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POLICY TYPE: ENDS

POLICY TITLE: MEGA ENDS POLICY

POLICY 1.0 A quality Christ-centered education for students from Christian families at a reasonable cost.

- 1.1. “A quality Christ-centered education” is students reaching their potential through curricular and extracurricular activities for the glory of God. A quality Christ-centered education includes, but is not limited to, policies 4.1.2.3 and 4.1.2.4.
- 1.2. “Designed for students from Christian families” does not exclude all others from participation at NCS, but it emphasizes the target group we serve.
- 1.3. “Reasonable cost” is one that holds tuition costs to a minimum by utilizing other means of fundraising, and yet does not allow expenses to exceed the funds the Lord provides annually in order to comply with policies 2.3 and 2.4.

POLICY TYPE: ENDS

POLICY TITLE: WHAT GOOD?

POLICY 1.1 “A quality Christ-centered education” is students reaching their potential through curricular and extracurricular activities for the glory of God.

POLICY TYPE: ENDS

POLICY TITLE: FOR WHOM?

POLICY 1.2 “Designed for students from Christian families” does not exclude all others from participation at NCS, but it emphasizes the target group we serve.

Accordingly

- 1.2.1 Students are thoroughly schooled in the doctrinal beliefs expressed in policy 4.1.1 and the applications expressed in policy 4.1.2.
- 1.2.2 International student enrollment is not allowed to exceed 15% of the overall K-12 enrollment, nor 20% of the high school enrollment.

POLICY TYPE: ENDS

POLICY TITLE: AT WHAT COST?

POLICY 1.3 “Reasonable cost” is one that holds tuition costs to a minimum by utilizing other means of fundraising, and yet does not allow expenses to exceed the funds the Lord provides annually in order to comply with policies 2.3 and 2.4.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT**

- POLICY 2.0** The school administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the Statement of Faith of Nebraska Christian Schools (NCS) as embodied in policies 4.1.1.1 through 4.1.1.7.
- 2.1 With respect to interactions with constituents or potential constituents, the school administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.
 - 2.2 With respect to the treatment of current or prospective paid staff and/or volunteers, the school administrator may not cause or allow conditions which are unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.
 - 2.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.
 - 2.4 With respect to the actual, ongoing financial condition and activities, the school administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.
 - 2.5 The school administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.
 - 2.6 In order to protect the board from sudden loss of school administrator services, the school administrator shall not fail to designate and inform the board of several individuals who will be familiar with board and school administrative issues and processes.
 - 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the school administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
 - 2.8 The school administrator shall not permit the board to be uninformed or unsupported in its work.
 - 2.9 With respect to the programs produced / services provided by the organization, the school administrator shall not fail to ensure that these programs / services meet or exceed industry standards and are consistent with the philosophy and values of Nebraska Christian Schools in program quality and safety.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF CONSTITUENTS (Parents/Guardians and Students)

POLICY 2.1 With respect to interactions with constituents or potential constituents, the school administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality or privacy.

Accordingly, the school administrator shall not:

- 2.1.1 Use application forms that elicit information for which there is no clear necessity.
- 2.1.2 Use methods of collecting, reviewing, transmitting, or storing constituent information that fails to protect against improper access to the material elicited.
- 2.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and auditory.
- 2.1.4 Operate without clear policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
 - 2.1.4.1 Fail to have a policy that limits Nebraska Christian athletes to participate only in Nebraska Christian athletics of their biological sex.
 - 2.1.4.2 Fail to have an athletic policy that does not allow a Nebraska Christian football player or wrestler to compete against a female in football or wrestling competition.
 - 2.1.4.3 Fail to address in the policy Nebraska Christian Schools' forfeiture of a match or game should a Nebraska Christian male wrestler or football player be paired in competition versus a female competitor.
 - 2.1.4.4 Fail to have a policy that addresses Nebraska Christian Schools' actions should a student athlete or team of athletes (*football and wrestling*) be paired in competition against a transgender competitor. The policy's first criteria will be based upon biological sex.
 - 2.1.4.5 Fail to submit the student and staff handbooks, annually, to the board for approval prior to distribution.
 - 2.1.4.6 Fail to submit the Emergency Operations Plan, annually, to the board for approval prior to the school year.
- 2.1.5 Fail to inform constituents of policy 2.1.4 or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

2.1.5.1 Prevent constituents from grieving to the board when internal grievance procedures have been exhausted.

2.1.6 Fail to operate in partnership with NCS parents/guardians.

2.1.6.1 Fail to show the utmost respect to constituents and potential constituents.

2.1.6.2 Fail to consistently and strategically communicate with constituents.

2.1.7 Enroll families who do not meet the school's admission requirements.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STAFF

POLICY 2.2 With respect to the treatment of current or prospective paid staff and/or volunteers, the school administrator may not cause or allow conditions which are unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

Accordingly, pertaining to paid staff, the school administrator shall not:

- 2.2.1 Operate without written personnel policies which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
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 - 2.2.1.1 Fail to include provisions encouraging staff and volunteers to come forward with credible information on illegal practices or violations of adopted policies of the organization and identifying those staff or board members or outside parties to whom such information can be reported.
- 2.2.2 Discriminate or allow discrimination against any staff member for expressing an ethical dissent concerning superiors or for coming forward with credible information on illegal practices or violations of adopted policies of the organization when established procedures have been followed.
- 2.2.3 Prevent staff from grieving to the board when (1) internal grievance procedures have been exhausted *and* (2) the employee alleges that board policy has been violated to his/her detriment.
- 2.2.4 Fail to acquaint staff with policy 2.2 and its appropriate sub-points.
- 2.2.5 Fail to employ teachers that meet the standards of policy 4.1.2.5 and the appropriate teacher certification requirements.
- 2.2.6 Fail to communicate to the staff that neither board members nor their children should be treated any differently than any other parent or constituent.
- 2.2.7 Fail to communicate to the staff that neither full or part time employees nor their children should be treated any differently than any other parent or constituent.
- 2.2.8 Fail to require annually from other officers and key employees of Nebraska Christian Schools written disclosure of any actual or potential conflicts of interest and written disclosure of any family or business relationships they have with board members, other officers or key employees of Nebraska Christian Schools.

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

POLICY 2.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the school administrator shall not allow budgeting which:

- 2.3.1 Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions and fails to present a budget by the June board meeting.
- 2.3.2 Increases individual tuition and/or fees more than 10 percent in any one fiscal year.
- 2.3.3 Projects enrollment growth greater than 10 percent in any one fiscal year.
- 2.3.4 Fails to provide financial of no less than 2 percent and no greater than 10 percent of the overall gross projected cash receipts.
- 2.3.5 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period.
- 2.3.6 Does not ensure ongoing staff/teacher development and retention.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

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

Accordingly, the school administrator shall not:

- 2.4.1 Expend more funds than have been received in the fiscal year to date.
- 2.4.2 Use any long-term reserves.
- 2.4.3 Accept money for a specified purpose which deviates materially from the board's Ends priorities.
- 2.4.4 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.5 Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within ninety days.
- 2.4.6 Fail to settle payroll and debts in a timely manner.
- 2.4.7 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.8 Acquire, encumber or dispose of real property.
- 2.4.9 Fail to aggressively pursue material receivables after a reasonable grace period.
- 2.4.10 Accept government funds that carry stipulations which deviate materially from the board's stated ends policies.
- 2.4.11 Fail to evaluate full consequences of gifts prior to receipt of gift.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 2.5 The school administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the school administrator shall not:

- 2.5.1 Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 2.5.2 Allow unbonded personnel access to material amounts of funds.
- 2.5.3 Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently expose the organization, its board or staff to claims of liability.
- 2.5.5 Make any purchase:
 - 2.5.5.1 wherein normally prudent protection has not been given against conflict of interest.
 - 2.5.5.2 of over \$20,000 without a stringent method of assuring the balance of long term quality and cost.
- 2.5.6 Fail to protect intellectual property, information and files from loss or significant damage.
 - 2.5.6.1 Fail to provide for the permanent retention of the Articles of Incorporation and all amendments thereon, the bylaws and all amendments thereon, Federal, state and local exemption applications including related correspondence, and minutes of Board of Directors and any committee with similar responsibilities.
 - 2.5.6.2 Fail to provide for the retention of student academic and attendance records as required by state law.
 - 2.5.6.3 Fail to provide for the retention of accounting records and other documents supporting tax returns for at least 7 years.
 - 2.5.6.4 Fail to provide for the retention of employment records as required by state and federal law.
 - 2.5.6.5 Allow any records to be destroyed if the organization has been served with any subpoena or request for documents or is made aware of a governmental investigation or audit concerning the organization or the commencement of any litigation against or concerning the organization until cleared to do so by

the board of directors.

- 2.5.7 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
- 2.5.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 2.5.9 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 2.5.10 Shall not allow a building to be named without approval of the Board of Directors.
MSC. [Feb. 2021]

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the school administrator shall not:

- 2.7.1 Change his or her own compensation and benefits.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.7.4 Create compensation obligations over a longer term than one year.
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 2.7.5.1 Incur unfunded liabilities.
 - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
 - 2.7.5.4 Alter the current full-time employee tuition benefit plan.
- 2.7.6 Accept the resignation/contract release of any employees from a legally binding contract without formal approval from the board.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

POLICY 2.8 The school administrator shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the school administrator shall not:

- 2.8.1 Neglect to submit monitoring data required by the board (see policy on Monitoring school administrator Performance in *Board/Staff Linkage*) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.8.2 Let the board be unaware of relevant trends, actual or potential conflicts of interest involving any officers or key employees, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
- 2.8.3 Fail to advise the board if, in the school administrator's opinion, the board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the school administrator.
- 2.8.4 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.8.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 2.8.6 Fail to provide a mechanism for official board, officer or committee communications.
- 2.8.7 Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
- 2.8.8 Fail to report in at least monthly any actual or anticipated noncompliance with any policy of the board.
- 2.8.9 Fail to supply for the consent agenda all items delegated to the school administrator yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS / SERVICES

POLICY 2.9 With respect to the programs produced / services provided by the organization, the school administrator shall not fail to ensure that these programs / services meet or exceed industry standards and are consistent with the philosophy and values of Nebraska Christian Schools in program quality and safety.

Accordingly, the school administrator shall not:

- 2.9.1 Eliminate or add any major category of program offerings.
- 2.9.2 Jeopardize the school's status as a state accredited school.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION

POLICY 3.0 The board's sole connection to the operational organization, its achievements and conduct will be through a titled school administrator. Recognizing Jesus Christ as Sovereign Lord, the following principles assume delegated authority from the moral ownership of the Advisory Council, Christian families and Christian supporters of NCS to the NCS school board.

- 3.1 Only decisions of the board acting as a body, by majority vote, are binding on the school administrator.
- 3.2 The school administrator is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the school administrator.
- 3.3 The board will instruct the school administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the school administrator to use any reasonable interpretation of these policies.
- 3.4 Systematic and rigorous monitoring of school administrator job performance will be solely against the expected job outputs of the school administrator: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions of the board acting as a body, by majority vote, are binding on the school administrator.

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL ADMINISTRATOR

POLICY 3.2 The school administrator is the board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the school administrator.

Accordingly:

- 3.2.1 The board will never give instructions to persons who report directly or indirectly to the school administrator.
- 3.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the school administrator.
- 3.2.3 The board will view school administrator 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 school administrator performance.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: DELEGATION TO THE SCHOOL ADMINISTRATOR

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

Accordingly:

- 3.3.1 The board will develop policies instructing the school administrator to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Ends* policies.
- 3.3.2 The board will develop policies which limit the latitude the school administrator may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies.
- 3.3.3 As long as the school administrator uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the school administrator is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and school administrator domains. By doing so, the board changes the latitude of choice given to the school administrator. However, as long as any particular delegation is in place, the board will respect and support the school administrator's choices.
- 3.3.5 Should the school administrator violate a board policy, he or she shall promptly inform the board. Informing is simply to guarantee no violation may be intentionally kept from the board, not to request approval. Board response, either approving or disapproving, does not exempt the school administrator from subsequent board judgment of the action nor does it necessarily curtail any executive decision.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of school administrator job performance will be solely against the expected school job outputs of the administrator: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.
- 3.4.2 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the school administrator discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be *any reasonable school administrator interpretation* of the board policy being monitored.
- 3.4.4 All policies which instruct the school administrator 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. (See Annual Board Agenda on the following page.)

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL ADMINISTRATOR PERFORMANCE

Proposed Annual Board Agenda Plan

Month	Policy Review	Policy Monitoring	Other
July	Ends	2.3 Financial Planning/Budgeting	Annual Board Retreat
August	~	~	
September	~	4.9.1.2 Financial Audit Report	Advisory/Board nominees Hall of Faith Inductions
October	~	2.1 Treatment of Constituents 2.9 Programs/Services	
November	~	~	
December	~	2.4 Financial Condition & Activities	Advisory Council Meeting
January	Executive Limitations	~	Administrator's Contract Election of Board Officers
February	Board/Staff Linkage	2.2 Treatment of Staff	
March	~	2.5 Asset Protection 2.6 Emergency Administrator Succession 2.8 Communication & Support of the Board	
April	Governance Process	2.7 Staff Compensation & Benefits	
May	~	~	
June	~	~	Advisory Council Meeting

The school administrator will provide reports to the board at each monthly meeting to inform them of the current basic financial situation of the school. He will also report any area of non-compliance with board policy within the organization at each monthly meeting.

The board will spend time in prayer for the school at each monthly meeting. The main work of the board will be to deal with *ENDS POLICY* discussions, development, and/or revisions. These policies will establish what good NCS is trying to accomplish, for what people and at what cost.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 Recognizing Jesus Christ as Sovereign Lord, the purpose of the board, on behalf of the moral ownership of Nebraska Christian Schools, is to assure that Nebraska Christian Schools (1) achieves appropriate results for appropriate persons at an appropriate cost, *and* (2) avoids unacceptable actions and situations. The following principles are stated based on the assumed delegated authority from the moral ownership of the Advisory Council, Christian families and Christian supporters of NCS to the NCS school board.

- 4.1 The board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.
- 4.2 Recognizing Jesus Christ as Sovereign Lord, the job of the board is to represent the moral ownership of Nebraska Christian Schools in determining and demanding appropriate organizational performance.
- 4.3 To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.
- 4.4 The chairman or his designee assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.
- 4.5 The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.
- 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success.
- 4.7 Board 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 school administrator.
- 4.8 The board will maintain a size of 6 to 9 elected members as prescribed by the articles of incorporation.
- 4.9 The board will invest in its governance capacity.

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

POLICY 4.1 The board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.3 The organization, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, biological sex, or military status. The organization's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its owners, sponsors and supporters.
- 4.1.4 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual judgments for the board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 4.1.5 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
- 4.1.7 The board will monitor and discuss the board's process at each meeting and its overall performance annually at the April meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.

4.1.8 Each member of the board will support the final determination of the board concerning any particular matter, regardless of the member's personal position concerning such matter.

4.1.9 All board action requires approval by simple majority of voting members.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: DOCTRINAL BELIEFS

POLICY 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.

Accordingly, based on Scripture we believe:

- 4.1.1.1 the Bible to be inspired, the only infallible, authoritative Word of God.
- 4.1.1.2 that there is one God, eternally existent in three persons: Father, Son, and Holy Spirit.
- 4.1.1.3 in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.
- 4.1.1.4 that salvation is by grace alone, through faith alone, in Christ alone.
- 4.1.1.5 that for the salvation of lost and sinful men, regeneration by the Holy Spirit is absolutely essential.
- 4.1.1.6 in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.
- 4.1.1.7 in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life, and they that are lost unto the resurrection of damnation.
- 4.1.1.8 in the spiritual unity of believers in our Lord Jesus Christ.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VALUE OF BIBLICAL APPLICATION

POLICY 4.1.2 We believe that deriving practical applications from and modeling God’s Word are essential to completing our mission consistent with biblical truth.

Accordingly, we believe:

- 4.1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.

- 4.1.2.2 That Christian schools exist to support parents and the church in fulfilling the parents’ biblical responsibility to educate children.

- 4.1.2.3 That teaching God’s Word, and teaching how to apply God’s Word, is essential to education.
 - 4.1.2.3.1 All truth is God’s truth.

 - 4.1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.

 - 4.1.2.3.3 The work of the Holy Spirit is significant.

 - 4.1.2.3.4 Prayer is essential.

 - 4.1.2.3.5 Every individual is of value; all are uniquely created in the image of God.

 - 4.1.2.3.6 That a personal relationship with Christ is essential.

- 4.1.2.4 That every aspect of curriculum should be integrated with God’s Word.

- 4.1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty, staff, administration, and board members...
 - 4.1.2.5.1 are born-again Christians who model Christ.

 - 4.1.2.5.2 embody excellence.

4.1.2.5.3 demonstrate a servant's heart.

4.1.2.5.4 serve in harmony.

4.1.2.5.5 engage only in activities consistent with biblical truth.

4.1.2.5.6 be involved in a local Christian Fellowship.

4.1.2.6 That all volunteers must comply with the policies 4.1.2.5.2 through 4.1.2.5.5.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 Recognizing Jesus Christ as Sovereign Lord, the job of the board is to represent the moral ownership of Nebraska Christian Schools in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The board will produce the link between the organization and the ownership.
- 4.2.2 The board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 GOVERNANCE PROCESS: Specification of how the board conceives, carries out and monitors its own task.
 - 4.2.2.4 BOARD/STAFF LINKAGE: How power is delegated and its proper use monitored; the school administrator role, authority, and accountability.
- 4.2.3 The board will produce assurance of school administrator performance (against policies in 4.2.2.1 and 4.2.2.2).
- 4.2.4 The board will be involved in raising funds as it may from time to time deem necessary in cooperation and coordination with the administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 4.3 To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that (1) completes a reexploration of Ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the board's development of its agenda for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, (e.g. presentations by futurists, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the board's planning cycle.
 - 4.3.2.2 The chair is encouraged, at the commencement of the board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The agenda for any particular meeting will be determined by the chair, although members are encouraged to recommend any appropriate matters for board consideration. Any board member desiring to recommend any matter for board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled board meeting. By an affirmative vote of a majority of the members of the board, or of those present at a meeting, additional matters may be added to the agenda of any board meeting.
- 4.3.3 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
- 4.3.4 The board will meet monthly. Additional meetings will be scheduled as required.
- 4.3.5 School administrator monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.6 School administrator remuneration will be decided after a review of monitoring reports received in the last year from the school administrator during the month of January.
- 4.3.7 Conflicts of interest involving board members, officers, or key employees will be on the agenda if any have been disclosed or reported to the board chairman since the previous meeting.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON’S ROLE

POLICY 4.4 The chairman assures the integrity of the board’s process and, secondarily, occasionally represents the board to outside parties.

Accordingly:

- 4.4.1 The job result of the chairman is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 4.4.1.1 Meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the school administrator.
 - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairman consists in making decisions that fall within topics covered by board policies on Governance Process and Board/Staff Linkage, except where the board specifically delegates portions of this authority to others. The chairman is authorized to use any reasonable interpretation of the provisions in these policies.
 - 4.4.2.1 The chairman is empowered to chair board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 4.4.2.2 The chairman has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairman has no authority to supervise or direct the school administrator.
 - 4.4.2.3 The chairman may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to him.
 - 4.4.2.4 The chairman will represent the board in matters that relate to the Advisory Council, Christian families and Christian supporters of NCS.
 - 4.4.2.5 The chairman may delegate this authority but remains accountable for its use.
- 4.4.3 The chairman may appoint members and a chairman for each board committee, unless otherwise stipulated by board policies or the organization’s bylaws.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

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

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 Board members will disclose annually in writing any actual or potential conflicts of interest.
 - 4.5.2.2 When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent himself without comment from not only the vote but also from the deliberation.
 - 4.5.2.3 Board members will disclose annually in writing any family or business relationships they have with other board members, officers or key employees of Nebraska Christian Schools.
 - 4.5.2.4 Board members must not use their positions to obtain employment for themselves, family members or close associates.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 4.5.3.1 Board members' interaction with the school administrator or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of school administrator or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

- 4.5.5 Board members must meet the biblical qualification for Deacons and must be involved in a local Christian fellowship.
- 4.5.6 Board members must give unconditional acceptance to the NCS Statement of Faith as expressed in the bylaws.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

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

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

- 4.6.1 Attendance - As board contemplation, deliberation and decision-making are processes which require wholeness, collaboration and participation, attendance at board meetings is required of board members. Members may not be absent from more than 4 (four) of the board's regularly scheduled meetings in any fiscal year. Members may not miss three consecutive regularly scheduled meetings. Any absence which exceeds this allotment will be interpreted as that member's resignation from the board.
- 4.6.2 Preparation and Participation - board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills and expertise to the board's efforts to fulfill its responsibilities.
- 4.6.3 Members as Individuals - the school administrator is accountable only to the board as an organization, and not to individual board members. Accordingly, the relationship between the school administrator and individual members of the board, including the board chair, 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 board members are expected to volunteer beyond normal meeting times according to their ability. In view of the school administrator's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the school administrator or responsible staff person.
- 4.6.5 Contributions - Board members are expected to contribute generously within their individual means to make an annual financial contribution to Nebraska Christian Schools. The demonstration of support, rather than the amount of the contribution, is of primary importance; board members are expected to contribute only within their individual means.
- 4.6.6 Continuing Education – Board members are expected to make appropriate annual efforts toward continuing education, to include at least one outside conference within their three-year term.
- 4.6.7 Board members will have their school-age children in Nebraska Christian Schools. Requests for exceptions to this policy will be reviewed on a case by case basis by the school board.
- 4.6.8 Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

POLICY 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to school administrator.

Accordingly:

- 4.7.1 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 direct dealings with current staff operations.
- 4.7.2 Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the school administrator.
- 4.7.3 Board committees cannot exercise authority over staff. Because the school administrator works for the full board, he will not be expected to obtain approval of a board committee before an executive action.
- 4.7.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board 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 in an ad hoc capacity.
- 4.7.6 This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the school administrator.
- 4.7.7 A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. The only board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The school administrator will serve as a non-voting member of each committee.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.8 The board will maintain a size of 6 to 9 elected members as prescribed by the articles of incorporation and in a manner consistent with the bylaws.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.9 The board will invest in its governance capacity.

Accordingly:

- 4.9.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 4.9.1.1 Training and retraining will be used liberally to orient new members and candidates for board membership, as well as to maintain and increase existing member skills and understandings.
 - 4.9.1.2 Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This may include a fiscal audit.
 - 4.9.1.3 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 4.9.2 Individual Board members will bear the cost of their continuing education.

Supporting Documents

[Qualified Tuition Reduction](#)