

McKinney Christian Academy



**BOARD POLICY  
MANUAL**

**Revision – 2005-01**

McKinney, Texas

# MCA BOARD POLICY MANUAL

## REVISION HISTORY

Revision Level	Description	Revision Acceptance Date
-	Initial Release	4/13/2004
2004-01	Insert new 2.4.3 (old 2.4.3 is now 2.4.4 and so on), new 2.5.3 (old 2.5.3 is now 2.5.4 and so on), and new 3.2.6.1. Adjust 2.7.1.a to better align with Headmaster scheduling.	10/11/2004
2004-02	Revised Ends Item 1.1.3 and revised and added to Item 1.2.1	11/16/2004
2005-01	Preliminary: Section 2.2.2.1, new section to explicitly restrict alcoholic beverages, Section: 3.3.3.2, change review date; Update 4.4.4.13: Asset protection to include external report (ins. Review from external party, June timeframe); 4.4.4.14: Change Ext. report frequency to annually; Introduction wording in 3.0	3/10/2004

# MCA BOARD POLICY MANUAL

## TABLE OF CONTENTS

1.0	Ends Policy .....	4
1.1	Honoring Jesus Christ.....	4
1.2	Providing high quality, holistic Christian education to Christian families .....	4
1.3	Providing education to the community at a reasonable cost .....	5
2.0	Executive Limitations Policy .....	6
2.1	Headmaster and staff conduct .....	6
2.2	School programs .....	6
2.3	Admissions.....	6
2.4	Treatment of students .....	6
2.5	Treatment of parents.....	7
2.6	Treatment of staff .....	7
2.7	Financial planning and budgeting .....	8
2.8	Financial condition and activities.....	9
2.9	Emergency Headmaster succession.....	9
2.10	Asset Protection .....	9
2.11	Compensation and benefits .....	10
2.12	Communication and support to the board .....	10
3.0	Governance Process Policy .....	12
3.1	Governing style .....	12
3.2	Board member's code of conduct .....	13
3.3	Board job descriptions.....	14
3.4	Chairperson's role .....	15
3.5	Other board officers .....	16
3.6	Board committee principles.....	16
3.7	Cost of Governance .....	17
4.0	Board-Headmaster Linkage Policy .....	18
4.1	Unity of Control.....	18
4.2	Accountability of the Headmaster .....	18
4.3	Delegation to the Headmaster .....	18
4.4	Monitoring of Headmaster Performance .....	19

# MCA BOARD POLICY MANUAL

## 1.0 Ends Policy

McKinney Christian Academy exists to honor Jesus Christ by providing high quality, holistic Christian education for Christian families in McKinney and the surrounding communities at a reasonable cost.

### 1.1 Honoring Jesus Christ

McKinney Christian Academy bears the name of Christ; therefore, we will strive to bring honor and glory to Christ in our behavior, programs, and dealings with students, parents, staff, and the community.

- 1.1.1 Christlikeness: as Christians, we are left on this earth to be the body of Jesus Christ and, individually and corporately, grow to be like Him.
  - a. Christlike Love: love God wholeheartedly, love one another, love growing in God's Word, love serving God faithfully, and love reaching out to a lost world (Matthew 22:37-39 and 28:19-20).
  - b. Fruit of the Spirit: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control (Galatians 5:22).
  - c. Qualities of an Elder: 1 Timothy 3:1-7 and Titus 1:6-9.
- 1.1.2 Board members, administrators, teachers, other staff members, and students will be held accountable for Christlike behavior at school and in the community, based on standards reflected in this Policy and policies established by the Headmaster.
- 1.1.3 Board members, administrators, teachers, other staff members (paid and volunteer) must sign and adhere to the MCA Statement of Faith (see Article IV of Constitution).
- 1.1.4 Christians are called to be in the world, but not of the world; we are not to conform to the patterns of the world (Romans 12:2). All programs, activities, and practices must directly contribute to achieving the mission of the school.
- 1.1.5 Christians are called to be good stewards of all that God gives us (Matthew 25:14-30; Romans 12:4-8). MCA will operate frugally and utilize volunteers where possible to accomplish the schools mission and goals.

### 1.2 Providing high quality, holistic Christian education to Christian families

McKinney Christian Academy teaches students to live biblically through education of mind, body and spirit.

- 1.2.1 MCA is covenant based, making Christian education available to Christian families striving to live out Christian values described in the Bible.
  - 1.2.1.1 In two parent homes, at least one parent/guardian of a student must sign and adhere to the MCA Statement of Faith. In single-parent homes or dual custody situations, the primary custodian of a student (i.e. defined by where the student lives at least half of the time during the school year) must sign and adhere to the MCA Statement of Faith.
  - 1.2.1.2 All custodial parents/guardians and upper school students must sign the MCA Statements of Cooperation annually.
  - 1.2.1.3 MCA's biblical role is to work in conjunction with the home to mold students to be Christlike. When the atmosphere or conduct within a particular home is not in harmony with the biblical lifestyle the school teaches, including, but not limited to, sexual immorality, homosexual

# MCA BOARD POLICY MANUAL

orientation, illegal activity, or inability to support the moral principles of the school, the school reserves the right, within its sole discretion, to refuse admission of an applicant or to discontinue enrollment of a student.

- 1.2.1.4 As a private institution, MCA reserves the right to set and maintain its own standards for student conduct, dress, and scholarship. It is understood that to be a student at MCA is a privilege and not a right, and thus the school maintains the right to admit or retain only those who are in harmony with the school's teachings.
- 1.2.2 MCA incorporates Christian principles and a biblical worldview throughout the curricula. [To be expanded to more fully describe what Christian education means at MCA.]

## **1.3 Providing education to the community at a reasonable cost**

McKinney Christian Academy desires to make Christian education available to as many families as possible.

- 1.3.1 MCA desires to have enrollment at 100% of capacity each year.
  - 1.3.1.1 Enrollment goals are established each year as specified in section 2.6.1 in the context of a multi-year plan; the Headmaster is accountable for reaching these goals.
- 1.3.2 To reach the community, utilize MCA's most effective marketing resource: parents and students excited about (not just satisfied with) what is going on at the school.
  - 1.3.2.1 Teachers must strive to be enthusiastic and focused on loving the children (nurturing), as well as teaching, dealing professionally with parents and students, and showing Christ's love through what they do.
  - 1.3.2.2 Administration must strive to practice and demonstrate biblical servant-leadership, practicing inclusive decision making whenever possible and dealing professionally with the staff as they balance being both coach and cheerleader.
- 1.3.3 MCA makes Christian education available at tuition rates consistent with similar schools in the area.
  - 1.3.3.1 In order to reach families across the socioeconomic spectrum, MCA will aggressively pursue a financial aid program, with the goal of at least 5% of tuition revenues coming from financial aid funds, which will be distributed to students meeting defined financial need criteria.

# MCA BOARD POLICY MANUAL

## 2.0 Executive Limitations Policy

The Headmaster shall not cause or allow any practice, activity, decision, or organizational circumstance that is un-Christlike, unlawful, imprudent, unsafe, or in violation of commonly accepted business and professional ethics.

### 2.1 Headmaster and staff conduct

The Headmaster shall not fail to model Christlike behavior at school and in the community, nor permit staff and volunteers to do so.

- 2.1.1 The Headmaster shall not fail to model Christlike Love, fail to demonstrate Fruit of the Spirit, or fail to be growing in Qualities of an Elder, nor fail to hold administrators to this same standard of Christian behavior.
- 2.1.2 The Headmaster shall not give up active involvement in a Bible-believing church, nor fail to require staff and volunteer leaders to do so.
- 2.1.3 The Headmaster shall not fail to create and maintain a culture where pursuing continual spiritual growth through personal quiet time and personal or group study is highly valued and expected.

### 2.2 School programs

The Headmaster shall not offer programs that do not directly contribute to achieving the mission of the school.

- 2.2.1 The Headmaster shall not operate without a written school curriculum that concisely explains how each program supports the mission of the school.
- 2.2.2 The Headmaster shall not permit on-campus or school-sponsored activities or actions that in any way contradict biblical or Christian values and morals.
  - 2.2.2.1 The Headmaster shall not permit alcoholic beverages to be provided complimentary or offered for sale at on- or off-campus, school-sponsored activities, such as (but not limited to) fundraiser dinners, auctions, sporting events, awards dinners, and MCA-sanctioned alumni events.
- 2.2.3 The Headmaster shall not permit programs without staff or mature Christian volunteer leadership and staff oversight.
- 2.2.4 The Headmaster shall not allow facilities or equipment to be unsafe or unfit for their intended purpose.

### 2.3 Admissions

The Headmaster shall not operate without a reasonable, documented, and consistently applied admissions policy that includes evaluative testing, interviews with the students and parents, and minimum age requirements for each grade.

### 2.4 Treatment of students

The Headmaster shall not cause or allow conditions that do not promote spiritual and academic growth.

- 2.4.1 The Headmaster shall not operate without written student policies that clarify rules for behavior and dress, grading practices, disciplinary policies, and logistical concerns.

# MCA BOARD POLICY MANUAL

- 2.4.1.1 The Headmaster shall not allow un-Christlike behavior to persist without reasonable corrective and disciplinary actions.
- 2.4.2 The Headmaster shall not allow favoritism or prejudice in the treatment of students by other students, staff, or volunteers.
- 2.4.3 The Headmaster shall not fail to protect (to the greatest extent possible under the circumstances) the confidentiality of all information that, if disclosed publicly, would be likely to unduly embarrass the student.
- 2.4.4 The Headmaster shall not allow unrestricted access to student records and files by unauthorized persons.
- 2.4.5 The Headmaster shall not fail to acquaint students of their rights and obligations under this policy.

## **2.5 Treatment of parents**

The Headmaster shall not cause or allow conditions that impede a parent's reasonable involvement in school programs affecting their child, or that result in unfair or undignified interaction of parents with the school staff.

- 2.5.1 The Headmaster shall not operate without written parent policies that clarify (1) how parents can be involved in school programs, (2) how parents are expected to respond to student disciplinary actions, and (3) how communication will flow to and from teachers and other school representatives.
  - 2.5.1.1 The Headmaster shall not allow communications practices that in any way negatively impact the perception or reputation of, or confidence in, the school.
  - 2.5.1.2 The Headmaster shall not operate without a defined and clearly communicated issue escalation and resolution process.
- 2.5.2 The Headmaster shall not allow favoritism or prejudice in the treatment of parents by staff or volunteers.
- 2.5.3 The Headmaster shall not fail to protect (to the greatest extent possible under the circumstances) the confidentiality of all information that, if disclosed publicly, would be likely to unduly embarrass a student's parents.
- 2.5.4 The Headmaster shall not dissuade parents from escalating issues to the board when (1) staff procedures have been exhausted, and (2) the parent alleges that either (a) board policy has been violated to their child's detriment, (b) board policy does not adequately facilitate their child's spiritual and academic growth, or (c) board policy has been violated in the treatment of the parent(s).
- 2.5.5 The Headmaster shall not fail to acquaint parents of their rights and obligations under this policy.

## **2.6 Treatment of staff**

The Headmaster shall not cause or allow conditions that are unfair or undignified for paid or volunteer staff.

- 2.6.1 The Headmaster shall not operate without written personnel policies that clarify personnel rules for staff, provide effective handling of grievances, and protect against wrongful conditions.

# MCA BOARD POLICY MANUAL

- 2.6.1.1 The Headmaster shall not support personnel or hiring policies that do not include requirements of being a Christian, appropriate education and certification standards, and appropriate Equal Employment Opportunity language.
- 2.6.1.2 The Headmaster shall not operate without an effective staff evaluation process that includes clear communication and understanding of expectations and consequences (corrective and disciplinary policy).
- 2.6.1.3 The Headmaster shall not allow un-Christlike behavior to persist without reasonable corrective and disciplinary actions.
- 2.6.2 The Headmaster shall not discriminate nor allow employees to discriminate against any staff member for expressing an ethical dissent.
- 2.6.3 The Headmaster shall not prevent staff from addressing grievances to the board when (1) internal procedures have been exhausted, and (2) the employee alleges that either (a) board policy has been violated to his/her detriment, or (b) board policy does not adequately protect his/her human rights.
- 2.6.4 The Headmaster shall not fail to acquaint staff of their rights and obligations under this policy.

## **2.7 Financial planning and budgeting**

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities, violate principles of good stewardship, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

- 2.7.1 The Headmaster shall not fail to construct planning budgets for each fiscal year and present them to the board as follows:
  - a. Planning Budget 1: No later than November. Used to establish enrollment goals, staffing needs, tuition, and staff salaries.
  - b. Planning Budget 2: March-April. Update enrollment projections and associated staffing needs.
  - c. Planning Budget 3: May-June. Update enrollment projections and finalize staffing plan.
  - d. Planning Budget 4: July-August. Current view with actual enrollment and staffing.
  - e. Final Budget: September. Sets revenue and expense targets.
- 2.7.2 The Headmaster shall not allow budgeting that contains insufficient information to enable credible projection of revenues and expenses, separation of capital and operation items, cash flow, and disclosure of planning assumptions.
- 2.7.3 The Headmaster shall not allow budgeting that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
  - 2.7.3.1 In the event a balanced budget is unachievable due to mitigating factors, the Headmaster shall not operate an imbalanced budget without approval of the board.
- 2.7.4 The Headmaster shall not allow budgeting that provides less funding for board prerogatives during the year than is set forth in the Cost of Governance Policy (3.7.3).

# MCA BOARD POLICY MANUAL

## **2.8 Financial condition and activities**

With respect to the actual, ongoing financial conditions and activities, the Headmaster shall not cause or allow the development of fiscal jeopardy, a material deviation of actual expenditures from board priorities established in Ends policies, or poor stewardship of resources.

- 2.8.1 The Headmaster shall not expend more funds than have been specified in the Final Budget for the fiscal year.
- 2.8.2 The Headmaster shall not indebt the school in any amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
- 2.8.3 The Headmaster shall not conduct interfund shifting, including but not limited to the use of capital funds for operating expenses.
- 2.8.4 The Headmaster shall not fail to settle payroll and debts in a timely manner.
- 2.8.5 The Headmaster shall not allow government-related payments or documents to be overdue or inaccurately filed.
- 2.8.6 The Headmaster shall not authorize any purchase of a single item or single purchase order of greater than \$10,000.
- 2.8.7 The Headmaster shall not acquire, encumber, or dispose of real property.
- 2.8.8 The Headmaster shall not fail to pursue receivables after a reasonable grace period.

## **2.9 Emergency Headmaster succession**

In order to protect the board from sudden loss of Headmaster services, the Headmaster shall have no fewer than one other administrator familiar with the board and Headmaster issues and processes.

## **2.10 Asset Protection**

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

- 2.10.1 The Headmaster shall not fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to board members, staff, volunteers, and the school itself in an amount greater than the average of comparable schools.
- 2.10.2 The Headmaster shall not allow personnel access to material amounts of funds without an adequate system of accountability.
- 2.10.3 The Headmaster shall not subject plant and equipment to improper wear and tear or insufficient maintenance.
- 2.10.4 The Headmaster shall not unnecessarily expose the organization, its board members, its employees, or its volunteers to claims of liability.
- 2.10.5 The Headmaster shall not make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$500 without having obtained comparative prices and quality; (3) of over \$1,000 without a stringent method of assuring the balance of long-term quality and cost.
- 2.10.6 The Headmaster shall not fail to protect intellectual property, information, files, and student records from loss or significant damage.

# MCA BOARD POLICY MANUAL

- 2.10.7 The Headmaster shall not receive, process, or disburse funds under controls that (1) are insufficient to meet the board-appointed auditor's standards and (2) exclude a requirement for two signatures on all checks.
- 2.10.8 The Headmaster shall not invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.
- 2.10.9 The Headmaster shall not endanger the school's public image or credibility, particularly in ways that would hinder accomplishment of its mission.

## **2.11 Compensation and benefits**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Headmaster shall not cause or allow jeopardy to fiscal integrity.

- 2.11.1 The Headmaster shall not change his/her compensation and benefits.
- 2.11.2 The Headmaster shall not promise or imply permanent or guaranteed employment.
- 2.11.3 The Headmaster shall not establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.11.4 The Headmaster shall not create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- 2.11.5 The Headmaster shall not establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
  - a. Incur unfunded liabilities,
  - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited,
  - c. Allow any employee to lose benefits already accrued from any foregoing plan, and
  - d. Treat the Headmaster differently from other key employees.

## **2.12 Communication and support to the board**

The Headmaster shall not permit the board to be uninformed or unsupported in its work.

- 2.12.1 The Headmaster shall not neglect to submit monitoring data required by the board in a timely, accurate, an understandable fashion, directly addressing provisions of board policies to be monitored.
- 2.12.2 The Headmaster shall not allow the board to be unaware of significant events or incidents, relevant trends, anticipated adverse media coverage or parental responses, and material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
- 2.12.3 The Headmaster shall not fail to advise the board if, in the Headmaster's opinion, the board is not in compliance with its own policies on Governance Process and Board-Headmaster Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Headmaster.
- 2.12.4 The Headmaster shall not fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.

## **MCA BOARD POLICY MANUAL**

- 2.12.5 The Headmaster shall not 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 other.
- 2.12.6 The Headmaster shall not fail to provide a mechanism for official board, officer, or committee communications.
- 2.12.7 The Headmaster shall not fail to deal with the board as a whole except when (1) fulfilling individual requests for information regarding board business or (2) responding to officers or committees duly charged by the board.
- 2.12.8 The Headmaster shall not fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.
- 2.12.9 The Headmaster shall not fail to supply for the consent agenda all items delegated to the Headmaster, yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

# MCA BOARD POLICY MANUAL

## 3.0 Governance Process Policy

The purpose of the board is to establish and protect McKinney Christian Academy's mission and, on behalf of our constituency, to see that the school achieves its mission at reasonable cost and avoids unacceptable actions and situations. Our constituency (in order of priority) is (1) current students and their families, (2) staff, (3) alumni, (4) donors, and (5) the community. The board will operate under the leadership of our Lord and Savior Jesus Christ, using the Bible for guidance, and prayerfully seeking the Holy Spirit for empowerment.

### 3.1 Governing style

The board will govern with an emphasis on (1) relying on God's wisdom and guidance rather than only on man's opinions, (2) outward vision rather than internal preoccupation, (3) encouragement of diversity in viewpoints, (4) strategic leadership more than administrative detail, (5) clear distinction of board and Headmaster roles, (6) collective rather than individual decisions, (7) future rather than past or present, and (8) proactivity rather than reactivity.

- 3.1.1 The board will cultivate a culture of prayer and spiritual growth. The board will bathe meetings and decisions in prayer, and participate in ongoing spiritual accountability.
- 3.1.2 The board will cultivate a sense of group responsibility, speaking as one through the Board Policies and strategic decisions.
- 3.1.3 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.
- 3.1.4 The board will use the expertise of individual members and appointed committees to enhance the ability of the board as a body, rather than to substitute individual judgments for the board's values.
- 3.1.5 The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 3.1.6 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.
- 3.1.7 The board's major policy focus will be on the intended long-term goals for the school, not on the administrative or programmatic means of attaining those goals.
- 3.1.8 The board will enforce upon itself whatever discipline is needed to govern with excellence; discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
  - 3.1.8.1 It is the duty of each board member to attend meetings. If a board member misses two consecutive regular meetings, the Chairman (or his delegate) shall contact the member to inquire of his ability to continue serving on the board. If conditions have developed which prohibit a board member from attending meetings on a regular basis, he shall be removed from the board.
- 3.1.9 Continual board development will include orientation for new board members in the board's governance process and periodic board discussion of process improvement.

# MCA BOARD POLICY MANUAL

- 3.1.10 The board will monitor and discuss the board's process and performance at each meeting; self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Headmaster Linkage categories.

## **3.2 Board member's code of conduct**

The board commits itself and its members to Christian, biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. Board members shall model Christlike behavior at school and in the community.

- 3.2.1 Board members must model Christlike Love, demonstrate Fruit of the Spirit, and be growing in Qualities of an Elder.
- 3.2.2 A board member must be actively involved a Bible-believing church, and be continually pursuing spiritual growth through personal quiet time and personal or group study.
- 3.2.3 Members must represent un-conflicted loyalty to the interests of the MCA. 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 in his or her parental role.
- 3.2.4 Members must avoid conflict of interest with respect to their fiduciary responsibility.
- 3.2.4.1 There must be no self-dealing or any conduct of private business or personal services between any board member and MCA, except as procedurally controlled or when acting in a voluntary manner, to assure openness, competitive opportunity, and equal access to inside information.
- 3.2.4.2 When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent themselves without comment from not only the vote but also from the deliberation.
- 3.2.4.3 Board members must not unduly use their positions to obtain paid employment at MCA for themselves, family members, or close associates. Should a board member desire paid employment, he or she must first resign.
- 3.2.4.4 Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
- 3.2.5 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
- 3.2.5.1 Member's interaction with public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
- 3.2.5.2 Members will give no consequence or voice to individual judgments of Headmaster or staff performance.
- 3.2.6 Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 3.2.6.1 The Board shall protect (to the greatest extent possible under the circumstances) the confidentiality of all information that, if disclosed publicly, would be likely to unduly embarrass a student or the student's family.

# MCA BOARD POLICY MANUAL

## 3.3 Board job descriptions

The specific outputs of the board are those unique “values-added” that tie constituency expectations to organizational performance.

- 3.3.1 The board will produce written governing policies that, at the broadest levels, address each of the following categories of organizational decision:
  - a. Ends: Organization products, effects, benefits, outcomes, recipients, and their cost or relative worth
  - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c. Governance Process: Specification of how the board conceives, carries out, and monitors its own tasks.
  - d. Board-Headmaster Linkage: How power is delegated and its proper use monitored; authority and accountability of the Headmaster role.
- 3.3.1.1 Board Policy modifications are ratified at board meetings by a majority vote.
- 3.3.2 The board will produce the link between the organization and the school’s constituency.
  - 3.3.2.1 The board will define the Headmasters role (position description), and hire and manage the Headmaster.
  - 3.3.2.2 Any board member contacted by a member of our constituency to express a grievance or escalate an issue must respond professionally and timely in a way that does not violate board policy, does not undermine Headmaster or staff authority, or negatively impact the perception or reputation of, or confidence in, the school.
  - 3.3.2.3 The board shall communicate with, and where necessary seek approval from, capital campaign benefactors if the board desires to significantly change the scope of any project for which those funds were donated.
- 3.3.3 The board will produce assurance of Headmaster performance against policies in 3.3.1.a and 3.3.1.b.
  - 3.3.3.1 The board will develop and utilize various methods of Direct Inspection to monitor Headmaster performance.
  - 3.3.3.2 The Headmaster will generally be evaluated by the board annually in April/May using the monitoring reports received throughout the previous 12 months.

# MCA BOARD POLICY MANUAL

- 3.3.4 To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.
  - 3.3.4.1 The cycle will conclude each year on the last day of May so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long term Ends.
  - 3.3.4.2 The cycle will start with the board's development of its agenda for the next year.
    - a. Input from selected parties will be collected during the year, with consultations determined and arranged during the first quarter.
    - b. Governance education and education related to ends determination will be arranged in the first quarter and held during the balance of the year.
  - 3.3.4.3 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
  - 3.3.4.4 Headmaster monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
  - 3.3.4.5 Headmaster remuneration will generally be decided and communicated in February each year, following the annual evaluation.
- 3.3.5 The board will fully support fund raising under the direction of the Development office.
- 3.3.6 Board members will lead in demonstrating support for the school by donating financially and of their time, to the best of their ability.
  - 3.3.6.1 Board members will donate annually to the operating fund to mitigate the cost of governance.

## **3.4 Chairperson's role**

The chairperson assures the integrity and fulfillment of the board's process and, secondarily, occasionally represents the board to outside parties. The chairperson is elected by the board each year and cannot serve more than three successive years.

- 3.4.1 The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 3.4.1.1 Meeting discussion content will be only issues that, according to board policy, clearly belong to the board to decide, not the Headmaster.
  - 3.4.1.2 Deliberation will be fair, open, thorough but timely, orderly, and to the point.

# MCA BOARD POLICY MANUAL

- 3.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Headmaster linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions of these policies.
  - 3.4.2.1 The chairperson is empowered to chair board meetings, with all the commonly accepted power of that position.
  - 3.4.2.2 The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Headmaster.
  - 3.4.2.3 The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - 3.4.2.4 The chairperson may delegate this authority but remains accountable for its use.

## **3.5 Other board officers**

The board will elect a vice-chairperson, treasurer, and secretary each year; the treasurer cannot serve more than three successive years.

- 3.5.1 The vice-chairperson fulfills the role of the chairperson when he/she is not available, and provides support to the chairperson as required.
- 3.5.2 The treasurer acts as a liaison between the board and Headmaster regarding financial affairs and practices.
- 3.5.3 The secretary is responsible for (1) recording meeting minutes and publishing as required, (2) if policy modifications are ratified, providing Board Policy Manual updates to board members with distribution of that meetings minutes, (3) giving all required notices (e.g. notifying the board each year of those board members whose term will expire in May), (4) being custodian of corporate records and the seal of the corporation, and affixing the seal as directed as directed by the board, (5) keeping a register showing the name of each board member, his/her address and telephone number, and his/her term of office, and (6) keeping attendance records.

## **3.6 Board committee principles**

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 Headmaster. All committees, except the Executive Committee, shall be named by the Chairman and he/she shall assign duties to such committees. He shall appoint or remove committee chairs and members as he/she sees fit, and shall announce such action at regular board meetings.

- 3.6.1 Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
- 3.6.2 Board committees may not speak or at for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Headmaster.

# MCA BOARD POLICY MANUAL

- 3.6.3 Board committees cannot exercise authority over staff. Because the Headmaster works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
- 3.6.4 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 the same topic.
- 3.6.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 3.6.6 This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the Headmaster.

## **3.7 Cost of Governance**

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity and effectiveness.

- 3.7.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - 3.7.1.1 Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
  - 3.7.1.2 Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
  - 3.7.1.3 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 3.7.2 Board-sponsored staff growth and appreciation events will be sufficient to assure effective governance.
- 3.7.3 Costs will be prudently incurred as required, including but not limited to costs for training and attending workshops; for audit and other third-party monitoring of organizational performance, surveys, focus groups, and opinion analyses; meeting costs; and board-sponsored staff growth and appreciation events.

# MCA BOARD POLICY MANUAL

## 4.0 Board-Headmaster Linkage Policy

The board's sole official connection to the operating organization, its achievement, and conduct will be through the Headmaster.

### 4.1 Unity of Control

Only decisions of the board acting as a body are binding on the Headmaster.

- 4.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the Headmaster except in 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 Headmaster can refuse such requests which, in the Headmaster's opinion, are disruptive or require a material amount of staff time or funds.

### 4.2 Accountability of the Headmaster

The Headmaster 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 Headmaster.

- 4.2.1 The board will never give instructions to persons who report directly or indirectly to the Headmaster.
- 4.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the Headmaster, except in cases where Headmaster evaluation encompasses evaluation of his/her administrators or other staff members.
- 4.2.3 The board will view Headmaster performance as identical to organizational performance so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful Headmaster performance.

### 4.3 Delegation to the Headmaster

The board will instruct the Headmaster through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Headmaster to use any reasonable interpretation of these policies.

- 4.3.1 The board will develop policies instructing the Headmaster 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 that limit the latitude the Headmaster 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 Headmaster uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Headmaster 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 the board and Headmaster domains. By doing so, the board changes the latitude of

# MCA BOARD POLICY MANUAL

choice given to the Headmaster. But as long as any particular delegation is in place, the board will respect and support the Headmaster's choices.

## 4.4 Monitoring of Headmaster Performance

Systematic and rigorous monitoring of Headmaster job performance will be solely against the only expected Headmaster job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

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 Headmaster 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 shall be any reasonable Headmaster interpretation of the board policy being monitored.

4.4.4 All policies that instruct the Headmaster 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.

4.4.4.1 Headmaster and staff conduct

Method: Internal Report	Frequency: annually
Method: Direct Inspection	Frequency: annually

4.4.4.2 School programs

Method: Internal Report	Frequency: as programs are added/modified
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4.4.4.3 Treatment of students

Method: Internal Report	Frequency: annually
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4.4.4.4 Treatment of parents

Method: Internal Report	Frequency: annually
Method: Direct Inspection	Frequency: annually

4.4.4.5 Treatment of staff

Method: Internal Report	Frequency: annually
Method: Direct Inspection	Frequency: annually

4.4.4.6 Multi-year operating plan

Method: Internal Report	Frequency: annually
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4.4.4.7 Financial planning and budgeting

Method: Internal Report	Frequency: as specified in 2.7.1
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4.4.4.8 Financial Condition and Activities

Method: Internal Report	Frequency: quarterly
Method: External Report	Frequency: annually

4.4.4.9 Enrollment

# MCA BOARD POLICY MANUAL

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|----------|----------------------------------------|--------------------------|
|          | Method: Internal Report                | Frequency: monthly       |
| 4.4.4.10 | Staff changes                          |                          |
|          | Method: Internal Report                | Frequency: as they occur |
| 4.4.4.11 | Staff turnover                         |                          |
|          | Method: Internal Report                | Frequency: annually      |
| 4.4.4.12 | Emergency Headmaster succession        |                          |
|          | Method: Internal Report                | Frequency: annually      |
| 4.4.4.13 | Asset protection                       |                          |
|          | Method: Internal Report                | Frequency: annually      |
|          | Method: External Report                | Frequency: annually      |
| 4.4.4.14 | Compensation and benefits              |                          |
|          | Method: Internal Report                | Frequency: annually      |
|          | Method: External Report                | Frequency: annually      |
| 4.4.4.15 | Communication and support to the board |                          |
|          | Method: Direct Inspection              | Frequency: annually      |