

# **Policy Governance Manual**

## **The Stonehaven School**



STONEHAVEN

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CHRIST-CENTERED CLASSICAL EDUCATION

Revised and Approved, January, 2019

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**STATEMENT OF DOCUMENT PURPOSE:**

This document defines the responsibility of the The Stonehaven School's School Board (the "**Board**"), and the delegation of responsibility from the Board to The Stonehaven School Head of School ("**Head of School**"). No policy in this document may supersede any of the Articles or By-Laws of The Stonehaven School (the "**School**").

## **POLICY TYPE: ENDS**

## **POLICY TITLE: VISION**

### **POLICY 1.0. STUDENT VISION**

Stonehaven aims to graduate young men and women who:

- Love God with all their heart, soul, mind, and strength;
- Evaluate all human knowledge and experience in the light of the Scriptures;
- Are equipped to engage and shape the culture with the Truth of the Gospel;
- Listen carefully, reason soundly, speak precisely, and articulate persuasively;
- Have mastered a core body of knowledge and are capable of discussing great ideas;
- Possess a life-long passion for learning and know how to apply the tools of learning;
- Lead and serve with humility, gratitude, and grace.

### **POLICY 1.1 SCHOOL VISION**

Stonehaven strives to be the premier, classical Christian school in the greater Atlanta area with a reputation for Christian virtue and academic excellence. Stonehaven aims to:

- Create a spiritual and physical haven for students to learn without hindrance;
- Teach using the systematic tools of the trivium;
- Provide a fine arts program where students thrive through creative expression;
- Develop a culture of health and wellness through extracurricular enrichment programs;
- Encourage spiritual growth within a loving community of like-minded families;
- Cultivate in students, parents, and staff a love for learning.

### **POLICY 1.2 COMMUNITY VISION**

Stonehaven aspires to share the hope of the Gospel to families both near and far. Stonehaven aims to:

- Serve the community with all of our heart, mind, and strength;
- Promote the truth, goodness, and beauty of a classical Christian education;
- Assist and equip parents in the Christian nurture of their children;
- Advance God's kingdom by sending graduates with a heart for the lost to the four corners of the earth;
- Share our gifts, resources, and fine arts with the community at large;
- Reflect God's Kingdom through our racial, ethnic, and economic diversity.

**POLICY TYPE: ENDS**

**POLICY TITLE: MISSION**

POLICY 2.0 The Stonehaven School exists to glorify God by cultivating truth, goodness, and beauty in students through a distinctly Christ-centered classical education.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: GOVERNANCE COMMITMENT**

**POLICY 3.0** The purpose of the Board is to ensure that STONEHAVEN (1) achieves appropriate results for appropriate persons at an appropriate cost, and (2) avoids unacceptable actions and situations.

- 3.1 The Board shall govern the School in a manner consistent with the following major principles: (a) biblically-based integrity and truthfulness in all the Board's methods and practices; (b) externally focused vision and planning, rather than an internally focused preoccupation, (c) strategic leadership more than administrative detail preoccupation, (d) clear distinction of Board and Head of School roles, (e) collective, rather than individual, decision-making, (f) future rather than past or present policy-making orientation, and (g) proactively rather than reactivity in all the areas addressed in (a) through (f) above.
- 3.2 The Board is responsible for evaluating and requiring organizational performance consistent with its Articles, By-Laws, this Policy Governance Manual and Planning Documents.
- 3.3 The Board will adopt and maintain an annual agenda that (1) periodically re-evaluates the policies set forth in this Policy Governance Manual, and (2) improves Board performance through Board education and effective, well-prepared, well-informed leadership.
- 3.4 The Chairman of the Board will use reasonable efforts to maintain the Board's compliance with the Articles, By-Laws, this Policy Governance Manual and Planning Documents.
- 3.5 The Board will require its Members to practice biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 3.6 The Board will require its Members to participate in the process of governing the School in accordance with its Articles, By-Laws, this Policy Governance Manual and Planning Documents.
- 3.7 Board committees will operate to make recommendations to the School Board based on careful and prudent findings of fact and conclusions, and will not interfere in any way with the relationship between the Board and Head of School.
- 3.8 A Board committee exists only by virtue of, and with authority derived from, the Board. Board committees may not act independently of the Board unless expressly authorized to do so by resolution of the Board. All Board committees will conduct

their business in accordance with this policy. Unless otherwise stated, a Board committee, other than standing Board committees created by the By-Laws, ceases to exist as soon as the task for which it is created by the Board is complete.

- 3.9 All nominees for Board Member will be properly screened, nominated, and examined by a Committee on Board Members to fill vacancies on the Board.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: GOVERNING STYLE & VALUES**

**POLICY 3.1** The 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 management, (d) clear distinction of Board and Head of School roles, (e) collective rather than individual decision-making, (f) future rather than past or present orientation, and (g) proactively rather than reactivity. Accordingly:

3.1.1 The Board will at all times strive to make practical applications from the Scriptures to the fulfillment of the Mission of the School.

3.1.2 The Board, in its hiring of the Head of School and other activities, will not discriminate on the basis of race, national origin, age, physical disability, gender, or military status. The Board's activities, with the exception of personnel matters or discussions conducted in "executive session" pursuant to the By-Laws, shall be open and accessible to scrutiny by its Constituents.

3.1.3 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.

3.1.4 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 its intended long-term vision, not on the administrative or programmatic means of attaining those ends.

3.1.5 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, 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.

3.1.6 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/Staff Linkage categories.



3.1.7 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.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: VALUE OF BIBLICAL APPLICATION**

**POLICY 3.1.1** The Board commits to the principle that practical application of and modeling the Christian life as set forth in the Scriptures are essential to completing the School's mission, policies and objectives. Accordingly, the Board commits to the following principles:

- 3.1.1.1 A Christian, biblically-based education in which Christ is honored as the one "in whom are hid all the treasures of wisdom and knowledge" (Col. 2:2,3) is essential to the achievement of our mission.
- 3.1.1.2 Christian schools exist to support parents and the universal Church in fulfilling the parents' biblical responsibility to bring up their children in Christian nurture and instruction.
- 3.1.1.3 Teaching the Bible as the infallible Word of God and the ultimate authority that informs every sphere of life and academic discipline, as well as teaching the way in which to apply God's Word in the personal life of every student, is essential to true education.
- 3.1.1.4 Every aspect of curriculum should be informed by God's Word, which is the absolute standard for truth and the only infallible rule of faith and practice.
- 3.1.1.5 A biblically consistent education must be modeled, in a winsome and exemplary way, by the Board, administrators, faculty and staff, as well as articulated in the classroom.

**POLICY TYPE: GOVERNANCE PROCESS**  
**POLICY TITLE: BOARD JOB DESCRIPTION**

POLICY 3.2 The Board is responsible for determining and demanding appropriate organizational performance. Accordingly:

3.2.1 The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:

3.2.1.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (i.e., what benefits and obligations, for which recipients, at what cost).

3.2.1.2 EXECUTIVE LIMITATIONS: Constraints on executive authority, which establish the boundaries within which all executive activity and decisions must take place.

3.2.1.3 GOVERNANCE PROCESS: Specifications regarding the manner in which the Board conceives, carries out and monitors its own tasks.

3.2.1.4 BOARD/STAFF LINKAGE: Directives with respect to the means by which executive power is delegated and its proper use monitored, as well as directives concerning the Head of School's role, authority, and accountability.

3.2.1.5 DOCUMENT REVISIONS: Procedures for the periodic review and revision of these written governing policies, which must be approved by the Board. Notice of revisions must be effectively communicated to the Board and the Head of School.

3.2.2 The Board will take prompt and reasonable action to ensure the Head of School's compliance with policies in 3.2.1.1 and 3.2.1.2.

3.2.3 The Board will be involved in the raising of funds for the support of the School, in such amounts and by such means as it may from time to time deem necessary.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: AGENDA PLANNING**

**POLICY 3.3** To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-examination of Ends policies annually and (2) continually improves Board performance through Board education, training, and enhanced decision-making information. Accordingly:

3.3.1 The cycle will conclude each year on the last day of June so that Board planning can be based on accomplishing a one year segment of the most recent statement of Planning Documents, resulting in a report to Constituents.

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

3.3.2.1 Methods of obtaining opinions from the School's Constituents, as well as governance education, and education related to Ends determination, (e.g. presentations by ACCS member schools, consultants, etc.) will be arranged during the spring, to be held during the balance of the Board's planning cycle.

3.3.2.2 The Executive Committee is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The Executive Committee 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 Executive Committee 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.

3.3.2.3 The Board Chairman shall not fail to deliver a copy of the report described above annually to the Board, families of students, and any other non-student Constituent who has registered an interest in receiving the report, in writing, for the purpose of keeping them informed of accomplishments in the current one year planning cycle and to communicate the Board's fulfillment of its mission. The report may include, but is not limited to, the introduction of new officers, recap of accomplishments, and reminders about board nomination criteria.

3.3.3 Monitoring the Head of School's compliance with the School's Articles, By-Laws, Policy Governance Manual, and Planning Documents will be included on the Board agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

3.3.4 Head of School administrator remuneration will be decided a minimum of three months before the end of their contract, after a review of monitoring reports received in the last calendar year from the Administrator.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: BOARD CHAIRMAN'S ROLE**

**POLICY 3.4** The Board Chairman shall not fail to use diligence in maintaining the integrity of the Board's processes and in representing the Board to the School's Constituents. Accordingly:

- 3.4.1 To be eligible for nomination to the position of Board Chairman, the nominee must have previously served a minimum of one year as a member of the Board.
- 3.4.2 The Board Chairman will take all reasonable action to require the Board to behave consistently with applicable laws, and the School's Articles, By-Laws, and Policy Governance Manual.
  - 3.4.2.1 Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide. Board discussions and decisions will not encroach into matters that, pursuant to the By-Laws and this Policy Governance Manual, are the exclusive responsibility of the Head of School, except as requested by the Head of School.
  - 3.4.2.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point. The Board Chairman shall not fail to enforce the requirements of this subsection at all meetings of the Board.
- 3.4.3 The authority of the Board Chairman consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The Board Chairman is authorized to use any reasonable interpretation of the provisions in these policies.
  - 3.4.3.1 The Board Chairman is authorized and directed to preside over Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
  - 3.4.3.2 The Board Chairman has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Board Chairman has no authority to supervise or direct the Head of School.
  - 3.4.3.3 The Board Chairman may represent the Board to the School's Constituents in announcing Board-stated positions and in stating Board Chairman decisions and interpretations within the area delegated to her or him.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT**

**POLICY 3.5** The Board commits itself and its members to biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly:

3.5.1 Members must represent loyalty without conflict to the interests of the School's Constituents. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the School's services.

3.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.

3.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the School except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.

3.5.2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent himself or herself without comment from not only the vote but also from the deliberation.

3.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates, pursuant to the School's By-Laws.

3.5.2.4 Should a Board member desire employment within the organization, he or she must first resign from the Board.

3.5.3 Board members may not attempt to exercise individual authority over the School except as explicitly set forth in Board policies.

3.5.3.1 Board members' interaction with the Head of School or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.

3.5.3.2 Board members' interaction with the public, the media, 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.

3.5.3.3 Board members will give no consequence or voice to individual judgments of Head of School or staff performance.

- 3.5.4 Board Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 3.5.5 Board Members must meet the qualifications as stated in the By-Laws of The Stonehaven School
- 3.5.6 Board Members must give unconditional acceptance to the The Stonehaven School Statement of Faith and shall not fail to inform the Board of any qualification or change in this position, or to remove himself or herself from the Board in such event.



## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

**POLICY 3.6** The Board commits itself to the individual and collective participation of its members to insure leadership success. Therefore, each Board member is required to participate in the following ways:

- 3.6.1 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.
- 3.6.2 Preparation and Participation - Board members will prepare for Board and committee meetings and will 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.
- 3.6.3 Members as Individuals - the Head of School is accountable only to the collective Board, and not to individual Board members. Accordingly, the relationship between the Head of School and individual members of the Board, including the Board Chairman, is collegial, not hierarchical.
- 3.6.4 Contributions - Each Board member is expected to contribute generously within their individual means to make an annual financial contribution to The Stonehaven School. The demonstration of support, rather than the amount of the contribution, is of principal importance; members are expected to contribute only within their individual means.
- 3.6.5 Board members will have their school-age children in The Stonehaven School. The Board may approve exceptions to this policy under special situations.
- 3.6.6 Members will commit to pray regularly and fervently for the school.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

POLICY 3.7 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.

Accordingly:

- 3.7.1 Board committees are to assist the Board in the execution of its functions, never to help or advise the Head of School's 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 not have direct supervision over staff members, unless a staff member is also a member of a committee, or the contrary has been approved in advance by the Head of School.
- 3.7.2 Board committees may not speak or act for the Board except when formally given such authority by the Board, and then only for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Head of School.
- 3.7.3 Board committees cannot exercise authority over the Head of School or the Head of School's staff. Because the Head of School works for the full Board, he or she will not be required to obtain approval of a Board committee before taking any action that the Head of School is permitted to take pursuant to the By-Laws, this Policy Governance Manual or the Planning Documents.
- 3.7.4 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.
- 3.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 3.7.6 This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the Head of School.

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: COST OF GOVERNANCE**

POLICY 3.8 The Board will invest in its governance capacity. Accordingly:

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

3.8.1.1 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.

3.8.1.2 Monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.

3.8.1.3 The Board will use appropriate mechanisms periodically to ensure they are aware of Constituents' views and satisfaction.

3.8.2 Funds for the foregoing purposes will be expended reasonably, in an amount set by the Board annually in the School's operating budget.

**POLICY TYPE: BOARD/STAFF LINKAGE**

**POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION**

POLICY 4.0 The Board's sole connection to the operational management of the School, its achievements and conduct, will be through the Head of School.

- 4.1 Only decisions of the Board acting as a collective governing body are binding on the Head of School.
- 4.2 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.
- 4.3 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 interpretation of these policies.
- 4.4 Systematic and thorough monitoring of Head of School job performance will be conducted solely against the expected Head of School functions outlined in the By-Laws, this and other Policy Manuals or Planning Documents.

**POLICY TYPE: BOARD/STAFF LINKAGE**

**POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION**

POLICY 4.1 Only decisions of the Board acting as a body are binding on the Head of School. Accordingly:

- 4.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the Head of School except in extraordinary instances when the Board has specifically authorized such exercise of authority.
- 4.1.2 In the case of Board members or committees requesting information or assistance without Board authorization, the Head of School can refuse such requests that, in the Head of School's opinion, would require an unjustifiable amount of staff time or funds or would be disruptive to staff operations.

**POLICY TYPE: BOARD/STAFF LINKAGE**

**POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL HEAD OF SCHOOL**

POLICY 4.2 The Head of School shall be 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:

- 4.2.1 The Board will never give instructions to persons who report directly or indirectly to the Head of School.
- 4.2.2 The Board will refrain from evaluating, either formally or informally, any faculty or staff other than the Head of School.
- 4.2.3 The Board will view Head of School performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends within Board-proscribed Executive Limitations will be viewed as successful Head of School performance.

## **POLICY TYPE: BOARD/STAFF LINKAGE**

### **POLICY TITLE: DELEGATION TO THE HEAD OF SCHOOL**

POLICY 4.3 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 interpretation of these policies. Accordingly:

- 4.3.1 The Board will develop policies instructing the Head of School to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
- 4.3.2 The Board will develop policies, which 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.
- 4.3.3 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.
- 4.3.4 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's choices.
- 4.3.5 Should the Head of School or his or her faculty or staff intentionally or unintentionally violate a Board policy, he or she shall promptly inform the Board. The act of informing the Board is for the purpose of guaranteeing that no violation may be intentionally kept from the Board, not to request approval of any violation. Board response, either approving or disapproving the matter, does not exempt the Head of School from subsequent Board judgment of the action nor does it curtail any executive decision.

**POLICY TYPE: BOARD/STAFF LINKAGE**

**POLICY TITLE: MONITORING HEAD OF SCHOOL PERFORMANCE**

POLICY 4.4 Systematic and thorough monitoring of Head of School job performance will be solely against the expected Head of School job requirements, namely: (a) organizational accomplishment of Board policies on Ends and (b) organizational operation within the boundaries established in Board policies on Executive Limitations. Accordingly:

- 4.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
- 4.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Head of School discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 4.4.3 In every case, the standard for compliance to the policy being monitored shall be any reasonable interpretation by the Head of School.
- 4.4.4 All policies, which 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.



## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT**

**POLICY 5.0** 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 Christian ethics or these Policies.

- 5.1 With respect to interactions with Constituents or potential Constituents, the Head of School shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.
- 5.2 With respect to the hiring and treatment of paid faculty and staff or volunteers, the Head of School may not cause or allow conditions which are unfair, unsafe, unbiblical, undignified, or unlawful.
- 5.3 Financial planning for any fiscal year or the remaining part of 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.
- 5.4 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 the School's Articles, By-Laws, Ends policies, or Planning Documents.
- 5.5 The Head of School shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.
- 5.6 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 school administrative issues and processes.
- 5.7 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.
- 5.8 The Head of School shall not permit the Board to be uninformed or unsupported in its work.
- 5.9 With respect to the programs produced and services provided by the School, the Head of School shall not fail to ensure that these programs and services meet or exceed the standards of the School's accrediting agencies and his or her informed knowledge of best practices for excellence in program quality and safety, and adhere to the School's Mission regarding classical and Christian education.

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: TREATMENT OF CONSTITUENTS**

**POLICY 5.1** With respect to interactions with Constituents, including students and their families, the Head of School shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality or privacy. Accordingly, the Head of School shall not:

- 5.1.1 Use application forms that elicit information for which there is no clear necessity.
- 5.1.2 Use methods of collecting, reviewing, transmitting, or storing information that fails to protect against improper access to the material elicited.
- 5.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 5.1.4 Operate without clear written procedures and guidelines 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.
- 5.1.5 Fail to inform students and families of these written procedures and guidelines or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 5.1.6 Enroll students who individually and in their home environments do not support the school's Christian orientation. Parent(s) or guardian(s) must be united in their desire to have their child taught from a Christian perspective as summarized in the Statement of Faith. At least one parent/guardian must have a clear testimony of personal faith in Jesus Christ as Lord and Savior.
- 5.1.7 Operate without a uniform dress code for students.
- 5.1.8 Allow a particular view of secondary doctrine to be taught as absolute truth. Secondary doctrine is doctrine which is not explicitly listed in the The Stonehaven School Statement of Faith. This policy does not, however, preclude the discussion or debate of matters of secondary doctrine in the classroom.

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: HIRING AND TREATMENT OF STAFF**

**POLICY 5.2** With respect to the treatment of paid staff and/or volunteers, the Head of School may not cause or allow conditions that are unfair, unsafe, unbiblical, undignified, or unlawful. Accordingly, pertaining to paid staff, the Head of School shall not:

- 5.2.1 Discriminate on the basis of race, ethnicity, national origin, age, disability, or sex.
- 5.2.2 Operate without written personnel procedures and guidelines, which clarify personnel rules for faculty and staff, provide for effective handling of grievances, and protect against wrongful conditions.
- 5.2.3 Discriminate against any faculty member or staff member for expressing a reasonable opinion dissenting from the Head of School's interpretation or application of any of the School's Articles, By-Laws, Policies, procedures or guidelines.
- 5.2.4 Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted or (2) the employee alleges that Board policy has been violated to his or her detriment.
- 5.2.5 Fail to acquaint staff with this policy.
- 5.2.6 Fail to receive approval from the Board to hire or renew a contract for a Board member's spouse, pursuant to the School's By-Laws.
- 5.2.7 Fail to employ teachers that meet the approved qualifications. Accordingly, all faculty and staff must:
  - 5.2.7.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a credible Christian testimony.
  - 5.2.7.2 Be an active participant in a local church whose doctrine comports with the School's Statement of Faith. There can be no material deviation in the belief system of the applicant from the School's Statement of Faith.
  - 5.2.7.3 Possess other personal and professional qualifications that show promise of successfully discharging duties while in the employ of the School as assigned by the Head of School.
  - 5.2.7.4 Submit to criminal and reference background examinations, as well as such other examinations, tests or analyses as the Head of School may require.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: FINANCIAL PLANNING/BUDGETING**

POLICY 5.3 Financial planning for any fiscal year or the remaining part of 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, nor recommend a budget, which:

- 5.3.1 Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 5.3.2 Increases tuition and fees more than the amount approved by the Board's Planning Documents in any one academic and fiscal year.
- 5.3.3 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from tuition-related income and operational fundraising support in that period.
- 5.3.4 Allows cash to drop below a reasonable and prudent safety reserve set by the Board in connection with its adoption of the annual budget of the School.
- 5.3.5 Fails to reserve at least one percent (1%) of the annual budget of the School for long term cash reserves.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES**

POLICY 5.4 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 the School's Articles, By-Laws, Ends policies, and Planning Documents. Accordingly, the Head of School shall not:

- 5.4.1 Expend more funds than have been received in the fiscal year to date without prior approval of the Board.
- 5.4.2 Use any long-term reserves without specific approval from the Board.
- 5.4.3 Accept money for a specified purpose that deviates materially from the Board's Ends priorities.
- 5.4.4 Spend or permit spending of designated funds other than for specified purposes.
- 5.4.5 Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.
- 5.4.6 Fail to settle payroll and debts in a timely manner.
- 5.4.7 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 5.4.8 Acquire, encumber or dispose of real property.
- 5.4.9 Fail to pursue aggressively material receivables after a reasonable grace period.
- 5.4.10 Accept any funds that have conditions that contradict the Articles, By-Laws, Policy Governance Manual, or Planning Documents of The Stonehaven School

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: ASSET PROTECTION**

**POLICY 5.5** The Head of School shall not allow the assets of the School to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the Head of School shall not:

5.5.1 Fail to insure against theft and casualty losses to the School's assets in an amount equal to at least 100% of the replacement cost (less the value of land and foundations in the case of the School's real property) and against liability losses to Board members, staff and the School itself in amounts equal to the average for comparable organizations.

5.5.2 Allow unbonded personnel access to material amounts of funds.

5.5.3 Subject facilities, property, or equipment to improper wear and tear or insufficient maintenance.

5.5.4 Negligently expose the organization, its Board or staff to claims of liability.

5.5.5 Obligate any funds:

5.5.5.1 Wherein normally prudent protection has not been given against conflict of interest;

5.5.5.2 Without obtaining comparable bids for purchases over \$5,000. Any exceptions to the foregoing policy based on effective price shopping or limited selection must be documented and approved by the Board.

5.5.5.3 Of over \$10,000 on any given project, without a stringent method of assuring the balance of long-term quality and cost.

5.5.5.4 For any consulting services without an executed contract that states milestones, consulting deliverables, and criteria for acceptance of those deliverables.

5.5.6 Fail to protect intellectual property, information and files from loss or significant damage or from unauthorized use.

5.5.7 Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.

5.5.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.

5.5.9 Endanger the School's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: EMERGENCY HEAD OF SCHOOL SUCCESSION**

POLICY 5.6 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 school administrative issues and procedures.



**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: COMPENSATION AND BENEFITS**

POLICY 5.7 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:

5.7.1 Change his or her own compensation and benefits.

5.7.2 Promise or imply permanent or guaranteed employment.

5.7.3 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.

5.7.4 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:

5.7.4.1 Incur unfunded liabilities.

5.7.4.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.

5.7.4.3 Allow any employee to lose benefits already accrued from any foregoing plan.

5.7.5 Fail to use a compensation plan for faculty that includes performance-based elements.

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

**POLICY 5.8** The Head of School shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the Head of School shall not:

- 5.8.1 Fail to submit monitoring data required by the Board (see policy on Monitoring Head of School Performance in Board/Staff Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- 5.8.2 Allow the Board to be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has been previously established.
- 5.8.3 Fail to advise the Board if, in the Head of School's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Head of School.
- 5.8.4 Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
- 5.8.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 5.8.6 Fail to provide a mechanism for official Board, officer or committee communications.
- 5.8.7 Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
- 5.8.8 Fail to report in a timely manner on actual or anticipated noncompliance with any policy of the Board.
- 5.8.9 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, along with the monitoring assurance pertaining thereto.

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: PROGRAMS / SERVICES**

**POLICY 5.9** With respect to the programs produced and services provided by the School, the Head of School shall not fail to ensure that these programs and services meet or exceed the standards of the School's accrediting agencies and his or her informed knowledge of best practices for excellence in program quality and safety, and adhere to the School's Mission regarding classical and Christian education. Accordingly, the Head of School shall not:

5.9.1 Fail to promote/develop a professional development certification program for the teaching staff.

5.9.2 Fail to implement and adhere to the classical and Christian model of education in curriculum and style of teaching as promoted by ACCS.

5.9.3 Fail to secure the proper copyrights for production and marketing of institutionally generated curriculum, marketing materials, which includes, but is not limited to printed, audio, video, web-based or other electronic resources.

EXHIBIT “A”

## Board Annual Agenda The Stonehaven School

Month	Activity & Reference
July	<ul style="list-style-type: none"><li>• New Board Members begin terms</li><li>• Head of School and Board compile Head of School’s job goals for current year.</li></ul>
August	<ul style="list-style-type: none"><li>• Regular Agenda</li></ul>
September	<ul style="list-style-type: none"><li>• Board finishes Head of School’s contract by November 1 for subsequent academic and fiscal year</li></ul>
October	<ul style="list-style-type: none"><li>• Regular Agenda</li></ul>
November	<ul style="list-style-type: none"><li>• Regular Agenda</li></ul>
December	<ul style="list-style-type: none"><li>• Regular Agenda</li></ul>
January	<ul style="list-style-type: none"><li>• Board approves first reading of budget for next School Year</li></ul>
February	<ul style="list-style-type: none"><li>• Board approves second reading of budget for next School Year.</li><li>• Board announces time, date, and place of Board’s Annual Meeting to be held in April</li></ul>
March	<ul style="list-style-type: none"><li>• Board elects new officers</li></ul>
April	<ul style="list-style-type: none"><li>• Board’s Annual Meeting to elect new Board Members</li></ul>
May	<ul style="list-style-type: none"><li>• Board assesses its performance for the year, and takes corrective action as needed</li><li>• Board reports to Constituents</li><li>• Executive Committee develops the Board’s agenda for the subsequent year</li></ul>
June	<ul style="list-style-type: none"><li>• Head of School submits written self-assessment to Executive Committee</li><li>• Executive Committee establishes and publishes annual calendar of Board meetings</li></ul>

The Board will also:

- Review the Vision, Mission, Policy Governance Manual, and Planning Documents in a comprehensive manner every four (4) years (By-laws 6, Introduction);
- Review the By-laws in conjunction with review of the Planning Documents
- Review the By-laws periodically for effective operation.
- Arrange methods of obtaining opinions of the School's Constituents each spring;
- Within a broad and routine schedule of monitoring policies, systematically and rigorously monitor the Head of School's job performance against Ends policies and within Executive Limitations policies, at a frequency and by a method chosen by the Board.

Here is one possible schedule that corresponds with the annual agenda of the Board.

July	2.5 – Board Members' Code of Conduct 2.6 – Individual Board Member Responsibilities 2.8 – Cost of Governance
August	3.1 – Unity of Control and Communication 4.6 – Emergency Head of School Succession 4.8 – Communication and Support to the Board
September	3.2 – Authority and Accountability of the Head of School 3.3 – Delegation to the Head of School 3.4 – Monitoring Head of School Performance
October	4.2 – Hiring and Treatment of Staff 4.7 – Compensation and Benefits
November	4.1 – Treatment of Constituents 4.9 – Programs and Services
December	4.3 – Financial Planning and Budgeting 4.4 – Financial Condition and Activities 4.5 – Asset Protection
January	1.0 – Mission
February	2.1.1 – Value of Biblical Application
March	2.2 – Board Job Description
April	2.1 – Governing Style and Values
May	2.3 – Agenda Planning 2.7 – Board Committee Principles
June	2.4 – Board Chairman's Role