

BOARD OF DIRECTORS POLICY MANUAL ROUND ROCK CHRISTIAN ACADEMY

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POLICY TYPE: ENDS

POLICY TITLE: MISSION AND EDUCATIONAL PHILOSOPHY STATEMENT

POLICY 1.0 The purpose of Round Rock Christian Academy is to operate a Christian School that provides students with a Christ-centered, college-preparatory education consistent with biblical principles and teaching, through discipleship, Bible oriented curriculum, instruction, and personal example to prepare them to impact their community through productive citizenship, vocation, and the fulfillment of God's purpose for their life.

Accordingly, the Head of School shall not:

- 1.1 Deviate from the mission of Round Rock Christian Academy which is to produce disciples, scholars, and leaders.
- 1.2 Fail to produce, review, and implement clear statements of vision, values, and a specific educational philosophy of education that will provide the framework within which the academic functioning of the Academy will operate.
- 1.3 Fail to lead a systematic and periodic review of the vision, mission, values, and philosophy of education for the Academy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The Head of School shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the Statement of Faith of Round Rock Christian Academy.

2.1 Treatment of students/families: With respect to interactions with students/families or potential students/families, the Head of School shall not cause or allow conditions, procedures, communications, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality.

2.2 Treatment of employees/volunteers: With respect to the treatment of current or prospective paid staff and/or volunteers the Head of School may not cause or allow conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

2.3 Financial Planning/Budgeting: Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities or any budgetary guidelines adopted by the board, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

2.4 Financial Condition/Activities: With respect to the actual, ongoing financial condition and activities, the Head of School shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

2.5 Asset Protection: The Head of School shall not allow Academy assets to be unprotected, inadequately maintained or unnecessarily risked.

2.6 Emergency Head of School Succession: In order to protect the board from sudden loss of Head of School services, the Head of School shall not fail to designate and inform the board of several individuals who will be familiar with board and Head of School issues and processes.

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

2.8 Board Communication/Support: The Head of School shall not permit the board to be uninformed or unsupported in its work.

2.9 Academy Programs/Service: With respect to the programs and services provided by the Academy, the Head of School 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 Round Rock Christian Academy in program quality and safety.

2.10 Fundraising: The Head of School shall not allow fund-raising that violates biblical principles; insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of Round Rock Christian Academy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STUDENTS/FAMILIES

POLICY 2.1 With respect to interactions with students/families or potential students/families, the Head of School shall not cause or allow conditions, procedures, communications, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality.

Accordingly, the Head of School shall not:

- 2.1.1 Information Privacy: Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
- 2.1.2 Individual Privacy: Maintain facilities that fail to provide a reasonable level of privacy, both visual and auditory.
- 2.1.3 Policy Clarity: Operate without clear policies as defined in the parent/student handbooks and on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
- 2.1.4 Grievance Process/Policy: Fail to provide a biblical grievance process and inform students/families of this policy.
- 2.1.5 Partnership with Parents/Guardians: Fail to operate in partnership with Round Rock Christian Academy parents/guardians.
- 2.1.6 Respect: Fail to show respect to students/families and potential students/families.
- 2.1.7 Communication: Fail to consistently and strategically communicate with students/families.
- 2.1.8 Admission: Enroll families who do not meet the Academy's current admission requirements.
- 2.1.9 Relevant Forms: Use application forms that elicit information for which there is no clear necessity.
- 2.1.10 Abuse/Harassment Policies. Fail to operate without appropriate child abuse and sexual harassment policies.

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 Head of School may not cause or allow conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

Accordingly, the Head of School shall not:

- 2.2.1 Personnel Policies: 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 Discrimination Against Staff: Discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3 Staff Appeals to the Board: (1) Prevent staff from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his/her detriment, or (2) fail to acquaint staff with this policy.
- 2.2.4 Staff Selection: Fail to employ teachers that meet the current minimum requirements for teaching at RRCA.
- 2.2.5 Nepotism: Employ staff and teachers that violate the RRCA nepotism policy as then adopted by the board.
- 2.2.6 Board Member Preference: Fail to communicate to the staff that neither board members nor their children should be treated any differently than any other parent or student.
- 2.2.7 Staff Preference: Fail to communicate to the staff that neither employees nor their children should be treated any differently than any other parent or student.
- 2.2.8 Staff Monitoring and Performance Reviews: Fail to monitor the work of each staff member and provide timely performance reviews that are consistent with stated job expectations and fundamentally designed to foster professional development.
- 2.2.9 Staff Development: Fail to consistently promote and provide staff development.
- 2.2.10 Abuse/Harassment Policies: 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 year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Head of School shall not allow budgeting which:

- 2.3.1 Inadequate Information: 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 Tuition Increases: Increases individual tuition and/or fees more than 5% in any one fiscal year without board approval. The board will establish tuition rates and any discounts by December for the following academic year.
- 2.3.3 Enrollment Increases: Projects enrollment growth greater than 10 percent in any one fiscal year.
- 2.3.4 Deficit Planning: Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition, fees and fundraising in that period.
- 2.3.5 Board Development: Fails to provide funds for board development and maintenance.
- 2.3.6 Staff Development/Retention: Does not ensure ongoing staff/teacher development and retention.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL ACTIVITIES AND CONDITIONS

POLICY 2.4 With respect to the actual, ongoing financial condition and activities, the Head of School shall not cause or allow the development of fiscal jeopardy or a material Deviation of actual expenditures from board priorities established in Ends policies.

Accordingly, the Head of School shall not:

- 2.4.1 Deficit Spending: Expend more funds than have been received in the fiscal year to date.
- 2.4.2 Proper Donations: Accept money for a specified purpose that deviates materially from the board's Ends priorities.
- 2.4.3 Proper Use of Designated Funds: Spend or permit spending of designated funds other than for specified purposes.
- 2.4.4 Payroll and Debt: Fail to settle payroll and debts in a timely manner. The Head of School may not incur debt, other than in the normal course of the Academy's business, without board approval.
- 2.4.5 Taxes: Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.6 Real Property: Acquire or dispose of real property without board approval.
- 2.4.7 Government Funds: Accept government funds, with the exception of lawfully authorized Title II funds for professional development unless approved by the Board of Directors.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 2.5 The Head of School shall not allow Academy assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Head of School shall not:

2.5.1 **Theft/Casualty Insurance:** Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to board members, staff and the organization itself in an amount equal to the average for comparable organizations.

2.5.2 **Fidelity Bonds:** Allow unbonded personnel access to material amounts of funds.

2.5.3 **Physical Plant Maintenance:** Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.

2.5.4 **Reasonable Practices:** Negligently or intentionally expose the organization, its board or staff to claims of liability.

2.5.5 **Purchases:** Make any purchase:

2.5.5.1 wherein normally prudent protection has not been given against conflict of interest;

2.5.6 **Intellectual Property Protection:** Fail to protect intellectual property, information and files from loss or significant damage.

2.5.7 **Financial Controls:** Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

2.5.8 **Operating Capital Accounts:** 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 **Reputation:** Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

2.5.10 **Campus Security:** Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all. These procedures are to include the necessary practice schedules that foster acceptable levels of familiarity on the part of all participants.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY HEAD OF SCHOOL SUCCESSION

POLICY 2.6 In order to protect the board from sudden loss of Head of School services, the Head of School shall not fail to designate and inform the board of several individuals who will be familiar with board and Academy administrative issues and processes.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the Head of School shall not:

- 2.7.1 Head of School's Compensation/Benefits: Change his or her own compensation and benefits.
- 2.7.2 Employment Promises: Promise or imply permanent or guaranteed employment, except in accordance with the normal hiring policies and practices of the Academy.
- 2.7.3 Compensation Benchmarks: Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.7.4 Employment Terms: Create compensation obligations over a term longer than one year.
- 2.7.5 Compensation Stability: 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.
- 2.7.6 Compensation Plan: Fail to use a table and/or formula-based compensation plan for faculty salaries.
- 2.7.7 Bonuses: Award non-budgeted bonuses without Board Approval.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

POLICY 2.8 The Head of School shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the Head of School shall not:

- 2.8.1 Monitoring Data: Neglect to submit monitoring data required by the board (see policy on Monitoring Head of School performance in Board/Head of School Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.8.2 Relevant Information: 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 Board Violation of Own Policies: Fail to advise the board if, in the Head of School's opinion, the board is not in compliance with its own policies on Governance Process and Board/Head of School Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Head of School.
- 2.8.4 Information Needed for Decision-Making: Fail to disclose to the board as many staff and external points of view, issues and options needed for fully informed board choices.
- 2.8.5 Clear Communication: Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information effectively.
- 2.8.6 Internal Communication: Fail to provide a mechanism for official board, officer or committee communications.
- 2.8.7 Dealing with Whole Board: Fail to deal with the board as a whole except when responding to officers or committees duly charged by the board.
- 2.8.8 Timely Reporting: Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
- 2.8.9 Legal Compliance: Fail to supply for the consent agenda all items delegated to the Head of School yet required by law or contract to be board-approved.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: PROGRAMS AND SERVICES

POLICY 2.9 With respect to the programs and services provided by the Academy, the Head of School shall not fail to ensure that these programs and services meet or exceed Academy and or accreditation standards and are consistent with the philosophy and values of Round Rock Christian Academy in program quality.

Accordingly, the Head of School shall not:

- 2.9.1 Program Offerings: Eliminate or add any major category of program offerings without Board approval.
- 2.9.2 Class Size: Fail to evaluate the impact of class size on the learning environment.
- 2.9.3 Accreditation: Fail to maintain accredited status with ACSI/AdvancED (SACS).
- 2.9.4 Curriculum Review: Fail to establish a comprehensive curriculum review cycle.
- 2.9.5 Biblical Worldview: Fail to ensure a biblical worldview as it pertains to instruction and correction.
- 2.9.6 Student Academic Performance: Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time.
- 2.9.7 Student Athletic Performance: Fail to provide an athletic program that encourages and supports a high rate of student participation within the Academy's financial constraints.
- 2.9.8 Strategic Plan Update: Fail to provide an updated strategic plan, which includes, at a minimum, issues regarding Personnel, Budget, Facilities, Curriculum, and Extra-Curricular activities.

POLICY TYPE: EXECUTIVE LIMITATIONS
POLICY TITLE: DONORS AND DONATIONS

POLICY 2.10 The Head of School shall not allow fundraising that is unethical, in violation of biblical principles; insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of Round Rock Christian Academy.

Accordingly, the Head of School shall not...

- 2.10.1 Government Funds: Accept funds from the state or federal government that require the Academy to deviate from the mission of the Academy.
- 2.10.2 Conditional Funds: Accept funds from an organization or individual(s) that require that the Academy make changes that are unacceptable or impractical.
- 2.10.3 Appropriateness of Gifts: Accept gifts of real estate, buildings or appreciated stock without first assessing the appropriateness of the gift.
- 2.10.4 Quality: Allow the Academy to offer products or services for sale that are not of good quality and do not offer an honest value for the cost assigned to them.
- 2.10.5 Proper Use of Donations: Use donations for purposes other than that for which they were solicited. If excess funds are obtained, they may be used for other projects only with the consent of those donors whose funds are being used.
- 2.10.7 Failure to Thank Donors: Fail to thank donors in a timely manner and communicate to them the importance of their donation.
- 2.10.8 Coordinated Fundraising Program: Fail to insure that all fund-raising activities are well coordinated in order to guarantee their effectiveness and to insure that families do not feel overburdened.
- 2.10.9 Prioritization: Allow fund-raising to become a low priority with regard to the Head of School job requirements.
- 2.10.10 Proper Accounting: Allow donor funds to be mixed or congregated into one account when separate accounts are necessary for tracking and accountability.
- 2.10.11 Fundraising Guidelines: Allow any standing fund-raising club or organization under the auspices of the Academy to operate without written guidelines approved by the Head of School.
- 2.10.12 Fundraising Metrics: Fail to establish and enforce clearly understood metrics by which fund-raising personnel may gauge their level of success.

POLICY TYPE: BOARD/HEAD OF SCHOOL LINKAGE
POLICY TITLE: GOVERNANCE – MANAGEMENT CONNECTION

POLICY 3.0 The board's sole connection to the operational organization, its achievements and conduct will be through the Head of School.

- 3.1 Unified Board Control / Communication: Only decisions of the board, acting as a body by majority vote, are binding on the Head of School.
- 3.2 Head of School's Authority / Accountability: The Head of School 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 Head of School.
- 3.3 Delegation to the Head of School: The board will instruct the Head of School through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable biblical world-view interpretation of these policies.
- 3.4 Monitoring / Measuring Head of School's Performance: Systematic and rigorous monitoring of Head of School's job performance will be solely against the expected Head of School's job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.
- 3.5 Communication of Mission/Vision: The board expects the Head of School to be the primary spokesperson for RRCA both internally and to the community at large, unless otherwise directed.

POLICY TYPE: BOARD/HEAD OF SCHOOL LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions of the board, acting as a body, are binding on the Head of School.

Accordingly:

- 3.1.1 No Individual Authority: Decisions or instructions of individual board members, officers, or committees do not bind the Head of School, except in rare instances when the board has specifically authorized such exercise of authority.
- 3.1.2 No Duty Owed to Individuals: In the case of board members or committees requesting information or assistance without board authorization, the Head of School can refuse such requests that require, the Head of School's opinion, a material amount of staff time, or funds, or is disruptive.
- 3.1.3 Chairman Speaks for the Board: The Chairman of the Board shall communicate decisions of the board to the Head of School unless otherwise specified by the board.

POLICY TYPE: BOARD/HEAD OF SCHOOL LINKAGE

POLICY TITLE: AUTHORITY/ACCOUNTABILITY OF THE HEAD OF SCHOOL

POLICY 3.2 The Head of School 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 Head of School.

Accordingly:

- 3.2.1 Board Instructs ONLY the Head of School: The board will never give instructions to persons who report directly or indirectly to the Head of School.
- 3.2.2 Board Evaluates only the Head of School: The board will not evaluate, either formally or informally, any staff other than the Head of School.
- 3.2.3 Staff Grievance Escalation or Arbitration: Staff shall follow established grievance resolution guidelines. Head of School shall not inhibit any board established method of grievance resolution.

POLICY TYPE: BOARD/HEAD OF SCHOOL LINKAGE
POLICY TITLE: DELEGATION TO THE HEAD OF SCHOOL

POLICY 3.3 The board will instruct the Head of School through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable biblical world view interpretation of these policies.

Accordingly:

- 3.3.1 Head of School to Accomplish Board's Ends Policies: The board will develop policies instructing the Head of School to achieve certain results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called ENDS policies.
- 3.3.2 Head of School's Authority Restricted by Executive Limitations Policies: The board will develop policies that limit the latitude the Head of School 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 Rule of Reason Applies Where No Policy Exists: As long as the Head of School uses any reasonable interpretation of the board's ENDS and EXECUTIVE LIMITATIONS policies, the Head of School is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 Board May Redefine Head of School Domain: The board may change its ENDS and EXECUTIVE LIMITATIONS policies, thereby shifting the boundary between board and Head of School domains. By doing so, the board changes the latitude of choice given to the Head of School. However, as long as any particular delegation is in place, the board will respect and support the Head of School choices.
- 3.3.5 Duty of Head of School to Report Board Policy Violations: Should the Head of School violate a board policy, he or she shall promptly inform the board. Informing insures that no violation will be intentionally kept from the board. Board response, either approving or disapproving, does not exempt the Head of School from subsequent board judgment of the action, nor does it necessarily curtail any executive decision.

POLICY TYPE: BOARD/HEAD OF SCHOOL LINKAGE
POLICY TITLE: MONITORING THE HEAD OF SCHOOL PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of Head of School job performance will be solely measured against the expected Head of School job outputs: organizational accomplishment of board policies in RRCA ENDS POLICY 1.0 and organizational operation within the boundaries established in board policies in RRCA EXECUTIVE LIMITATIONS POLICY 2.0.

(See Guidance Below)

Accordingly:

- 3.4.1 **Monitoring Applies Only to Policy Implementation:** Monitoring is simply to determine the degree to which board policies are being met. Data that does not do this will not be considered to be monitoring data.
- 3.4.2 **Monitoring Data Acquisition Methods:** The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Head of School discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3 **Definition of Successful Head of School Performance:** The board will view Head of School's performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board proscribed means will be viewed as successful Head of School performance.
- 3.4.4 **Reasonable Interpretation Equals Policy Compliance:** In every case, the standard for compliance shall be any reasonable Head of School interpretation of the board policy being monitored.
- 3.4.5 **Ends & Executive Limitations Policies to Frequently Monitor:** All policies that instruct the Head of School will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Guidance: At a minimum, the Head of School will be evaluated on a bi-annual basis. On an annual basis, the Head of School will submit to the board a self-evaluation and formalized feedback gathered from the faculty and staff.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNANCE COMMITMENT

- POLICY 4.0** The purpose of the Round Rock Christian Academy Board, within a framework of deep respect for the founding principles of the Academy and on behalf of the owners (the biblically committed Christians in our community who actively support the doctrinal statement and mission of the Academy), is to assure that the mission statement is implemented and accomplished, with appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.
- 4.1** Board Governing Style and Values: The Round Rock Christian Academy 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 Head of School roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.
- 4.2** Board Job Description: The job of the Round Rock Christian Academy Board is to represent the stakeholders (the biblically committed Christians in our community who actively support the doctrinal statement and mission of the Academy) in determining and demanding appropriate organizational performance.
- 4.3** Perpetual Board Agenda: To do its job effectively, the board will follow an agenda that (1) completes a re-exploration of Ends policies no less often than annually; (2) reviews all other policies; and (3) continually improves board performance through board self-evaluation, education, feedback from ownership and deliberation.
- 4.4** Board Chairperson's Role: The chairperson or his/her designee assures the integrity of the board's process. The chairperson or his/her designee occasionally represents the board to outside parties.
- 4.5** Board Member's Code of Conduct: The board commits itself and its members to biblical, ethical, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.
- 4.6** Board Member's Individual Responsibilities: The board commits itself to the individual and collective participation of its members to insure leadership success.
- 4.7** Board Committee Powers and Limitations: Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Head of School.
- 4.8** Board Committee Existence: A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. A standing committee (such as a finance committee) is a standing committee because its task is never completed. The Head of School and the chairman of the board are ex-officio members of all committees.

- 4.9 Board Size, Nomination, Election & Term: The board aims to maintain a size of no less than five (5) and no more than twelve (12) elected members. **No more than 25% of the occupied board seats may be held by a parent of a current Round Rock Christian Academy student.** The Board may establish a Governance Committee that will properly screen and nominate, for board consideration, board officers and individuals to fill vacancies on the board.
- 4.10 Cost of Governance: The board will invest appropriate resources to enhance its ability to govern with excellence.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNING STYLE & VALUES

POLICY 4.1 The Round Rock Christian Academy 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 Head of School roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 4.1.1 Doctrinal Beliefs: We believe that Scriptures of the Old and New Testaments, made up of 66 books (the Protestant Bible), are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct. The statement of faith in the Bylaws will be the guiding principles and beliefs.
- 4.1.2 Value of Biblical Application: We believe that Biblical truth is to be applied and modeled in thought, word and deed in all of the affairs of life, including in all the affairs of RRCA.
- 4.1.3 Non-Discrimination Policy: Round Rock Christian Academy, 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 Board Initiates Excellence in Governance: The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual judgments for the board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 4.1.5 Board Action Through Policy Adoption: The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 Board Discipline: The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, and preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
- 4.1.7 Board Speaks with One Voice on All Matters: 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.
- 4.1.8 Board Decides by Majority Vote: All board actions require approval by simple majority of a members when a quorum is present for the vote.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 The job of the Round Rock Christian Academy Board is to represent the stakeholders (the biblically committed Christians in our community who actively support the doctrinal statement and mission of the Academy) in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 Link Between Organization and Board: The board will produce the link between the organization and the ownership.
- 4.2.2 Written Governance Policies: The board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: 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 Head of School 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/Head of School LINKAGE: How power is delegated and its proper use monitored; the Head of School role, authority, and accountability.
- 4.2.3 Head of School Review: The board will produce assurance of Head of School performance (measured by compliance with policies 4.2.2.1 and 4.2.2.2).
- 4.2.4 Board Fundraising: The board will be involved in raising funds, as it may from time to time deem necessary in cooperation and coordination with the Head of School.

POLICY 4.3 To do its job effectively, the board will follow an agenda that (1) completes a re-exploration of Ends policies no less often than annually; (2) reviews all other policies; and (3) continually improves board performance through board self-evaluation, education, feedback from ownership and deliberation.

Accordingly:

- 4.3.1 End of Board Cycle: The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.2 Beginning of Board Cycle: The cycle will start with the board's development of its agenda for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, (e.g. presentations by futurists, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the board's planning cycle.
 - 4.3.2.2 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 only with consent of the board chairperson and a majority of the members present.
- 4.3.3 Consent Agenda Items: Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
- 4.3.4 Regular Meeting Schedule: The board will establish a regular meeting schedule at the beginning of each year. Additional meetings will be scheduled as required.
- 4.3.5 Head of School Monitoring: Head of School monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.6 Head of School Remuneration: Head of School remuneration will be decided during the month of June after a review of monitoring reports received in the last year from the Head of School.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: CHAIRPERSON'S ROLE

POLICY 4.4 The chairperson or his/her designee assures the integrity of the board's process. The chairperson or his/her designee occasionally represents the board to outside parties.

Accordingly:

- 4.4.1 Election of Chairperson: During the June meeting of the board each year, the board shall elect from among its members, a chair who shall serve in the role of chairperson of the board for a period of one year. The same person may serve an unlimited number of terms as chairperson.
- 4.4.2 Chair Is Responsible for Board's Performance: The job of the chairperson is to see that the board performs consistently with its own rules and those legitimately imposed upon it from outside the organization.
- 4.4.3 Board Chair's Authority to Conduct Meeting Proceedings: The chairperson is authorized to conduct board meeting proceedings with all the commonly accepted power of that position (e.g. ruling, recognizing).
- 4.4.3 Board Meeting Discussion: Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the Head of School
- 4.4.4 Board Deliberation: Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.5 Board Chair's Authority to Interpret Policies: The chairperson is authorized to use any reasonable interpretation and to make decisions that fall within the topics covered by the board policies on Governance Process and Board/Head of School Linkage, except where the board specifically delegates portions of this authority to others.
- 4.4.6 Board Chair's Lack of Authority to Supervise the Head of School: The chairperson has no authority to supervise or direct the Head of School, because the chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas.
- 4.4.7 Board Chair's Authority to Represent the Board: 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. The chairperson may delegate this authority but remains accountable for its use.
- 4.4.8 Board Chair as President of Corporation: The Chair shall serve ex-officio as the President of Round Rock Christian Academy, Inc., the legal entity through which the Academy is operated. Following each election of a member of the board as Chair, the Chair shall indicate additional officer positions that need to be filled to satisfy the legal requirements for the existence of the corporation, and for any other purpose as the board shall decide. The board shall nominate and vote to fill such positions at the same meeting in which the Chair is elected.

- 4.4.9 Board Chair's Committee Appointment Authority: The chairperson may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policy or the organizations by laws.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

POLICY 4.5 The board commits itself and its members to biblical, ethical, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly:

- 4.5.1 No Conflicts to the Interests of Owners: Members must loyally represent the interests of the owners, without conflicts of interest. This duty to the owners supersedes any conflicting loyalty, such as that to advocacy or interest groups or that arising by virtue of 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 No Self-Dealing: Members must avoid conflict of interest with respect to their fiduciary responsibility. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information. 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. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire employment within the organization, he or she must first resign from the RRCA Board.
- 4.5.3 No Individual Authority: Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies. Board members' interaction with the Head of School or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized. 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. Board members will give no consequence or voice to individual judgments of the Head of School or staff performance.
- 4.5.4 No Breach of Confidentiality: Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.5.5 No Breach of Qualifications: Board members must meet the qualifications set forth by the board, and shall have an affirmative duty to self-report any lack of qualifications that arise during board membership.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: MEMBER INDIVIDUAL RESPONSIBILITIES

POLICY 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success.

- 4.6.1 Prayer: Board members will commit to regularly pray for the Academy.
- 4.6.2 Attendance: Each board member is expected to attend board meetings - because board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation. If three (3) regularly scheduled meetings are missed in a row, the third absence will be interpreted as that member's resignation from the board. If the absent member demonstrates their absences were due to circumstances beyond their control or foreknowledge, the Board of Directors may accept and reinstate that board member.
- 4.6.3 Preparation, Participation, and Punctuality: Each board member is expected to prepare for board and committee meetings and participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills and expertise to the board's efforts to fulfill its responsibilities. Each board member will strive to be punctual to board meetings.
- 4.6.4 Relationship Between Head of School and Individual Board Members: The Head of School is accountable only to the board as an organization, not to individual board members. Accordingly, the relationship between the president and individual members of the board, including the board chair, is collegial, not hierarchical.
- 4.6.5 Volunteerism: As the functioning and success of the organization depends largely on the involvement and dedication of volunteers, all board members are expected to volunteer beyond normal meeting times according to their ability. In view of the president's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person.
- 4.6.6 Contributions: Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to Round Rock Christian Academy. The demonstration of support, rather than the amount of the contribution, is of primary importance; members are expected to contribute only within their individual means.
- 4.6.7 Continuing Education: Each board member is expected to make appropriate annual efforts toward continuing education in governance.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Head of School. A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. A standing committee (like the finance committee) is a standing committee because its task is never complete. The president or his designee will serve as a non-voting member of each committee unless otherwise stated.

- 4.7.1 **A Committee is a Committee by Whatever Name:** 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 authority of the president.
- 4.7.2 **Board Committees Help the Board, not the Staff:** Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
- 4.7.3 **Board Committees Do not Normally Speak or Act for the Board:** Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Head of School.
- 4.7.4 **Board Committees Cannot Exercise Authority over Staff:** Because the Head of School works for the full board, he or she will not be expected to obtain approval of a board committee before an executive action.
- 4.7.5 **Board Committees are to avoid over-identification with organizational activities:** Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
- 4.7.6 **Board Committees are Ordinarily Ad Hoc:** Except for the necessary standing committees, committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.7.7 **Governance Committee:** The Governance Committee shall be responsible for the nomination of prospective board members, orientation of new members, continuing education of current members, and evaluating the board process for adherence to Policy Governance. The Governance Committee shall have at least three members and shall be composed of past chairs of the board of directors to the extent enough remain on the board. If not enough remain on the board, then the next most senior board members in order shall be appointed to the governance committee until there are three members serving on the committee. Governance Committee members shall serve for a term of one year and shall be approved in the June meeting of the board.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.8 The board aims to maintain a size of not less than five (5) or more than twelve (12) members. The Governance Committee will properly screen and nominate, for board consideration, the board chair and individuals to serve on the board.

Accordingly:

- 4.8.1 Governance committee shall Nominate Potential New Board Members at any time that a position is vacated. The board will i) approve or disapprove nominations for new board officers if any, and ii) approve or disapprove the nominations for new board members.
- 4.8.2 Term Limits: The Chairman/President and Vice Chairman/ Vice President of the Board may serve for an unspecified period of time. Other Board members may serve on the Board for a term of three years, unless such service is ended according to the provisions or conditions of the Bylaws of the Corporation. Any Board member may, if nominated, appointed, and so choose, serve a second consecutive three year term.
- 4.8.3 Voting by New Board Members: New board members may immediately vote on any matter presented to the board at the first meeting attended by such newboard member.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD TRAINING AND ACTIVITIES

POLICY 4.9 The board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.9.1 Skills, Methods & Supports: Board skills, methods and supports will be sufficient to assure governing with excellence.
- 4.9.2 Training and Retraining: 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 understanding
- 4.9.3 Owner Viewpoints and Values: Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 4.9.4 Cost/Benefit Balance: Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
- 4.9.5 Planning Figure for Board Training and Activities \$500 annually will be allotted in the budget for training, including attendance at conferences and workshops, retreats and monthly meetings, as well as for board sponsored activities.
- 4.9.7 Outside Monitoring/Fiscal Review: Outside monitoring will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, an annual financial audit/review.