to become active members.
- 2.2.8** Fail to communicate to the staff that neither Board members nor their children should be treated any differently than any other parent or student.

- 2.2.9** Fail to communicate to the staff that neither employees nor their children should be treated any differently than any other parent or student.
- 2.2.10** Fail to monitor the work of each staff member and provide timely performance reviews that are consistent with stated **Job Descriptions** and designed to foster professional development.
- 2.2.11** Fail to promote and provide staff development.
- 2.2.12** Fail to operate without appropriate **Child Abuse and Sexual Harassment Policies** that are communicated to teachers and administrative personnel.

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

POLICY 2.3

Financial planning for any fiscal GCS year shall not deviate materially from the Board's approved yearly budget.

Accordingly, the Administrator shall not allow budgeting which:

- 2.3.1** Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.3.2** Increases individual tuition and/or fees in any one GCS year.
- 2.3.3** Projects enrollment growth greater than the Board approved student counts in any one GCS year.
- 2.3.4** Fails to provide for the creation of a balanced budget (exclusive of reserves) on an annualized basis.
- 2.3.5** Fails to provide funds (min. \$2500) for Board development and maintenance.
- 2.3.6** Does not ensure ongoing staff/teacher development and retention.
- 2.3.7** Provides for the awarding of financial assistance by any means other than a financial analysis performed by a designated Board committee third party and a completed/submitted application.
- 2.3.8** Provides for the issuance of tuition scholarships or remission or student tuition to any family for any student without the approval of the Board.
- 2.3.9** Fail to establish appropriate financial reserves for the ongoing maintenance, repair, and replacement of the GCS's leasehold interest, utilizing standards, recommended by a Board approved qualified third party consultant.
- 2.3.10** Fails to take into consideration the positive financial impact the procurement of additional financial scholarship which could be provided by the Student Tuition Organization already serving GCS.
- 2.3.11** Does not provide for a multi-child tuition discount.
- 2.3.12** Fails to provide a monthly, yearly actual income and expenditure analysis as compared to the approved budget for the appropriate period.
- 2.3.13** Establishes unrealistic goals for the generation of budgeted revenues from fund-raising activities, food service, book fees and donations.
- 2.3.14** Fails to establish an adequate allowance for the write-off of tuition income from doubtful accounts.
- 2.3.15** Has not been approved by the Board in the normal course of business to be enacted in the current fiscal GCS year.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

POLICY 2.4

With respect to the actual, ongoing financial condition and activities, the Administrator shall not cause or allow the development of any activity that could place GCS in jeopardy, or authorize a material deviation of actual expenditures from the Board approved budget.

Accordingly, the Administrator shall not:

- 2.4.1** Expend more funds than have been approved in the current budget, except for an amount up to \$10,000 (annual aggregate limit - \$30,000) by line item without Board approval.
- 2.4.2** Permit a budget line item expenditure that would incur an unfavorable variance unless a corresponding revenue source is identified, realized, and adjusted.
- 2.4.3** Accept money for a specified purpose that deviates materially from the Board's approved budget. Material deviations (donations requiring ongoing expenses) need Board approval prior to acceptance of donation.
- 2.4.4** Spend or permit spending of designated funds other than for specified purposes.
- 2.4.5** Fail to settle payroll and debts in a timely manner.
- 2.4.6** Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.7** Acquire, encumber, or dispose of real property without Board approval.
- 2.4.8** Fail to aggressively pursue material receivables after a reasonable grace period.
- 2.4.9** Accept government funds without Board approval.
- 2.4.10** Fail to evaluate full consequences of gifts prior to receipt of gift.
- 2.4.11** Fail to notify the Board of a contingent liability arising from a threatened or actual legal proceeding for all claims. These include, but are not limited to, attorney letters, labor board, commerce commission, EEOC and small claim court notices or summons.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 2.5

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

Accordingly, the Administrator shall not:

- 2.5.1** Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to Board members (D&O Insurance required), staff and the organization itself in an amount equal to the average for comparable organizations, but not less than twenty-five million dollars (\$25,000,000).
- 2.5.2** Permit the issuance of checks, transfers of funds, disbursement of petty cash and/or the creation of a contingent liability without the required requisite approvals.
- 2.5.3** Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4** Negligently or intentionally expose the organization, its Board, or staff to claims of liability.
- 2.5.5** Make any purchase:
 - 2.5.5.1 wherein normally prudent protection has not been given against conflict of interest;
 - 2.5.5.2 of over \$10,000 (annual aggregate limit - \$30,000) without Board approval.
- 2.5.6** Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.7** Receive, process, or disburse funds under controls that are not in accordance with generally accepted accounting standards.
- 2.5.8** 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.
- 2.5.9** Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 2.5.10** Permit the refund of prepaid tuition or fees without a Board approved schedule to offset incurred expenses.
- 2.5.11** Allow for the authorized use of GCS facilities until a requisite insurance coverage and hold harmless documentation has been provided.
- 2.5.12** Permit the distribution or use of the GCS's assets without the approval of GCS Board.
- 2.5.13** Fail to oversee the maintenance safekeeping, and destruction (when applicable) of the GCS's files, books, and records.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

POLICY 2.6

In order to protect the Board in the event of a sudden loss of Administrator services, the Administrator shall not fail to inform the Board of individuals who will be familiar with the Administrator's job description, scope of responsibilities, and his day to day functions.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: COMPENSATION AND BENEFITS

POLICY 2.7

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Administrator shall not cause or allow jeopardy to GCS's integrity or Christian testimony.

Accordingly, the Administrator shall not:

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

POLICY 2.8

The Administrator shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Administrator shall not:

- 2.8.1** Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored (i.e. AIA communications)..
- 2.8.2** 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.
- 2.8.3** Fail to advise the Board if, in the Administrator's opinion, the Board is not in compliance with its own policies, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Administrator.
- 2.8.4** Fail to provide external points of view if requested by the Board, for fully informed Board choices.
- 2.8.5** Fail to provide a mechanism for official Board, officer, or task force communications.
- 2.8.6** Fail to deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or task forces duly charged by the Board.
- 2.8.7** Fail to report in a timely manner a known or anticipated noncompliance with any policy of the Board.
- 2.8.8** Fail to supply for the agenda all items delegated to the Administrator yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPES: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS/SERVICES

POLICY 2.9

With respect to the programs and services provided by the school, the Administrator shall not fail to ensure that these programs and services meet or exceed industry standards for excellence and are consistent with the philosophy and values of GCS in program quality and safety.

Accordingly, the Administrator shall not:

- 2.9.1** Eliminate or add any major category of program offerings without discussing and ultimately getting approval from the Board.
- 2.9.2** Fail to maintain accredited status with North Central Association Commission on Accreditation and School Improvement (NCA CASI), or any Board approved accreditation recommended by the Administrator.
- 2.9.3** Fail to ensure affiliation with ACSI, or any Board approved accreditation recommended by the Administrator.
- 2.9.4** Fail to ensure a Biblical worldview as it pertains to instruction and correction.
- 2.9.5** Fail to evaluate curriculum for biblical accuracy.

POLICY TYPE: EXECUTIVE/ADMINISTRATOR LINKAGE

POLICY TITLE: MANAGEMENT CONNECTION

POLICY 3.0

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

- 3.1** Only decisions of the Board, acting as a body by majority vote, are binding on the Administrator.
- 3.2** The Administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Administrator.

The Board will instruct the Administrator through written policies that prescribe the organizational Expectations to be achieved, and describe organizational situations and actions to be avoided. The Administrator shall utilize a Christian biblical world-view that inconsistent with the Statement Of Faith of GCS to interpret these policies.

- 3.3** Systematic and rigorous monitoring of Administrator's job performance is neither the intent nor charter of the Board. The Board policies clearly establish the Administrator's limitations and will only interject itself if Administrator's actions appear to be in conflict with the limitations established in the Board's policies, or the Statement Of Faith of GCS.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1

Accordingly:

- 3.1.1** Decisions or instructions of individual Board members, officers, or task forces are not binding on the Administrator except in rare instances when the Board has specifically authorized such exercise of authority.
- 3.1.2** In the case of Board members or task forces requesting information or assistance without Board authorization, the Administrator can refuse such requests that require, in the Administrator's opinion, a material amount of staff time, funds, or is considered to be disruptive to the operation of GCS.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE ADMINISTRATOR

POLICY 3.2

The Administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Administrator.

Accordingly:

- 3.2.1** The Board will refrain from giving instructions to persons who report directly or indirectly to the Administrator.
- 3.2.2** The Board will refrain from evaluating any staff other than the Administrator.
- 3.2.3** The Board will view Administrator performance as identical to organizational performance, so that the successful organizational accomplishment of the Board-stated policies and goals will be viewed as a successful Administrator performance.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE
POLICY TITLE: DELEGATION TO THE ADMINISTRATOR

POLICY 3.3

The Board will discuss, work, and communicate with the Administrator through written policies that prescribe the organizational goals to be achieved, and describe organizational situations and actions to be avoided, allowing the Administrator to use a Christian biblical world-view interpretation of these policies that is consistent with the GCS Statement Of Faith.

Accordingly:

- 3.3.1** The Board will discuss, work, and develop policies with the Administrator 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 called Board Expectations.
- 3.3.2** The Board will discuss, work, and develop policies with the Administrator that sets the boundaries that the Administrator may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations Policies.
- 3.3.3** As long as the Administrator uses a reasonable interpretation of the Board's Expectations and Executive Limitations Policies, the Administrator is authorized to make all decisions consistent with the established policies herein, take all necessary actions, establish all practices, and develop all activities.
- 3.3.4** The Board may change its Goals and Executive Limitations policies, thereby shifting the boundary between Board and Administrator domains. By doing so, the Board changes the latitude of choice given to the Administrator. However, as long as any particular delegation is in place, the Board will respect and support the Administrator choices.

Should the Administrator violate a Board policy, he or she shall promptly inform the Board. Informing insures that no violation will be intentionally kept from the Board. Likewise the Board may bring an alleged policy violation to the Administrator's attention. Regardless, Board response, either approving or disapproving, does not exempt the Administrator from subsequent Board judgment of the action nor does it necessarily curtail any executive decision.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: MONITORING ADMINISTRATOR PERFORMANCE

POLICY 3.4

Systematic and rigorous monitoring of Administrator job performance will be solely against the expected Administrator job outputs: organizational accomplishment of Board policies on Goals and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

- 3.4.1** Monitoring is simply to determine the degree to which Board policies are being met.
- 3.4.2** The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Administrator discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 3.4.3** In every case, the standard for compliance shall be any reasonable Administrator interpretation of the Board policy being monitored.
- 3.4.4** All policies that instruct the Administrator will be monitored at a frequency and by a method chosen by the Board. The frequency of monitoring, and its schedule could be based upon the following example at the board's discretion:

Policy	Method	Frequency	Schedule
1.0 Goals	Internal	Annually	TBA
2.1 Treatment of Students/families	Internal	Annually	TBA
2.2 Treatment of Staff	Internal	Annually	TBA
2.3 Financial Planning/Budgeting	Internal	Annually	TBA
Management Budget	Internal	Annually	TBA
Financial Audit	External	Annually	TBA
Financial Reports (including Accounts Receivable)	Internal	Monthly	TBA
2.4 <i>Financial Condition and Activities</i>	Internal	Annually	TBA
2.5 Asset Protection	Internal	Annually	TBA
2.6 Emergency Administrator Succession	Internal	Annually	TBA
2.7 Compensation and Benefits	Internal	Annually	TBA
2.8 Communication and Support of the Board	Internal	Annually	TBA
2.9 Programs/Services	Internal	Annually	TBA
2.10 Donors/Donations/Fund-raising			TBA

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0

The purpose of the GCS Board, on behalf of God and the evangelical community who actively share the purpose and philosophy of GCS, is to assure that GCS achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.

- 4.1** The GCS Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices and in a manner consistent with the GCS Statement Of Faith, (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) the future, rather than past, and (g) be proactive rather than reactive.
- 4.2** The job of the GCS Board is to represent God and the evangelical community who actively share the purpose and philosophy of GCS in determining and demanding appropriate organizational performance.
- 4.3** To do its job effectively, the Board will follow an annual agenda that completes a re-exploration of Expectation policies annually and continually improves Board performance through Board education and enriched input and deliberation.
- 4.4** The President of the board, or his/her designee, to the best of their ability, is to assure the integrity of the Board's process and, secondarily, represent the Board to outside parties.
- 4.5** The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 4.6** The Board commits itself to the individual and collective participation of its members to insure leadership success.
- 4.7** Board task forces, 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 Administrator.
- 4.8** A Board task force's existence and charge come from the Board, regardless of whether Board members sit on the task force. The only Board task forces are those established by the Board. Unless otherwise stated, a task force ceases to exist as soon as its task is complete. The Administrator or its designee will serve as a non-voting member of each task force unless otherwise stated.
- 4.9** The Board aims to maintain a size of 4-8 elected members. The Board Nominating Task Force will properly screen and nominate, for Board consideration, the Board chair and individuals to fill vacancies on the Board.
- 4.10** The Board will invest appropriate resources to enhance its ability to govern with excellence.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE AND VALUES

POLICY 4.1

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

Accordingly:

- 4.1.1** A board member shall conduct its behavior in a manner that is consistent with the GCS Statement Of Faith, and that of a mature believer in Christ. .
- 4.1.2** We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.3** GCS, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, gender, or military status.
- 4.1.4** The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values. The Board will allow no officer, individual or task force of the Board to hinder or be an excuse for not fulfilling Board commitments
- 4.1.5** The Board will collaborate with the Administrator to direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Expectations to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.6** The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters including, but not limited to, attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement. A Board member may be removed from a Board by a vote of at least 75% of all members other than the member at issue. A vote to remove a Board member may not occur less than 30 days after written notice is provided to all Board members stating the grounds for the proposed removal and may not occur until the Board member is given a reasonable opportunity to respond to the stated grounds for removal.
- 4.1.7** The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the May meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Administrator categories.

- 4.1.8** Each member of the Board will support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.9** All Board action requires approval by simple majority of a quorum (quorum being half voting members plus one) of voting members.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: DOCTRINAL BELIEFS

POLICY 4.1.1

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

Accordingly, based on Scripture we will believe in and abide by:

4.1.1.1 The GCS Statement of Faith

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

POLICY 4.1.2

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

Accordingly, we believe:

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

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2

The job of the GCS Board is to represent God and the evangelical community of believers in Christ that actively share the purpose and philosophy of GCS in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1** The Board will produce the link between the organization and all involved in the school.
- 4.2.2** The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 EXPECTATIONS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 GOVERNANCE PROCESS: Specification of how the Board conceives, carries out, and monitors its own performance.
 - 4.2.2.4 BOARD/ADMINISTRATOR LINKAGE: How power is delegated and its proper use monitored; the Administrator role, authority, and accountability.
- 4.2.3** The Board will produce assurance of Administrator performance.
- 4.2.4** The Board will be involved in raising funds in cooperation with the Administrator.
- 4.2.5** The Board will provide for the physical and spiritual care of the Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 4.3

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

Accordingly:

4.3.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term EXPECTATIONS.

4.3.2 The cycle will start with the Board's development of its agenda for the next year.

4.3.2.1 The board shall seek input as it deems necessary, for the purpose of improving its governance model, establishment of appropriate goals that are consistent with the adopted educational philosophy of GCS (e.g. presentations by economists, advocacy groups, demographers, staff, etc.). These presentations will be arranged during the spring, to be held during the balance of the Board's planning cycle.

4.3.2.2 The chair is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for Board consideration. Any Board member desiring to recommend any matter for Board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled Board meeting. By an affirmative vote of a majority of the members of the Board, or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.

4.3.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.

4.3.4 The Board will meet a minimum of six times per GCS year. Additional meetings will be scheduled as required.

4.3.5 Administrator monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

4.3.6 Administrator remuneration will be decided during the month of November after a review of monitoring reports received in the last year from the Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON'S ROLE

POLICY 4.4

- 4.1** The President of the board (chairperson), or his/her designee, to the best of their ability, is to assure the integrity of the Board's process and, secondarily, represent the Board to outside parties.

Accordingly:

- 4.4.1** The job result of the chairperson is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
- 4.4.1.1 Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide, but may require input from the board to the Administrator regarding decisions that may be the sole responsibility of the Administrator.
- 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2** The authority of the chairperson consists in making decisions that fall within topics covered by Board policies, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable biblically-based interpretation of the provisions in these policies.
- 4.4.2.1 The chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
- 4.4.2.2 The chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- 4.4.2.3 The chairperson will represent the Board in matters that relate to GCS.
- 4.4.2.4 The chairperson may delegate this authority but remains accountable for its use.
- 4.4.3** The chairperson shall ensure that an annual program for Board members' continuing education be established.
- 4.4.4** The chairperson may appoint members and a chairperson for each Board task force unless otherwise stipulated by Board policies or the organization's bylaws.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

POLICY 4.5

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

Accordingly:

- 4.5.1** Members must represent loyalty without conflict to the interests of GCS. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
- 4.5.2** Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled, or approved by the majority of board members to assure openness, competitive opportunity, and equal access to inside information.
 - 4.5.2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent themselves without comment from not only the vote but also from the deliberation.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates.
- 4.5.3** Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 4.5.3.1 Board members' interaction with the Administrator or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of Administrator or staff performance.
- 4.5.4** Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.5.5** Board members must meet the proper biblical qualifications, particularly as articulated in I Timothy 3:1-7,
- 4.5.6** Board members must be in agreement with the **GCS Statement of Faith.**
- 4.5.7** Board members must be in agreement with the **GCS Position on Critical Issues.**

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

POLICY 4.6

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

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

- 4.6.1** Attendance - As Board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at Board meetings is required of Board members. Members may not be absent from more than 25% of the Board's regularly scheduled meetings in any fiscal GCS year. Members may not miss three consecutive regularly scheduled meetings. Any absence that exceeds this allotment will be interpreted as that member's resignation from the Board.
- 4.6.2** Preparation, Participation, and Punctuality - Board members will prepare for Board and task force meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member is expected to contribute his or her own knowledge, skills, discernment, wisdom, and expertise to the Board's efforts to fulfill its responsibilities.
- 4.6.3** Members as Individuals - the Administrator is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Administrator and individual members of the Board, including the Board chair, is collegial, not hierarchical.
- 4.6.4** Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD TASK FORCE PRINCIPLES

POLICY 4.7

Board task forces, 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 Administrator.

Accordingly:

- 4.7.1** Board task forces are to help the Board do its job, never to help or advise the staff. Task forces ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board task forces will normally not have direct dealings with current staff operations.
- 4.7.2** Board task forces 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 Administrator.
- 4.7.3** Board task forces cannot exercise authority over staff. Because the Administrator works for the full Board, he or she will not be expected to obtain approval of a Board task force before an executive action.
- 4.7.4** Board task forces are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board task force that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
- 4.7.5** Task forces will ordinarily be used in an ad hoc capacity.
- 4.7.6** This policy applies to any group that is formed by Board action, whether or not it is called a task force and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Administrator.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD TASK FORCE STRUCTURE

POLICY 4.8

A Board task force's existence and charge come from the Board, regardless of whether Board members sit on the task force. The only Board task forces are those established by the Board. Unless otherwise stated, a task force ceases to exist as soon as its task is complete. The Administrator or designee will serve as a non-voting member of each task force unless otherwise stated.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.9

The Board aims to maintain a size of 4-8 elected members. The Board Nominating Task Force and the Administrator will properly screen and nominate, for Board consideration, the Board President, and individuals to fill vacancies on the Board.

Accordingly:

- 4.9.1** No later than the March meeting, the current Board will elect a Board Nominating Task Force (Administrator included), comprised of no fewer than three members. It will elect its own chair and solicit suggestions from fellow Board members and the Administrator for nominations.
- 4.9.2** The Board will designate the Administrator to interview and recommend his choice(s) of the identified candidates.
- 4.9.3** By no later than the March meeting, the nominating task force and the Administrator will qualify potential Board nominees and present the list of qualified candidates to the Board.
- 4.9.4** At the April meeting, the Board shall:
 - 4.9.4.1 Approve or disapprove the Board nominating task force's nomination for new Board chair, and
 - 4.9.4.2 Approve or disapprove the Board nominating task force's nominations for new Board members.
 - 4.9.4.2.1 If more nominees are approved than slots are available, the Board will rank nominees in the order in which they should be approached until available slots are filled. Nominees will be approached only after Board approval and then shall be given the invitation to serve along with conditions of service.
 - 4.9.4.2.2 Individuals may not be nominated or serve if they or their spouse are employees of GCS (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.
 - 4.9.4.2.3 Following Board approval of the nominee, the new member shall be considered a member in training for a period of six months, which can be reduced or extended by a majority vote of the Board. A member in training may participate in all Board functions except voting privileges. Upon completion of the member in training period, the Board shall affirm or disapprove full Board member status by a majority vote.
- 4.9.5** Members of the Board shall serve no more than one five-year term unless given an exemption due to certain circumstance due to early founders, etc. The nominating committee will appraise each prospective Board member's candidacy on the basis of the qualifications cited in I Timothy and Titus. Accordingly, prospective Board members should have the following qualities: (a) self controlled, (b) hospitable, (c) able to teach, (d) not violent but gentle, (e) not a lover of money, (f) not a recent convert, (g) have a good reputation, (h) not overbearing, (i) not quick-tempered, (j) loves what is good, (k) upright and holy,

(l) not quarrelsome, (m) disciplined, (n) above reproach, (o) husband or wife of one spouse, (p) temperate, (q) respectable, (r) not given to drunkenness, (s) manages own family well, (t) does not pursue dishonest gain, (u) sincere, (v) testing, (w) children are obedient.

- 4.9.6** Members who serve one five-year term may be nominated again for Board membership after spending a minimum of one year off the Board. Additionally, the Board nominating committee should take into account the following qualifications, in respect of prospective Board candidates: (a) in good standing or regular attendees of a local evangelical church, (b) connected to the ownership, (c) visionary, able to create alternate futures, (d) can work cooperatively and in a godly manner within a group setting, (e) accept and use authority, (f) can allow others to lead, (g) has time to commit to Board meetings and at least one additional task force assignment, (h) possesses the specific spiritual gifts needed in order to complete the leadership body of the Board.
- 4.9.7** Re-nomination/nomination of Board members may be based upon such factors, as the Board Nominating Task Force deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.10

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

Accordingly:

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

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

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

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

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

4.10.2.1 Up to \$1500 per year for training, including attendance at conferences and workshops, retreats, and monthly meetings.

4.10.2.2 Up to \$1,000 annually for surveys, focus groups, and opinion.

4.10.3 The Board will commit to provide the necessary resources and dedicate appropriate governance oversight to those organizations that are designated and approved as GCS Support Organizations.