

# **POLICY MANUAL**

**SCHOOL MINISTRY TEAM**

**CALVARY CHRISTIAN SCHOOL**

SANTA ANA, CA

Approved by CCSA Elder Board 7/18/19

Last Modified by SMT on 5 /15/19

# CALVARY CHRISTIAN SCHOOL POLICY MANUAL

## PREAMBLE

A ministry of Calvary Church Santa Ana (CCSA) since 1975, Calvary Christian School (CCS) functions as a unique ministry of the church in that it competes in a dynamic education market, families pay tuition, it is accredited by outside organizations like ACSI and WASC, it meets and exceeds state educational standards, and has hundreds of students on campus daily. CCS makes up approximately 25% of the overall CCSA revenue/budget and, as a unique ministry, CCSA Elders created and delegated oversight authority to the School Ministry Team (SMT).

In 2015, after prayerful consideration and under the leadership of Jesus Christ, the Calvary Christian School Ministry Team developed the attached new policies in an effort to strengthen and better govern the school. These policies are the foundation of a *policy governance model of organizational leadership*. This is a common model of governance used by many successful Christian Schools. Policy Governance makes a clear distinction between *governing*, which is the SMT's domain, and *management*, which is the Head of School's domain. The policy governance model allows the School Ministry Team to control without meddling, focus on long term organizational outputs, powerfully delegate to the Head of School, and collaborate with the executive leadership of Calvary Church in discharging its fiduciary responsibility in a visionary and strategic manner. Our goal is to empower the Head of School to lead and manage with confidence & authority. This policy gives clear outcome expectations (Ends Policies) while also setting detailed limitations and boundaries of his/her authority (Executive Limitations Policies).

This policy was written for the school and can only be modified with Elder approval. It seeks to clarify roles & responsibilities of the School Ministry Team, The Head of School and the relationship between church & school. It does not supersede or change any Calvary Church bylaws, Employee Handbooks, HR policies, auditing procedures or change any organizational hierarchy in the Church. The Head of School reports directly to a Calvary Church designated Pastor. The designated Pastor is a member of the SMT (Policy 4.9) and together with the SMT provides governance and oversight to the school. The Head of School works closely with the Executive Pastor of Administration (Acting CFO of Church & School) on all financial, HR & facilities matters.

Per CCSA Bylaws (Section 4.23.3 pg. 17) the Trustee Ministry Team is required to approve and monitor all church ministry budgets, including the school. They also monitor for any legal or risk matters. The conservative financial policies outlined in this policy (Section 2.3 & 2.4) will clarify and streamline this process and relationship. The Head of School will present and defend his/her budget to the SMT first and then to Trustees for approval. The Trustees understand that the SMT is responsible for evaluating and monitoring the Head of School on style, strategy or tactics to accomplish the desired ministry outcomes (Ends Policies). The Trustees will give consideration to these factors while focusing on approving and monitoring a budget that is in compliance with this policy.

To better understand the Policy Governance Model we recommend visiting policy section 4.11 where we offer some reading resources for new SMT members.

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## **A Vision of Unity & Collaboration among School, Pre-School & Church**

It is imperative that the school, pre-school and church work closely together to remain united and aligned as they support each other in accomplishing their respective ministry goals. Each of these ministries have differing budgets, teams, leadership structures, stakeholders, governance models and federal & state laws that apply. Because of this diversity it's natural for silos to form and collaboration and communication to erode as each pursues their ministry goals.

The vision is for these ministries to all support one another by planning ahead, communicating often and effectively and coordinating consistently. *One church, one school, and one body in Christ.*

### **Communication Between Ministry Teams**

We need a culture of communication. Your decisions affect other ministries. So please find a way to communicate often and clearly so others understand your ministry needs, priorities and the respective important days, times & events

### **Philosophy of Education (Pedagogy)**

Our Christ-centered approach to educating the whole child should be consistent through all our schools and should have a logical progression as students advance from Preschool to 8th Grade.

### **Biblical Worldview Training**

Consistency through all our schools & ministries. Should be logical progression as students advance through ministries. Leverage the biblical expertise in the church to collaborate with the schools on this topic.

### **Ministry Planning / Calendar Coordination**

Regular proactive planning between all ministries to communicate desired outcomes and align resources.

### **Security & Student Safety on Campus**

All aspects of campus security should be well coordinated. All staff on campus should be oriented & trained regularly in security awareness to protect our students

### **Fundraising / Giving / Donor Management**

The church & schools should have a unified fundraising & donor management strategy that aligns goals, planning, messaging, timing of asks and donor tracking systems.

### **Facilities Upgrades & Maintenance**

Upgrades, Remodels, Repairs & Maintenance needs to be pro-actively planned and budgeted for.

### **Marketing / Promotion / Digital Media / Communication to Audiences**

As PS and K8 work to attract new families to their ministries the church must help these ministries to develop modern, effective digital media strategies and partner to produce the needed content. Church must also pro-actively promote these ministries across all of its platforms as well as PS & K8 promoting the church and its ministries to its families. By sharing the unique value of CCS with the whole congregation the church members will become more engaged in the support of the school through volunteer involvement and funding.

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### **Technology for Staff & Students**

Technology is a major part of all of our lives. All tech decisions and strategies need to be comprehensive in considering the needs of all ministries. Our philosophy of how to integrate technology into learning needs to be consistent as well. Training our ministry staff & teachers on how to effectively use tech in their teaching should be part of the culture at Calvary.

### **Systems, Processes & Databases**

Parents, Students & Staff should have a sense of consistency as they advance from PS to K8 or interact with Calvary Church and its ministries. How ministries handle payments, registration, forms, databases, messaging, email blasts affect this perception & experience.

### **Staff Care**

Employees of PS and K8 are employees of Calvary Church. We need to strive to make everyone feel part of the Calvary community and care for them.

### **Student Transition/Carry Through Plan**

An integrated plan that establishes a roadmap of student opportunities and education through the PS, K8, and Church opportunities that encourages participation and coordination between the separate compartments as one Church family. This roadmap will help parents understand the outcomes & experiences their students will benefit from in Christian Education.

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**LIST OF POLICIES**

**ENDS POLICY**

- 1.0 Mission
- 1.1 Students who love the Lord with all of their hearts, souls, and minds
- 1.2 Students who achieve their highest academic potential
- 1.3 Students who are life-long stewards of their bodies
- 1.4 Students who impact the world for Christ
- 1.5 To make an excellent Christ-centered educational experience available and affordable for as large and diverse a group of families as possible

**EXECUTIVE LIMITATIONS POLICIES**

- 2.0 General Executive Constraint
- 2.1 Treatment of Students/Families
- 2.2 Treatment of Staff
- 2.3 Financial Planning/Budgeting
- 2.4 Financial Condition & Activities
- 2.5 Asset Protection
- 2.6 Emergency Head of School Succession
- 2.7 Compensation and Benefits
- 2.8 Communication and Support To The SMT
- 2.9 Programs/Services
- 2.10 Donors/Donations/Fundraising
- 2.11 SMT/Head of School Linkage Policy

**SMT/HEAD OF SCHOOL LINKAGE POLICY**

- 3.0 Governance – Management Connection
- 3.1 Unity of Control and Communication
- 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

**GOVERNANCE PROCESS POLICY**

- 4.0 Governance Commitment
- 4.1 Governance Style and Values
- 4.2 School Ministry Team Job Description
- 4.3 Agenda Planning
- 4.4 Chairperson, Vice Chair & Secretary Role
- 4.5 School Ministry Team Member's Code of Conduct
- 4.6 School Ministry Team Member Individual Responsibilities
- 4.7 School Ministry Team Committee Principles
- 4.8 School Ministry Team Committee Structure
- 4.9 School Ministry Team Size, Nomination, Election, & Term Limits
- 4.10 Cost of Governance
- 4.11 New School Ministry Team Member Orientation Plan
- 4.12 Search Process for New Head of School

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**APPENDIX**

**LOG OF POLICY MODIFICATIONS & ELDER APPROVALS**

**ANNUAL CALENDAR & AGENDA GUIDANCE**

**REQUIRED PLANS & DOCUMENTS**

**SAMPLE AGENDA**

**SAMPLE KEY PERFORMANCE INDICATORS (KPI) REPORT**

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**ENDS POLICY**

**1.0 MISSION**

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**1.1 Students who love the Lord with all of their hearts, souls, and minds\***

- 1.1.1 Students know Christ as their personal Savior
- 1.1.2 Students evidence the fruit of the Spirit in developmentally appropriate ways
- 1.1.3 Students are able to intellectually defend their faith
- 1.1.4 Students have and can articulate a biblical worldview
- 1.1.5 Students show evidence of knowing, understanding, and applying God's Word in daily life
- 1.1.6 Students understand that their choices and actions have eternal consequences for both themselves and others
- 1.1.7 Students know and understand that all aspects of life and education are seen as their spiritual act of worship
- 1.1.8 Students show love, respect and kindness to all they encounter
- 1.1.9 Students know how to pray and understand the importance and value of an active and consistent prayer life

**\*Footnote:** The accomplishment of the Ends Policy is fully dependent upon the work of the Holy Spirit. For students who do not embrace salvation, our desire is that they would have hearts inclined towards Christ and the Word of God.

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## **ENDS POLICY**

### **1.0 MISSION**

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#### **1.2 Students who achieve their highest academic potential**

- 1.2.1 Students are prepared for higher education and lifelong learning
- 1.2.2 Students are well prepared in all academic disciplines and are skilled in writing, speaking, listening and thinking
- 1.2.3 Student are proficient in mathematics, science, and reading as measured by:
  - Standardized test results using scaled scores to compare with other ACSI schools in the areas of mathematics, and English Language Arts. CCS scores should meet or exceed the % of students that are determined to be advanced or proficient in all grade levels (2-8)
  - Year-to-year comparison of numbers of students who are recognized for their performance in ACSI academic competitions
  - Test results for all grade levels (2-8) compared to State & National data

The Head of School will make an annual report to the SMT on this particular policy to determine if students are proficient in the following areas:

- 1.2.4 Students understand the difference between knowledge and Biblical truth
- 1.2.5 Students are critical thinkers
- 1.2.6 Students demonstrate excellence in writing composition
- 1.2.7 Students demonstrate a strong knowledge and understanding of math and science
- 1.2.8 Students demonstrate knowledge and understanding of literature and the arts, and how these express and shape their beliefs and values
- 1.2.9 Students demonstrate strong knowledge of technology and how to use it effectively and appropriately in their academic studies



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**ENDS POLICY**

**1.0 MISSION**

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**1.2 Students who achieve their highest academic potential**

1.2.10 Students demonstrate a knowledge and understanding of people, events and movements in history (including church history)

1.2.11 Students demonstrate a knowledge and understanding of other languages and, dispelling prejudice, promoting inter-ethnic harmony and encouraging biblical hospitality

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**ENDS POLICY**

**1.0 MISSION**

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**1.3 Students who are life-long stewards of their bodies**

- 1.3.1 Students treat their bodies as belonging to God
- 1.3.2 Students value the need for physical activity
- 1.3.3 Students value the need for nutritional health
- 1.3.4 Students have opportunity to participate in team sports
- 1.3.5 Students value themselves in modesty and self-respect

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**ENDS POLICY**

**1.0 MISSION**

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**1.4 Students who impact the world for Christ**

- 1.4.1 Students effectively share their faith
- 1.4.2 Students serve others
- 1.4.3 Students know, develop, and use their God-given gifts and abilities in daily life
- 1.4.4 Students model Christian character and conduct
- 1.4.5 Students demonstrate a Christ-like attitude towards sportsmanship and competition
- 1.4.6 Students work cooperatively with others and value a sense of community and teamwork
- 1.4.7 Students accept accountability and consequences for their actions as well as make improvements in areas of struggle
- 1.4.8 Students understand the Church's redemptive role in culture

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**ENDS POLICY**

**1.0 MISSION**

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**1.5 To make an excellent Christ-centered educational experience available and affordable for as large and diverse a group of families as possible**

- 1.5.1 Strive for 50% of the enrolled students to be from Calvary Church ministry families.
- 1.5.2 Financial Aid will be used to make tuition affordable to students in need
- 1.5.3 School shall strive to have socioeconomic and ethnic diversity that reflects the surrounding community
- 1.5.4 School partners with Calvary Church to promote itself to Calvary Church ministry families, Preschool families, and the community
- 1.5.5 Calvary Church partners with and promotes the Preschool & School to Calvary Church ministry families and the community

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**EXECUTIVE LIMITATIONS POLICY**

**2.0 GENERAL EXECUTIVE CONSTRAINT**

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- 2.0 The Head of School shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational circumstance that is either unbiblical, unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the bylaws and mission of Calvary Church**

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## **EXECUTIVE LIMITATIONS POLICY**

### **2.1 Treatment of Students/Families**

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

Accordingly, the Head of School shall not:

- 2.1.1 Use methods of collecting, reviewing transmitting, or storing student/family information that fails to protect confidential information against improper access
- 2.1.2 Operate without clear written policies as defined in the parent/student handbook or other school community handbooks on matters of importance to students and parents in order to establish a clear understanding of the school's expectations
- 2.1.3 Fail to define and implement a school uniform standard and dress code that reflects appropriate attention to Biblical principles of modesty, neatness, and respect
- 2.1.4 Fail to provide a Biblical grievance process for students/parents
- 2.1.5 Fail to operate in a respectful manner with students/families in accordance with the Ends
- 2.1.6 Fail to provide timely, consistent, and effective communication with students/families
- 2.1.7 Enroll families who do not meet the school's admission requirements
  - 2.1.7.1 Students must be capable of succeeding (spiritually, academically, and behaviorally) and be an asset to the total student body
  - 2.1.7.2 Parents/guardians must attest that they have received and read the Calvary Church's statement of faith, mission, vision, and core values and understand that the School integrates all instruction with Biblical truths

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**2.1 Treatment Of Students/Families**

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- 2.1.8 Operate without appropriate written child abuse and sexual harassment policies
- 2.1.9 Fail to have volunteer management policies and procedures
- 2.1.10 Fail to conduct reasonable background inquiries and checks prior to utilizing the services of any volunteers who have unsupervised contact with students
- 2.1.11 Fail to survey parents at least two times per year. Once before or at mid point and again by end of year.

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## **EXECUTIVE LIMITATIONS POLICY**

### **2.2 Treatment Of Staff**

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**2.2 With respect to the treatment of current or prospective paid staff, the Head of School may not cause or allow or fail to take reasonable measures to prevent conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality**

Accordingly the Head of School shall not:

- 2.2.1 Operate without written personnel policies that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions
- 2.2.2 Discriminate against any staff member for using Biblically consistent methods to express ethical/moral dissent concerning superiors and/or co-workers
- 2.2.3 Prevent staff from grieving to the SMT when internal grievance procedures have been exhausted and the employee alleges that Calvary Christian School policy has been violated to his/her detriment
- 2.2.4 Fail to acquaint staff with this policy
- 2.2.5 Hire staff that do not meet the appropriate qualifications

2.2.5.2 K-8 Instructional Staff must:

- a. Be a born-again Christian, actively involved in a church and provide their written testimony
- b. Complete the School's employment application and attest full agreement with the Calvary Church's Statement of Faith and employee handbook
- c. Receive full clearance from the Department of Justice background check and other references to the satisfaction of School administration
- d. Hold at least a bachelor's degree from an accredited institution (ACSI/WASC requirement) in the subject or closely related field the teacher is hired to teach



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- e. All new hires shall be placed on a Professional Development Plan, which shall be deemed satisfied once any two of the following requirements have been met:
  - 1. Possession of a valid teaching credential
  - 2. Possession of a master's degree or higher in the subject or related field for one of the core courses they are assigned to teach along with proven teaching experience
  - 3. Evidence of excellence in teaching via past employment recommendations and/or CCS written teacher evaluations along with having taken coursework in pedagogy

This Professional Development Plan must be developed in conjunction with the teacher's instructional supervisor and signed by both parties. It must be completed within two years.

- f. Possess an ACSI teaching certificate or obtain it within one year from hire date (ACSI/WASC requirement)
- g. Possess a current First Aid and CPR training certificate/card within 60 days from hire date
- h. Be able to provide a sound, comfortable teaching environment that will enhance student learning
- i. Be able to fulfill contractual obligations set forth by the school at the time of contract presentation and meet those obligations during the course of the contractual period

2.2.5.3 Non-instructional staff must give evidence of competence in assigned area of responsibility and must:

- a. Be a born-again Christian, actively involved in a church, and provide their written testimony
- b. Complete the School's employment application and attest full agreement with Calvary Church's Statement of Faith and employee handbook
- c. Receive full clearance from the Department of Justice Background Check and other references to the satisfaction of Calvary School administration

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2.2.5.4 Administrative Staff must:

- a. Be a born-again Christian and provide their written testimony.
- b. Become member of CCSA unless exception given by HOS & Executive Leadership of CCSA. Preference is that they become members. This increases unity in school & church ministry.
- c. Complete the School's employment application and attest full agreement with Calvary Church's Statement of Faith and employee handbook
- d. Receive full clearance from the Department of Justice Background Check and other references to the satisfaction of Calvary School administration
- e. Hold a Bachelor's Degree or higher from an accredited or recognized institution
- f. Hold an ACSI Administrator's Certificate or obtain one within two years of hire date.

2.2.6 Fail to monitor the work of each staff member and provide timely written performance evaluations consistent with stated job expectations and fundamentally designed to foster professional development

2.2.7 Fail to consistently promote and provide staff development

2.2.8 Operate without appropriate written child abuse and sexual harassment policies that are communicated to staff

2.2.9 Fail to use a well-defined system for recruiting and selecting the most highly qualified and best suited candidates for employment

2.2.10 Fail to have written job descriptions

2.2.11 Fail to establish an organizational structure designed to meet the functional needs of the school and is not personality based

2.2.14 Fail to explain expected learning outcomes to teachers, mentor them in the process, and hold teachers accountable for those learning outcomes

2.2.15 Fail to survey teachers & staff twice each year. Once before mid point and again by end of year.

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**EXECUTIVE LIMITATIONS POLICY**

**2.3 Financial Planning/Budgeting**

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**2.3 Financial planning for any fiscal year shall not deviate materially from the SMT Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year Ends-directed strategic plan**

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

- 2.3.1 Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions
- 2.3.2 Increases tuition rates more than five percent (5%) in any one fiscal year without prior approval of the SMT and Trustees
- 2.3.3 Mandates new mandatory fees for students or increases any other fees by amounts not justified by associated costs
- 2.3.4 Depends upon outside, non-tuition funding in excess of three percent (3%) of projected revenue or average of 3 prior years trend, whichever is lesser
- 2.3.5 Projects in any one fiscal year enrollment growth greater than five percent (5%) of average current enrollment year to date or the average of 3 prior years trend, whichever is lesser
- 2.3.6 Plans the cash expenditure in any fiscal year of more funds for operations and capital expenditures than are conservatively projected to be received from tuition and fees in that period
  - 2.3.6.1 Fails to re-submit balanced budget to SMT & Trustees for approval by Aug 15 if projected revenue will differ from previously approved budget by net income amount.
- 2.3.7 Does not ensure ongoing staff/teacher development and retention
- 2.3.8 Does not give consideration for reasonable cost of living adjustments in full time staff and faculty compensation
- 2.3.9 Fails to provide funds for SMT maintenance and development in accordance with governance policies
- 2.3.10 Fails to designate at least one percent (1%), but no more than five percent (5%) of tuition revenue for needs based tuition financial assistance

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- 2.3.11 Fails to include funding for the development and implementation of a marketing plan designed to sustain and increase student enrollment consistent with the multi-year Ends-directed strategic plan
- 2.3.12 Fails to collaborate with the Calvary Church Executive Pastor of Administration to ensure accuracy of budgeted expenses and shared expenses with Calvary Church
- 2.3.13 Fails to adequately fund reserves for operations, technology, maintenance, and any associated HR accruals
- 2.3.14 Fails to present budget to and gain approval from SMT and Calvary Church Trustees per CCSA bylaws

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**2.4 Financial Condition & Activities**

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

Accordingly, the Head of School shall not:

- 2.4.1 Expend more funds than have been received by fiscal year end
- 2.4.2 Expend any funds that cause the School's adjusted reserve to go into a negative position
- 2.4.3 Accept money for a specified purpose that deviates from the Ends
- 2.4.4 Spend or permit spending of designated funds other than for specified purposes
- 2.4.5 Fail to aggressively pursue material receivables after a reasonable grace period
- 2.4.6 Fail to use a third-party service or independent committee in the administration of financial aid
- 2.4.7 Fail to limit awards to no more than fifty percent (50%) of scheduled tuition unless result of special funding
- 2.4.8 Fail to protect confidential information
- 2.4.9 Incur new indebtedness without approval from SMT and approval of Calvary Church Executive Pastor of Administration. Per CCSA bylaws Elder approval & possibly congregational approval may be required.
- 2.4.10 Fail to collaborate with the Calvary Church Executive Pastor of Administration in keeping complete and accurate financial records by funds and accounts in accordance with generally accepted accounting principles
- 2.4.11 Approve new programs without a sound financial plan to support the lifetime of the program in accordance with the financial planning/budgeting policy
- 2.4.12 Approve a new designated fund to accept contributions without approval of the Calvary Church Executive Pastor of Administration
- 2.4.13 Fail to gain approval from Calvary Church Executive Pastor of Administration on any financial decision that impacts another ministry of the church

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- 2.4.14 Fail to gain approval from Calvary Church Executive Pastor of Administration in settling payroll and debts in a timely manner

## **EXECUTIVE LIMITATIONS POLICY**

### **2.5 Asset Protection**

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#### **2.5 The Head of School shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked**

Accordingly, the Head of School shall not:

- 2.5.1 Fail to collaborate with the Calvary Church Executive Pastor of Administration to ensure a reasonably adequate level against theft and casualty losses and against liability losses to SMT members, staff and the organization as a whole. These protections shall be in an amount equal to the average for comparable organizations.
- 2.5.2 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance
- 2.5.3 Negligently or intentionally expose the organization, the SMT, or staff to claims of liability
- 2.5.4 Make any purchase wherein normally prudent protection has not been given against conflict of interest
- 2.5.5 Make any capital or unbudgeted purchases of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost and without obtaining multiple bids and collaborating with the Calvary Church Executive Pastor of Administration.
- 2.5.6 Fail to protect intellectual property, information and files from loss or significant damage
- 2.5.7 Fail to get approval from the Calvary Church Executive Pastor of Administration in receiving, processing, or disbursing funds without controls that comply with generally accepted accounting standards
- 2.5.8 Fail to get approval from the Calvary Church Executive Pastor of Administration in investing, opening or holding operating capital in insecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions
- 2.5.9 Endanger the organization's public image or credibility in ways that would hinder its ability to accomplish Ends

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- 2.5.10 Fail to establish and regularly practice appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all
- 2.5.11 Compromise the independence of any audit or external monitoring process
- 2.5.12 Fail to implement any management recommendations from an official authorized audit process, without the approval from the SMT and Trustees
- 2.5.13 Contract with individuals or companies that do not have appropriate licenses or bonding
- 2.5.13 Fail to collaborate with the Calvary Church Executive Pastor of Administration in creating or updating a shared space usage plan, capital addition or improvement and facility maintenance plan as necessary
- 2.5.14 Fail to collaborate with the Calvary Church Executive Pastor of Administration to develop a plan to mitigate any potential liabilities or legal issues that arise in the operation of the school
- 2.5.15 Fail to collaborate with the Calvary Church Executive Pastor of Administration in creating or updating a shared technology plan as necessary

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**EXECUTIVE LIMITATIONS POLICY**

**2.6 Emergency Head of School Succession**

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- 2.6 In order to protect the SMT from sudden loss of Head of School services, the Head of School shall not fail to designate and inform the SMT of individuals who will be sufficiently familiar with SMT and school administrative issues and processes to take over with reasonable proficiency as an interim successor**



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## **EXECUTIVE LIMITATIONS POLICY**

### **2.7 Compensation and Benefits**

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**2.7 In 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 Change his or her own compensation and benefits
- 2.7.2 Promise or imply permanent or guaranteed employment
- 2.7.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed
- 2.7.4 Create compensation obligations over a term longer than one year
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
  - 2.7.5.1 Incur unfunded liabilities
  - 2.7.5.2 Provide less than the same level of benefits to all full time employees
  - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan
- 2.7.6 Fail to use a table and/or formula based compensation plan for faculty salaries
- 2.7.7 Award non-budgeted bonuses
- 2.7.8 Make changes to employee compensation and benefits without approval from the Calvary Church Executive Pastor of Administration
- 2.7.9 Fail to get approval from Calvary Church Executive Pastor of Administration on teacher contracts

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## **EXECUTIVE LIMITATIONS POLICY**

### **2.8 Communication and Support To The SMT**

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#### **2.8 The Head of School shall not fail to appropriately inform or support the SMT in its work**

Accordingly, the Head of School shall not:

- 2.8.1 Neglect to submit monitoring data required by the SMT in a timely, accurate, understandable and unbiased fashion, directly addressing provisions of SMT policies being monitored and justifying his/her interpretation
- 2.8.2 Let the SMT be unaware of relevant trends, potential adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any SMT policy has been previously established
- 2.8.3 Fail to promptly inform the SMT, the Designated Pastor and Calvary Church Executive Pastor of Administration of threatened or pending claims or lawsuits
- 2.8.4 Fail to advise the SMT Chair or Vice Chair if, in the Head of School's opinion, the SMT or any of its members are not in compliance with its own policies on Governance Process and SMT/Head of School Linkage, particularly in the case of SMT behavior that is detrimental to the work relationship between the SMT and the Head of School
- 2.8.5 Fail to marshal for the SMT as many staff and external points of view, issues and options as needed for fully informed SMT choices
- 2.8.6 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
- 2.8.7 Fail to deal with and communicate with the SMT as a whole even when fulfilling individual requests for information or responding to officers or committees duly charged by the SMT
- 2.8.8 Fail to provide SMT with semi-annual satisfaction & feedback survey data for **teachers & staff**
- 2.8.9 Fail to provide SMT with semi- annual satisfaction & feedback survey data for **parents**
- 2.8.10 Fail to provide to SMT by following SMT meeting completed exit survey results (with clarifying comments from admin team) for families or staff who leave the school

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2.8.11 Fail to include a Key Performance Indicators (KPI) report with each meeting. The required format can be found in appendix of this policy

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## **EXECUTIVE LIMITATIONS POLICY**

### **2.9 Programs/Services**

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**2.9 With respect to the programs and services provided by the School, the Head of School shall not fail to ensure that these programs and services meet or exceed school standards and Western Association of Schools and Colleges (WASC) and Association of Christian Schools International (ACSI) accreditation standards**

Accordingly, the Head of School shall not:

- 2.9.1 Eliminate or add any major category of program offerings (e.g., an entire division/category of the school, core sports programs, performing arts related programs, spiritual related programs such as chapels or missions opportunities, extended day care, library, computer technology offerings) or any core academic program or any academic program that would put the school's WASC or ACSI accreditation at risk
- 2.9.2 Fail to evaluate the relationship of class size to the learning environment and financial condition of the school
- 2.9.3 Fail to evaluate the impact of gender, personality, and learning styles within various class environments
- 2.9.4 Fail to make a reasonably accommodative environment available to students with learning difficulties
- 2.9.5 Fail to maintain full-accredited status with ACSI and WASC
- 2.9.6 Fail to maintain the school's membership in ACSI
- 2.9.7 Fail to establish and conduct a comprehensive curriculum review cycle
- 2.9.8 Fail to ensure an integrated Biblical worldview as it pertains to instruction and correction
- 2.9.9 Fail to provide a redemptive school culture with an emphasis on grace and a deliberate avoidance of legalism
- 2.9.10 Fail to collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time
- 2.9.11 Fail to provide ample extra-curricular opportunities including competitive athletics and performing arts that permit participation by a majority of students for 5th grade and above
- 2.9.12 Fail to provide an Ends-directed strategic plan updated annually

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**EXECUTIVE LIMITATIONS POLICY**

**2.10 Donors/Donations/Fundraising**

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**2.10 The Head of School shall not allow fundraising that is unethical, in violation of biblical principles, insufficient to meet the fundraising goal, or not aligned with accomplishing the Ends of Calvary Christian School**

Accordingly, the Head of School shall not:

- 2.10.1 Accept gifts without first assessing the appropriateness of the gift in collaboration with Calvary Church's Executive Pastor of Administration and Calvary's gift acceptance policy
- 2.10.2 Accept gifts that may cause the school to deviate from its Ends policies
- 2.10.3 Use donations for purposes other than that for which they were solicited or accepted unless prior written consent of the donor(s) is given
- 2.10.4 Fail to receipt donors using the IRS charitable standard in conjunction with Calvary Church's donation system
- 2.10.5 Fail to thank donors in a timely manner and communicate to them the importance of their donation
- 2.10.6 Fail to ensure that all fundraising activities are well coordinated
- 2.10.7 Allow donor funds to be mixed or congregated into one account when separate internal accounts or tracking mechanisms are necessary for tracking and accountability
- 2.10.8 Fail to gain SMT participation and approval and collaborate with Calvary Church's Executive Pastor of Administration before announcing a major funding initiative
- 2.10.9 Fail to establish and enforce clearly understood standards of measurement by which fund-raising personnel may gauge their level of performance
- 2.10.10 Fail to deliberately guard against activities that may jeopardize the church and school's 501 (c) 3 tax status
- 2.10.11 Fail to keep accurate donor records
- 2.10.12 Allow any fund-raising club or organization under the auspices of the school to operate without appropriate written guidelines and accountability or fail to collaborate with Calvary Church's Executive Pastor of Administration to ensure IRS and property tax exemption rules are followed
- 2.10.13 Use funds accepted for a specific purpose to off-set budgeted expenditures unless prior written consent of the donor(s) is given

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**SMT/HEAD OF SCHOOL LINKAGE POLICY**

**3.0 Governance – Management Connection**

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**3.0 The SMT’s sole connection to the operational organization, its achievements and conduct will be through a titled Head of School**

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**SMT/HEAD OF SCHOOL LINKAGE POLICY**

**3.1 Unity of Control and Communication**

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**3.1 Only officially adopted decisions of the SMT, acting as a body, are binding on the Head of School**

Accordingly:

- 3.1.1 Decisions or instructions of individual SMT members, officers, or committees are not binding on the Head of School except in rare instances when the SMT has specifically authorized such exercise of authority
- 3.1.2 In the case of SMT members or committees requesting information or assistance without SMT authorization, the Head of School can refuse such requests that require, in the Head of School's opinion, a material amount of staff time or funds or is disruptive

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## **SMT/HEAD OF SCHOOL LINKAGE POLICY**

### **3.2 Authority and Accountability of the Head of School**

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**3.2 The Head of School is the SMT's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the SMT is concerned, is considered the authority and accountability of the Head of School**

Accordingly:

- 3.2.1 The SMT will never give directions to persons who report directly or indirectly to the Head of Schools
- 3.2.2 The SMT will not evaluate, either formally or informally, any staff other than the Head of School
- 3.2.3 The SMT will view Head of School's performance as identical to organizational performance, so that organizational accomplishment of Ends and operation within the boundaries of Executive Limitations will be viewed as successful Head of School performance
- 3.2.4 The SMT will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any School employee other than the Head of School, except as authorized by policy of Calvary Christian School or the law.



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## **SMT/HEAD OF SCHOOL LINKAGE POLICY**

### **3.3 Delegation To The Head Of School**

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**3.3 The SMT 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 consistent with a Biblical worldview**

Accordingly:

- 3.3.1 The SMT 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.
- 3.3.2 The SMT 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 As long as the Head of School uses any reasonable interpretation of the SMT's Ends and Executive Limitations policies, the Head of School is authorized to establish all further School policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 The SMT may change its Ends and Executive Limitations policies, thereby shifting the boundary between SMT and Head of School domains. By doing so, the SMT changes the latitude of choice given to the Head of School. However, as long as any particular delegation is in place, the SMT will respect and support the Head of School's decisions, even though the SMT or its members may have made a different decision.

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## **SMT/HEAD OF SCHOOL LINKAGE POLICY**

### **3.4 Monitoring Head of School Performance**

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**3.4 Systematic and rigorous monitoring of Head of School job performance will be solely against the expected Head of School job outputs; organizational accomplishments of SMT policies on Ends and organizational operation within the boundaries established in SMT policies on Executive Limitations**

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which SMT policies are being met
- 3.4.2 The SMT will acquire monitoring data on Ends and Executive Limitations by one or more of three methods:
  - 3.4.2.1 By internal report, in which the Head of School discloses compliance information to the SMT
  - 3.4.2.2 By external report, in which a disinterested third party selected by the SMT, assesses compliance with SMT policies
  - 3.4.2.3 By direct SMT inspection, in which a designated member or members duly charged by the SMT, assess compliance with the appropriate policy criteria
- 3.4.3 The consistent performance standard for Ends policies shall be whether the Head of School has:
  - 3.4.3.1 Reasonably interpreted the policy and its subparts
  - 3.4.3.2 Achieved annual targets of reasonable and measurable progress toward achieving the SMT's described Ends policies as defined
- 3.4.4 The consistent standard performance for Executive Limitations policies shall be whether the Head of School has:
  - 3.4.4.1 Reasonably interpreted the policy and its subparts
  - 3.4.4.2 Complied within the provisions of the SMT policy being monitored
- 3.4.5 The SMT will make the final determination as to whether Head of School interpretation is reasonable, whether the Head of School is in compliance and whether reasonable progress is being made. In doing so, the SMT will apply the "reasonable person" standard.

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- 3.4.6 By July 1 of each year, the SMT will conduct a formal summative evaluation of the Head of School as a group during the June SMT meeting. The summative written evaluation will be based upon data collected during the year from monitoring of Ends and Executive Limitations policies. Please reference as a guideline the HOS Annual Review template in Google Drive along with past two years evaluations. The Chair, Vice Chair, Designated Pastor and optionally Executive Pastor of Administration or Senior Pastor shall meet with Head of School prior to the June SMT meeting to review the evaluation together. Additionally, by January 1 of each year the Chair, Vice Chair & Designated Pastor will conduct an informal mid-year evaluation of the Head of School. This is a brief meeting to check in with the Head of School on progress with items discussed in previous review.
- 3.4.7 Nothing in this policy is intended to imply the establishment of any personal rights not explicitly established by statute, contract or SMT policy. All employment decisions related to the Head of School remain the sole discretion of the SMT and the Calvary Church Elder Board.
- 3.4.8 All policies that instruct the Head of School will be monitored at a frequency and by a method chosen by the SMT. **The SMT can monitor any policy at any time by any method, but will ordinarily depend on a pre-established schedule as defined below.** The SMT meets 10 times per year (No Meeting July or December). So as to not overload the Head of School the schedule allows for all Ends & Executive policies to be reviewed at least once in a two year cycle and some policies twice. This schedule will need to be updated each two years with new dates.

<b>Policy Monitoring Schedule - 2 Year Cycle</b>			
<b>Date</b>	<b>Ends Policy</b>	<b>Executive Limitation Policy</b>	<b>Method</b>
Mar 2018 & 2020	1.1.2 & 1.1.3	2.7	Internal
April 2018 & 2020	1.1.8 & 1.3.1	2.6	Internal

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May 2018 & 2020	1.2.7 & 1.2.8	2.9 & 2.10	Internal
Jun 2018 & 2020	1.1.4 & 1.3.2	2.1	Internal
Jul 2018 & 2020	No Meeting	No Meeting	No Meeting
<b>Policy Monitoring Schedule - 2 Year Cycle</b>			
<b>Date</b>	<b>Ends Policy</b>	<b>Executive Limitation Policy</b>	<b>Method</b>
Aug 2018 & 2020	1.2.1 & 1.3.3	2.2	Internal
Sep 2018 & 2020	1.2.2 & 1.2.3	2.0	Internal
Oct 2018 & 2020	1.1.5 & 1.3.4	2.4	Internal
Nov 2018 & 2020	1.1.6 & 1.3.5	2.5	Internal
Dec 2018 & 2020	No Meeting	No Meeting	No Meeting
Jan 2019 & 2021	1.1.1 & 1.4.1 & 1.4.2	2.3	Internal
Feb 2019 & 2021	1.1.9 & 1.4.3 & 1.4.4	2.8	Internal
Mar 2019 & 2021	1.1.7 & 1.4.5 & 1.4.6	2.6	Internal

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Apr 2019 & 2021	1.2.5 & 1.2.6	2.7	Internal
May 2019 & 2021	1.2.9 & 1.2.10 & 1.2.11	None	Internal
Jun 2019 & 2021	1.1.2 & 1.1.3	2.9	Internal
Jul 2019 & 2021	No Meeting	No Meeting	No Meeting
Aug 2019 & 2021	1.1.8 & 1.2.4	2.10	Internal
Sep 2019 & 2021	1.2.7 & 1.2.8	2.1	Internal
Oct 2019 & 2021	1.1.4 & 1.4.7 & 1.4.8	2.2	Internal
<b>Policy Monitoring Schedule - 2 Year Cycle</b>			
<b>Date</b>	<b>Ends Policy</b>	<b>Executive Limitation Policy</b>	<b>Method</b>
Nov 2019 & 2021	1.2.1 & 1.5.1	2.0	Internal
Dec 2019 & 2021	No Meeting	No Meeting	No Meeting
Jan 2020 & 2022	1.2.2 & 1.2.3	2.3	Internal
Feb 2020 & 2022	1.1.5 & 1.5.2	2.8	Internal

**CALVARY CHRISTIAN SCHOOL  
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**GOVERNANCE PROCESS POLICY**

**4.0 GOVERNANCE COMMITMENT**

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- 4.0 With a sense of accountability to God as the ultimate owner, to the Board of Elders of Calvary Church Santa Ana (CCSA) and to those who share a commitment to the mission of Calvary Christian School (CCS) as fellow stewards, the School Ministry Team is to assure that CCS achieves appropriate results for appropriate persons at an appropriate cost and avoids unacceptable actions and situations.**

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## **GOVERNANCE PROCESS POLICY**

### **4.1 GOVERNANCE STYLE & VALUES**

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- 4.1 The School Ministry Team (SMT) 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 details, (d) clear distinction of the church leadership, the SMT and Head of School roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactively rather than reactively.**

Accordingly:

- 4.1.1 We believe the sixty-six books of the Bible, consisting of all the books of the Old and New Testaments, are the written Word of God. They are a supernatural revelation from God Himself. These books are inspired, inerrant and infallible, without error of any kind in every word and concept. They are the final authority on all matters they address, and all truth necessary for our salvation and spiritual life. (Taken from Calvary Church Statement of Faith)
- 4.1.2 We believe that practical application from and modeling God's Word are essential to completing our Ends consistent with biblical truth
- 4.1.3 The SMT will cultivate a sense of group responsibility. The SMT, not the staff, will be responsible for excellence in governing. The SMT will be the initiator of policy, not merely a reactor to staff initiatives. The SMT will use the expertise of individual members to enhance the ability of the SMT as a body, rather than to substitute the individual judgments for SMT's values.
- 4.1.4 The SMT will allow no officer, individual or committee of the SMT to hinder or be an excuse for not fulfilling SMT commitments
- 4.1.5 The SMT will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the SMT's values and perspectives about ends to be achieved and means to be avoided. The SMT's major policy focus will be on the intended long-term Ends, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 The SMT will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability.

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- 4.1.7 The SMT will monitor and discuss the SMT's process and performance at each meeting through a debriefing process. More thorough self-monitoring of the SMT's performance will be scheduled and conducted according to the SMT's annual calendar.
- 4.1.8 Self-monitoring will include comparison of SMT activity and discipline to policies in the Governance Process and Board-Head of School Linkage categories
- 4.1.9 Continual SMT development will include orientation of new SMT members in the SMT's governance process and periodic SMT discussion of new member orientation improvement
- 4.1.10 Each member of the SMT will support their final determination of the SMT concerning any particular matter, irrespective of the member's personal position concerning such matter
- 4.1.11 All SMT action requires approval by simple majority of a quorum (quorum being half voting members plus one) of voting members



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## **GOVERNANCE PROCESS POLICY**

### **4.2 SCHOOL MINISTRY TEAM (SMT) JOB DESCRIPTION**

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**4.2 The job of the School Ministry Team (SMT) is to represent God, the Board of Elders of Calvary Church Santa Ana (CCSA) and those who share a commitment to the mission of Calvary Christian School (CCS) in determining and demanding appropriate and excellent organizational performance**

Accordingly, to distinguish the SMT's own unique job from the jobs of the Head of School and staff, the SMT will:

- 4.2.1 Serve as the link between the operational organization and the ownership
- 4.2.2 Establish 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 whom at what cost)
  - 4.2.2.2 EXECUTIVE LIMITATIONS:** Constraints on the executive authority that establish the boundaries within which all executive activity and decision must take place
  - 4.2.2.3 GOVERNANCE PROCESS:** Specification of how the SMT conceives, carries out and monitors its own performance
  - 4.2.2.4 SMT / HEAD OF SCHOOL LINKAGE:** How authority is delegated and its proper use monitored; the Head of School role, authority, and accountability
- 4.2.3 Define and require demonstration and accountability for successful organizational performance on Ends and Executive Limitations
- 4.2.4 Be involved in raising funds for capital projects, as it may from time to time deem necessary in cooperation and coordination with the Head of School
- 4.2.5 Continually pray for the Head of School, staff, faculty, students and families of CCS for God's continued provision, protection, direction & wisdom
- 4.2.6 Serve at the pleasure of the Board of Elders of CCSA

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## **GOVERNANCE PROCESS POLICY**

### **4.3 AGENDA PLANNING**

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**4.3 To perform its job effectively, and to be allied with the school, the SMT will pursue an annual agenda that encourages visionary discussions, including the analysis of the appropriateness and success of the Ends policies, the monitoring of organizational performance as defined by the Executive Limitations Policies and SMT education**

Accordingly:

- 4.3.1 The SMT's annual planning cycle will coincide with the school's annual planning cycle so that the administrative planning and budgeting can be based on accomplishing a one year segment of the SMT's most recent statement of long term Ends
- 4.3.2 The cycle will start with the SMT's development of its agenda for the next year. The annual agenda should be development in June for the next school year and should be reviewed at each regularly scheduled meeting. A sample agenda along with annual calendar guidance can be found in appendix of this policy.
- 4.3.3 Methods of gaining stewardship input, as well as governance education, new SMT member orientation and education related to Ends determination, will be arranged at appropriate times during the year and be included in the annual agenda
- 4.3.4 The incoming chair is encouraged to work with the outgoing chair to prepare a tentative agenda for the following year's meetings. Ongoing, the chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for SMT consideration. Any SMT member desiring to recommend any matter for SMT discussion will advise the chair of such matter at least ten (10) days prior to the scheduled SMT meeting. By an affirmative vote of a majority of the members of the SMT, or of those present at a meeting, additional matters may be added to the agenda of any SMT meeting.
- 4.3.5 The SMT will meet at least 10 months per school year. Additional meetings will be scheduled as required by the SMT chair.
- 4.3.6 Time spent discussing the Head of School monitoring reports will be limited except in the cases where non-compliance is reported and/or policy criteria are to be debated

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## **GOVERNANCE PROCESS POLICY**

### **4.4 CHAIRPERSON, VICE CHAIR & SECRETARY ROLE**

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**4.4 The Chairperson of the SMT provides leadership to the SMT, ensures the integrity of the SMT's process and normally serves as the SMT's official spokesperson. The Vice Chairperson is to fulfill the role of Chair when the Chair is unable to serve. The Secretary is responsible for maintaining accurate and up to date records for SMT.**

Accordingly:

- 4.4.1 The Chairperson's job is to assure that the SMT conducts itself consistent with its own rules and those legitimately imposed upon it from outside the organization
  - 4.4.1.1 Meeting discussion content will be only those issues that, according to SMT policy, clearly belong to the SMT to decide or monitor
  - 4.4.1.2 Information that is neither for monitoring performance or for SMT decision will be avoided or minimized
  - 4.4.1.3 Deliberation will be fair, open and thorough, but also timely, orderly and focused
- 4.4.2 The authority of the Chairperson consists of making decisions that fall within topics covered by SMT policies on Governance Process and SMT / Head of Schools Linkage, except where the SMT specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
  - 4.4.2.1 The Chairperson is empowered to chair SMT meetings with all the commonly accepted power of that position (e.g. ruling, recognizing)
  - 4.4.2.2 The Chairperson has no authority to make decisions about policies created by the SMT within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Head of School.
  - 4.4.2.3 The Chairperson may represent the SMT to outside parties in announcing SMT-stated positions and in stating chair decisions and interpretations within the area delegated to him or her
  - 4.4.2.4 The Chairperson may delegate this authority but remains accountable for it's use

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- 4.4.3 Other duties of the Chairperson include:
  - 4.4.3.1 Compiling and facilitating the SMT's summative evaluation of the Head of School
  - 4.4.3.2 Executing all documents authorized by the SMT, except as otherwise provided by CCSA or provided by law
- 4.4.4 Vice Chair is to fulfill the role of the Chair when the Chair is unable to serve
- 4.4.5 Secretary is to maintain accurate & up to date records that include but not limited to SMT Policy, Meeting Minutes, Agendas & SMT Member Term Tracking Documents
- 4.4.6 We do not have a treasurer role as Head of School and Calvary Church Executive Pastor of Administration collaborate together on finance

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**GOVERNANCE PROCESS POLICY**

**4.5 SCHOOL MINISTRY TEAM MEMBER'S CODE OF CONDUCT**

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**4.5 The School Ministry Team (SMT) commits itself and its members to biblical, ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as SMT members**

Accordingly:

- 4.5.1. Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes:
  - 4.5.1.1 any conflicting loyalty a member may have to advocacy or interest groups
  - 4.5.1.2 loyalty based on membership on other boards or staffs
  - 4.5.1.3 conflicts based upon the personal interest of any SMT member who is also the parent, guardian or grandparent of a student
- 4.5.2 Members must avoid and disclose conflict of interest with respect to their fiduciary responsibility
  - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any SMT member and CCS or CCSA except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information
  - 4.5.2.2 All members must annually complete and sign the CCS / CCSA Conflict of Interest Policy
  - 4.5.2.3 When the SMT is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall abstain herself or himself without comment from not only the vote but also from deliberations
  - 4.5.2.4 SMT members will not use their positions to obtain employment for themselves, family members or close associates. Should an SMT member desire compensation from, or employment within the organization, he or she must first resign from the SMT
- 4.5.3 Members may not attempt to exercise or display individual authority over organization
  - 4.5.3.1 SMT 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 SMT

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**GOVERNANCE PROCESS POLICY**

**4.5 SCHOOL MINISTRY TEAM MEMBER'S CODE OF CONDUCT**

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4.5.3.2 SMT Members' interactions with Calvary Church community, parents, public, press or other entities must recognize the same limitations and the inability of any member to speak for the SMT *except* to repeat explicitly stated SMT decisions

4.5.3.3 SMT Members will give no consequence or voice to individual judgments of the Head of School or staff performance.

4.5.4 SMT Members will respect and maintain the confidentiality of all SMT business

4.5.5 SMT Members are to be ambassadors for CCS in the community at large

4.5.6 To build trust among members and to ensure an environment conducive to effective governance, individual SMT members will:

4.5.6.1 Be familiar with CCS School Policy and mission

4.5.6.2 Live up to commitments and follow through on responsibilities assigned

4.5.6.3 Be open and honest and treat each other with dignity and respect

4.5.6.4 Focus on issues rather than personalities

4.5.6.5 Support and invest in each other's spiritual development

4.5.6.6 Communicate with other SMT members directly and confidentially to resolve any misunderstandings or differences of opinion

4.5.6.7 Speak the courage of their convictions and always vote their beliefs

4.5.6.8 Have the right to voice and express differing opinions

4.5.6.9 Feel free to bring issues to the group requiring group input

4.5.6.10 Have frank and open discussion within the SMT meeting, *solidarity* outside the SMT meeting room

4.5.6.11 Support final decisions of the SMT

4.5.6.12 Exercise discretion in verbal and written communications with others outside SMT meetings.

4.5.6.13 Hold and respect all confidences

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**GOVERNANCE PROCESS POLICY**

**4.5 SCHOOL MINISTRY TEAM MEMBER'S CODE OF CONDUCT**

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4.5.6.14 Return each other's inquiries/communications promptly

4.5.6.15 Assume that silence from others is agreement

4.5.6.16 Be loyal to each other in seeking solutions

4.5.6.17 Understand each other's challenges and respect and support each other's leadership roles

4.5.6.18 Pray for the school family including students, parents, faculty & staff

4.5.6.19 Take joy in doing *His* work

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## **GOVERNANCE PROCESS POLICY**

### **4.6 SCHOOL MINISTRY TEAM MEMBER INDIVIDUAL RESPONSIBILITIES**

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#### **4.6 The School Ministry Team (SMT) commits itself to the individual and collective participation of its members to ensure leadership success**

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

- 4.6.1 ATTENDANCE & PUNCTUALITY- As contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at SMT meetings is required of members. Please arrive on time and if unable to attend please notify the SMT Chairman in advance.
- 4.6.2 PREPARATION & PARTICIPATION - Members commit to being fully prepared and engaged in meetings and to give consideration and thought to issues and review all distributed materials prior to meeting. Members will participate productively in discussions, always within the boundaries of discipline established by the SMT. Each member will contribute his or her own knowledge, skills, expertise and wisdom to the SMT's efforts to fulfill its responsibilities.
- 4.6.3 MEMBERS AS INDIVIDUALS – The Head of School is accountable only to the SMT as an organization, and not to individual SMT members. Accordingly, the relationship between the Head of School and individual members of the SMT, including the Chairman, is collegial, not hierarchical.
- 4.6.4 VOLUNTEERISM – As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all SMT members are expected to volunteer beyond normal meeting times according to their ability. In view of the Head of School's responsibility for operational activities and results, members of the SMT acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person.
- 4.6.5 FINANCIAL CONTRIBUTIONS- Members are expected to participate in fundraising campaigns and contribute generously within his or her individual means and to make an annual financial contribution to CCS. 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.
- 4.6.6 CONTINUING EDUCATION- Members are expected to make appropriate annual efforts towards continuing education in governance including the philosophy of Christian Education
- 4.6.7 SPIRITUAL SUPPORT – Members will commit to regularly pray for the school



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## **GOVERNANCE PROCESS POLICY**

### **4.7 SCHOOL MINISTRY TEAM COMMITTEE PRINCIPLES**

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#### **4.7 SMT Committees, when used, will never interfere with delegation from SMT to Head of School**

Accordingly:

- 4.7.1 SMT committees are to help the SMT do its job as defined in policy 4.8. However, SMT committees are never to help or advise the staff. Committees ordinarily will assist the SMT by preparing policy alternatives and implications for SMT deliberation. In keeping with the SMT's broader focus, SMT committees will normally not have direct dealings with current staff operations.
- 4.7.2 SMT committees may not speak or act for the SMT 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.
- 4.7.3 SMT committees cannot exercise authority over staff. Because the Head of School works for the full SMT, he or she will not be expected to obtain approval of an SMT committee before an executive action.
- 4.7.4 SMT committees are to avoid over-identification with organizational parts rather than the whole. Therefore, an SMT committee that has helped the SMT create policy on some topic will not be used to monitor organizational performance on that same subject.
- 4.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity
- 4.7.6 This policy applies to any group that is formed by SMT action, whether or not it is called a committee and regardless of whether the group includes SMT members. It does not apply to committees formed under the authority of the Head of School.

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## **GOVERNANCE PROCESS POLICY**

### **4.8 SCHOOL MINISTRY TEAM COMMITTEE STRUCTURE**

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**4.8 A committee is an SMT committee only if its existence and charge come from an SMT action, regardless of whether SMT members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as it's task is complete or upon notice from the SMT.**

The only standing SMT committees are those listed in this policy as follows:

#### **4.8.1 Governance Committee**

4.8.1.1 Product: Orientation of new members and continuing education of current members

4.8.1.2 Product: Evaluation of the SMT Processes for adherence to Policy Governance

4.8.1.3 Product: Determine schedule of policy monitoring

4.8.1.4 Authority: To incur costs of no more than set aside in accordance with the Cost of Governance policy

#### **4.8.2 Nominating Committee**

4.8.2.1 Product: Properly screened potential SMT members by no later than March each year

4.8.2.2 Product: Recommendations for SMT Chair and Vice Chair no later than March each year

#### **4.8.3 Ad Hoc Committees**

4.8.3.1 Ad hoc committees may be constituted to meet special needs of the SMT, but require formal SMT authorization and must be given a specific charter and timetable for the completion of its task. Example would be a Search Committee to find a new Head of School.

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**4.9 SCHOOL MINISTRY TEAM SIZE, NOMINATION, ELECTION & TERM LIMITS**

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**4.9 The SMT aims to maintain a size of 9 to 12 members. The Calvary Church designated Pastor & at least one Elder Representative also must be on the SMT. Elder representatives are appointed by the Board of Elders. Once new potential nominees are approved by Board of Elders the SMT nominating committee will properly screen and nominate, for SMT consideration, individuals to fill vacancies on the SMT. Final nominees/new SMT members must again be approved by the Board of Elders.**

Accordingly:

- 4.9.1 Members of SMT must be members of Calvary Church Santa Ana.
- 4.9.2 By the August meeting, the current SMT will elect an SMT nominating committee. It will elect its own chair and solicit nomination suggestions from the SMT, CCSA leadership, members of the school administrative team or other sources. Committee shall strive to maintain a balance of men and women along with enrolled families, alumni parents and others not closely related to the school. This makes for a healthy team with different perspectives.
- 4.9.3 By the October meeting a list of potential nominees will be submitted to the Board of Elders for approval to approach candidates to invite them to apply. Once Elder approval is received Nominating committee asks SMT to rank the list and makes contact with the nominees, verify interest and ask the person to complete an SMT application. This process shall be repeated as often as needed throughout the year to maintain the needed size of the SMT team.
- 4.9.4 After review of application by the nominating committee, they will interview the nominee
- 4.9.5 By the next meeting the nominating committee will need to unanimously agree before recommending the nominee to the SMT
- 4.9.6 By the next meeting, prior to voting, all SMT members must review nominee applications and  $\frac{2}{3}$  of the SMT will need to meet the nominee
- 4.9.7 Before the vote, nominees must disclose if they, their spouse or family members have a personal financial interest in any school activity or operation including employment of any type
- 4.9.8 Following the vote, SMT shall forward nominees for Board of Elders to approve and the Board of Elders approval finalizes the process
- 4.9.9 Individuals may not be nominated or serve on the SMT if:

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4.9.9.1 They do not affirm and fully support Calvary Church's statement of faith

**GOVERNANCE PROCESS POLICY**

**4.9 SCHOOL MINISTRY TEAM SIZE, NOMINATION, ELECTION & TERM LIMITS**

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4.9.9.2 They are not active members in good standing with Calvary Church

4.9.9.3 They have other family members/relatives serving as voting members on the SMT simultaneously

4.9.9.4 They or their spouse or family members have a personal financial interest in any school activity or operation including school employment of any type

4.9.9.5 They have not reviewed the SMT Member Job Description (Policy 4.2) and do not attest their full agreement with the provisions in Policy 4.5 (SMT Member's Code of Conduct) and Policy 4.6 (SMT Member's Individual Responsibilities)

4.9.10 Members of the SMT shall serve no more than two (2) consecutive three (3) year terms

4.9.11 Members who serve two (2) consecutive terms may be nominated for SMT membership again after spending a minimum of one (1) year off the Board.

4.9.12 SMT members serve at the pleasure of the Board of Elders

4.9.13 Chairperson, Vice Chair & Secretary shall serve (1) year term and may serve consecutive terms when affirmed at the June School Ministry Team Meeting

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**GOVERNANCE PROCESS POLICY**

**4.10 COST OF GOVERNANCE**

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**4.10 The SMT will invest appropriate resources to enhance its ability to govern with excellence**

Accordingly:

- 4.10.1 SMT skills, methods, and support will be sufficient to assure governing with excellence
  - 4.10.1.1 Thorough training and retraining will be used to orient new members and candidates for SMT membership, as well as to maintain an increase existing member skills and understandings. See 4.11 for details
  - 4.10.1.2 Outside monitoring assistance will be arranged so that the SMT can exercise confident control over organizational performance. This includes, but is not limited to, annual fiscal audit (Performed in conjunction with Calvary Church Annual Audit)
  - 4.10.1.3 Outreach tools and intentional meetings will be used as needed to ensure the SMT's ability to listen to the viewpoints and values of the owner, CCSA Elder Board
- 4.10.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability
  - 4.10.2.1 Up to \$8,000 per year for training, including attendance at conferences and workshops, retreats and monthly meetings
  - 4.10.2.2 Up to \$2,000 will be allotted annually for surveys, focus groups and opinion analyses

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## **GOVERNANCE PROCESS POLICY**

### **4.11 NEW SMT MEMBER ORIENTATION**

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#### **4.11 The SMT Governance committee shall provide training to new members**

Accordingly:

- 4.11.1 The following materials will be provided to new SMT members 30 days before first meeting. These materials are available in the SMT Google Drive:
  - 4.11.1.1 “Policy Governance Model” by John and Miriam Carver. Paperback book from Amazon.com. Required reading
  - 4.11.1.2 Current version of SMT policy
  - 4.11.1.3 Current school budget
  - 4.11.1.4 Agendas from the past six months SMT meetings
  - 4.11.1.5 Minutes & Monitoring Reports from the past six months SMT meetings
  - 4.11.1.6 PowerPoint presentation of how school & church share & allocate expenses
- 4.11.2 The following meetings must occur for new SMT member:
  - 4.11.2.1 Meet with the Head of School to get tour of campus and facilities and overview of budget
  - 4.11.2.2 Meet with the Chair of SMT
- 4.11.3 The new SMT member shall commit to review all minutes & agendas and read full policy & “Policy Governance Model” by first SMT meeting

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## **GOVERNANCE PROCESS POLICY**

### **4.12 SEARCH PROCESS FOR NEW HEAD OF SCHOOL**

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#### **4.12 When necessary the SMT shall assemble a search team to find a new Head of School**

Accordingly:

##### 4.12.1 The SMT shall:

- 4.12.1.1 Pray earnestly and throughout for God's leading in the process
- 4.12.1.2 Assemble a search team made up of
  - Chair, Vice Chair & 2 other SMT Members
  - Designated Pastor from CCSA
  - Two current faculty members who are respected by their peers and SMT
- 4.12.1.3 Consider contracting the services of a search consultant or professional search firm if time & funds allow
- 4.12.1.4 Seek input from faculty and remaining administration
- 4.12.1.5 Work with CCSA Communication team to create a professional, high quality Opportunity Profile to describe the requirements of the position
- 4.12.1.6 Leverage Church & School relational networks to publicize the search
- 4.12.1.7 Post Position on educational job site networks
- 4.12.1.8 Make prospective candidates aware of Policy Governance philosophy of SMT
- 4.12.1.9 Reference & background checks must be very thorough. Include online activity check along with social media posting content
- 4.12.1.10 Site visit to candidate's current school or community is encouraged
- 4.12.1.11 Final candidate must be interviewed by full SMT
- 4.12.1.12 Final candidate must be interviewed and approved by senior pastor
- 4.12.1.13 SMT Search Committee must be unanimous in decision to recommend candidate to the full SMT

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4.12.1.14 SMT vote must be  $\frac{2}{3}$  or greater for approval for hire and a final interview with senior pastor

4.12.2 If there is less than six months to perform the search SMT shall strongly consider the possibility and merit of an interim Head of School



## APPENDIX - LOG OF POLICY MODIFICATIONS, SMT & ELDER APPROVALS

Policy created by SMT in Summer/Fall of 2015.

Initially Approved by SMT, 11/12/2015

Approved by SMT with modifications 2/11/16

Approved by Trustees on 2/16/16

Approved by CCSA Elder Board on 2/18/16

Revised 11/19/17 & Approved by SMT 11/30/17

Approved by CCSA Elder Board XX/XX/XX

2016 February 11 Modifications Made by Scott Van Essen (current SMT Chair) per Trustee request

Preamble added to give context to new policy

Changed Calvary Church Chief Financial Officer to Executive Pastor of Administration to comply with Calvary Church Bylaws definitions.

2.3.8 - Per Trustee request changed "provide for" to "give consideration for" so HOS is not required to change compensation

1.5.1 - Changed to "Strive for" to soften 50% requirement

2.2.5 – Added to all 4 sub sections "and employee handbook" to what new hires must agree to

2.3.2 – Added "and Trustees"

2.2.12 – Added "and Trustees"

2.3.4 – Added "non-tuition" and "or average of 3 prior years trend, whichever is lesser"

2.3.14 – Changed to "Fails to present budget to and gain approval from SMT and Calvary Church Trustees per CCSA bylaws"

2.4.6 – deleted *requirement* to use 3<sup>rd</sup> party to collect tuition funds.

2.4.9 – changed to "approval required" from Exec Pastor of Admin.. and potentially Elders & Congregation

2.4.12,13 & 14 – changed "Collaborate with" to "get approval from"

2.5.7,8 – changed "Collaborate with" to "get approval from"

2.7.8, 9 - changed "Collaborate with" to "get approval from"

## APPENDIX - LOG OF POLICY MODIFICATIONS, SMT & ELDER APPROVALS

2018 January 7 Modifications made by Scott Van Essen (CCSA Elder & SMT member)

Elder approved changes 2-15-18

- 1.1.2 Changed fruits to fruit of the spirit
  - 3.4.8 Updated Monitoring schedule for next two years
  - 3.4.8 Changed summer month we don't meet from July to August
  - 3.4.6 Changed from June 1 to July 1 for Head of School review
  - 2.3.5 Added "of average current enrollment year to date
- Changed five occurrences of "Executive Pastor of Ministry" to "designated Pastor" to accommodate recent org chart changes and the Executive title being eliminated.

2019 May 15 Modifications made by Scott Van Essen (CCSA Elder & SMT Member)

Elder approved changes 7-18-19

Added Vision of Unity & Collaboration Among Ministries on Page 3 & 4

Added These Items to Appendix as Reference

ANNUAL CALENDAR & AGENDA GUIDANCE

REQUIRED PLANS & DOCUMENTS

SAMPLE AGENDA

SAMPLE KEY PERFORMANCE INDICATORS (KPI) REPORT

Preamble - Changed two occurrences of "his" to be his / her

1.1.5 - Added underlined.. Students show evidence of knowing, understanding, and applying God's Word in daily life

1.5.3 Added underlined...School shall strive to have socioeconomic and ethnic diversity that reflects the surrounding community

1.5.4 & 1.5.5 - Added "Partners with" Language to both

2.2.5.1 - Removed section related to JK Staff. We no longer offer Junior Kinder program.

2.8.10 - Clarified timeline of providing exit survey results to SMT of families who left CCS

2.8.11 - Added requirement to provide Key Performance Indicator reports in each meeting

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- 3.4.6 - Updated Executive Pastor of Ministry to Designated Pastor
- 3.4.8 - Updated 2 Year Policy Monitoring Schedule to go to Feb 2022
- 4.3.2 - Added language referencing Sample Agenda & Annual Calendar guidance provided in Appendix
- 4.9 Added language about maintaining a balanced SMT team and to increase make SMT recruiting an ongoing effort as it's been difficult to find members last couple years.
- 4.11.1 Updated description of orientation materials provided to new SMT members
- 4.6.5 Added clarifying language about SMT and their role in being financially generous with the school
- 4.9.9.4 Added "Including School Employment" of any type

## Appendix - SMT Annual Calendar & Agenda Guidance

MONTH	TASK & RELATED POLICY SECTION
July (No Meeting)	<ul style="list-style-type: none"> <li>• No SMT Meeting this month</li> </ul>
August	<ul style="list-style-type: none"> <li>• Adjust Budget by Aug 15 based on Enrollment if needed. (2.3.6.1)</li> <li>• Review Multi-year Ends Directed Strategic Plan by HOS (2.3)</li> <li>• Plan for Feb SMT Training (contact a trainer)</li> <li>• Review Chart of SMT Member Service Terms so new Member recruiting is strategic &amp; balanced</li> <li>• SMT Member Nomination Team Formed (4.9.2)</li> </ul>
September	
October	<ul style="list-style-type: none"> <li>• SMT Member Nomination List submitted to Elders</li> </ul>
November	<ul style="list-style-type: none"> <li>• Discuss SMT Performance as Agenda Item (4.1.7)</li> <li>• Discuss SMT Big Ideas / Agenda Items for Next year (4.3.1)</li> <li>• Parent &amp; Staff Survey - Twice Per Year (2.1.11 &amp; 2.2.15)</li> </ul>
December (No Meeting)	<ul style="list-style-type: none"> <li>• No SMT meeting this month</li> <li>• Draft Budget for Next year is Created by HOS</li> <li>• Consider any needed SMT Policy Updates</li> <li>• Mid-Year Mini Review of HOS (3.4.6)</li> </ul>

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January	<ul style="list-style-type: none"> <li>• Draft Budget &amp; Next Year Tuition Approved by SMT &amp; Trustees.</li> <li>• Pursue Elder Approved SMT Member Nominees (4.9)</li> <li>• Review Enrollment Marketing Plan by HOS (2.3.11)</li> <li>• Submit any SMT Policy Changes to Elder Board for Approval</li> </ul>
February	<ul style="list-style-type: none"> <li>• SMT Annual Training Occurs this meeting (takes 2/3 of meeting)</li> <li>• Budget is finalized. Re-enrollment Efforts Begin</li> <li>• Plan for End of Year Teacher Appreciation Event</li> </ul>
March	<ul style="list-style-type: none"> <li>• SMT New Member Process Finalizing, SMT to Vote then send to Elders for final (4.9)</li> <li>• SMT, Trustees &amp; Elders Approve Final Version of Budget</li> </ul>
April	<ul style="list-style-type: none"> <li>• SMT Role Nominations</li> </ul>
May	<ul style="list-style-type: none"> <li>• Chair writes HOS review and SMT meets with HOS by July 1 (3.4.6)</li> <li>• SMT Role Nominations &amp; Vote</li> <li>• SMT submits new members for final Elder approval</li> <li>• Teacher Contracts Offered</li> <li>• Parent &amp; Staff Survey (Twice Per Year) (2.1.11 &amp; 2.2.15)</li> </ul>
June	<ul style="list-style-type: none"> <li>• By July 1 Chair writes HOS review and meets with HOS individually with Designated Pastor prior to June SMT meeting with HOS (3.4.6)</li> <li>• Vote on SMT Role Nominations (if not done in May meeting)</li> <li>• Complete Conflict of Interest document</li> <li>• Establish List of Big Ideas / Visionary Topics to Discuss Next School Year (4.3)</li> <li>• Incoming Chair works with outgoing chair for smooth transition (4.3.4)</li> </ul>

## Appendix - Policy Required Plans / Documents

### REQUIRED PLANS / DOCUMENTS & POLICY SECTION

**The Following Plans / Documents are required by SMT Policy for HOS To create & maintain:**

- Multi Year Ends Directed Strategic Plan (2.9.12)
- Marketing Plan to Sustain & Increase Enrollment & Support Strategic Plan (2.3.11)
- Shared Facilities Use & Upgrade Plan (2.5.13)
- Shared Technology Plan (2.5.15)
- Teacher / Staff Surveys twice per year (2.8.8)
- Parent Surveys twice per year (2.8.9)
- Parent Exit Survey (2.8.10)

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## **Appendix – SAMPLE AGENDA**

CCS School Ministry Team Meeting

DATE & TIME

Location: \_\_\_\_\_

**OFFICIAL START:**

**PRAYER:**

**CALL TO ORDER:**

**ATTENDEES**

Leah Hess – Head of School

Linda Cowen

Scott Van Essen – Chairman / Elder Rep

Allison Yates

Steve Davis – Vice Chairman

Dale Thorne

Josh Beneda – Secretary

Sean Connally

Brian Hendricks

David Mitchell – Designated Pastor

**PUBLIC COMMENT** – Any person wishing to address the School Ministry Team (SMT) regarding an item that is or is not on the agenda will be given a total of five minutes. The SMT will not respond to or discuss public comment at this time however an appropriate response will be sent after the meeting. The SMT has the right to limit the number of speakers per topic to three people. Following the open public comment session, the meeting will go into closed session where all people who are not current members of the SMT will leave the meeting allowing for private discussions regarding the governance of the school. From time to time the SMT may invite non-members to attend meetings as it relates to pre-approved agenda items - (15 min)

**CLOSED SESSION**

**ACTION ITEMS:**

1. Discussion / Approval of minutes from Jan 22, 2019

Moved by:

Seconded by:

Vote:

2. Future Meeting Date for next SMT meeting: Mar 28, 2019

**NEW BUSINESS:**

1. 20 min - HOS Financial Update & Key Performance Indicators (HOS)
2. 5 min - ASK Scholarship Campaign - Final Push (Scott)
3. 5 min - Campus Safety & Security Grant Update ( Leah & Scott)
4. 5 min - SMT Training March 28 (Scott)
5. 10 min - SMT Member Recruitment Update (Scott)
6. 20 min - Discuss Proposed Policy Updates / Changes (Scott)
7. 15 min - Monitoring Reports 1.1.9 ,1.4.3 , 1.4.4 & Policy Discussion
8. 10 min - Monitoring Report 2.8 & Policy Discussion
9. 10 min - Prayer for School, Admin, Teachers & Church

**ADJOURNMENT:**

Moved by:

Seconded by:

Vote:

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## Appendix – SAMPLE KPI REPORT

Calvary Christian School Head of School  
Key Performance Indicators Dashboard

Month Year

God At Work – Quick List of gratitude, celebrations, wins and how God is at work at CCS

Unity with Church & Pre-School Ministries

Upcoming Events

Admissions / Enrollment Report All Grades

Finance / Budget Summaries

Financial Position Summary

Accounts Receivable

Marketing / Advancement / Fundraising

Staffing Updates

Student Updates

Facilities & School Safety

Community Service / Outreach

Additional Information