

POLICY MANUAL
FOR THE
COMMUNITY CHRISTIAN SCHOOL
BOARD OF DIRECTORS
REVISED IN JUNE 2018

RECORD OF REVISIONS

REVISIONS MADE PRIOR TO JUNE 2016 ARE NOT LISTED IN THIS LIST OF REVISIONS

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TABLE OF CONTENTS

ENDS

- 1.0 MISSION
 - 1.1 VISION
 - 1.2 PHILOSOPHY
 - 1.3 STATEMENT OF FAITH

EXECUTIVE LIMITATIONS

- 2.0 GENERAL EXECUTIVE CONSTRAINT
 - 2.1 TREATMENT OF STUDENTS/FAMILIES
 - 2.2 TREATMENT OF EMPLOYEES
 - 2.3 FINANCIAL PLANNING/BUDGETING
 - 2.4 FINANCIAL CONDITIONS
 - 2.5 ASSET PROTECTION
 - 2.6 EMERGENCY ADMINISTRATOR SUCCESSION
 - 2.7 COMPENSATION AND BENEFITS AND EMPLOYMENT
 - 2.8 COMMUNICATION AND SUPPORT TO THE BOARD
 - 2.9 PROGRAMS / SERVICES
 - 2.10 DONORS / DONATIONS/FUND-RAISING
 - 2.11 STRATEGIC PLAN
 - 2.12 MORAL/ETHICAL CODE
 - 2.13 PARENT/ STUDENT HANDBOOK
 - 2.14 PERSONNEL POLICIES/ EMPLOYEE HANDBOOK
 - 2.15 FINANCIAL POLICIES

BOARD/ADMINISTRATOR LINKAGE

- 3.0 GOVERNANCE - ADMINISTRATION CONNECTION
 - 3.1 UNITY OF CONTROL AND COMMUNICATION
 - 3.2 AUTHORITY AND ACCOUNTABILITY OF THE ADMINISTRATOR
 - 3.3 DELEGATION TO THE ADMINISTRATOR
 - 3.4 MONITORING ADMINISTRATOR PERFORMANCE
 - 3.5 BOARD/ ADMINISTRATOR CONTRACT
 - 3.6 ADMINISTRATOR TREATMENT

GOVERNANCE PROCESS

- 4.0 GOVERNANCE COMMITMENT
 - 4.1 GOVERNING STYLE & VALUES
 - 4.2 BOARD JOB DESCRIPTION
 - 4.3 AGENDA PLANNING
 - 4.4 OFFICERS' ROLES
 - 4.5 BOARD MEMBERS' CODE OF CONDUCT
 - 4.6 BOARD MEMBER INDIVIDUAL RESPONSIBILITIES
 - 4.7 BOARD COMMITTEE PRINCIPLES
 - 4.8 BOARD COMMITTEE STRUCTURE
 - 4.9 BOARD SIZE, NOMINATION, ELECTION & TERM LIMITS
 - 4.10 REQUIREMENTS FOR CCS MEMBERSHIP
 - 4.11 APPROVAL OF CCS MEMBERS

POLICY TYPE: ENDS

POLICY TITLE: MISSION

POLICY 1.0 Mission - To provide a firm foundation of truth, knowledge, and virtue for a lifetime of service to God and man.

POLICY TYPE: ENDS

POLICY TITLE: VISION

POLICY 1.1 Vision - CCS has a desire to glorify God in all things and to pursue quality and excellence in every area, including academics, athletics, drama, music, and ministry outreach, We envision a curricular program that is innovative and pace setting in all areas. We want to prepare leaders who will impact their generation with integrity, Christian values and Biblical world and life view. We envision a school that will influence the culture and moral fiber of west central Minnesota and the world.

POLICY 1.2 *Next to a school's well-developed Mission Statement in importance is its statement of the philosophy of Christian school education. Board members and administrators need to carefully develop their school's philosophy because all other policies which guide the school should be directly influenced by the school's philosophy. All Christian schools need a written philosophy!*

The philosophy of Christian education calls for an educational process that puts the Bible at the center and asks the teacher and student to evaluate all they see in the world through the eyes of God as revealed in Scripture.

The educational philosophy of the Community Christian School of Willmar, Inc. is based on a God-centered view that all truth is God's truth, and that the Bible is the inspired and the only infallible authoritative Word of God which contains this truth. God created all things and sustains all things through His Son Jesus Christ. Therefore, the universe and all life are dynamically related to God and have the purpose of glorifying Him. Because man is a sinner by nature and choice, he cannot, however, honor or know God in his life. He can do this only by choosing God's free gift of salvation through His Son, Jesus Christ (being born again), thereby committing his life to God's will and the Lordship of Jesus Christ.

We believe the entire process of education is seen as a means used by the Holy Spirit to bring the student into fellowship with God, to develop a Christian mind in him and to train him in godly living, so that he can fulfill God's total purpose for his life personally and vocationally. He must be taught the Bible and come to know God and His nature, learning to see all truth as God's truth. All learning should center around Christian values integrated with and interpreted by God's Word. In the focus of the Christian faith, CCS utilizes all of man's being as a study of God's revelation so that intellectual, social, emotional, and physical development is given balance, unity, and direction.

We believe the student must be educated as an individual with his own unique abilities and personality. He must learn to live and work with others at home, in the church and in a changing secular society. He must interact with and be taught by parent and teacher models who are, themselves, born again and have this biblical perspective on life.

We believe the right and responsibility to educate children belongs to parents, and CCS depends on and belongs to the parents and the Christian community. It does not belong to a church or the state. The parents may delegate a part of this responsibility to an institution which is able to carry forward their God-given task. The authority of the teacher in discipline and character development is delegated by the parents. The teacher derives authority in subject matter from faithfulness to the laws of God.

We believe as Christians we have an educational obligation to educate students whose parents subscribe to our philosophy. It is the purpose of CCS to give attention to the individual needs of the student, to guide their interest, and to equip a child of God to be a positive acting Christian in the daily encounters with the world and community.

We believe the educational task of CCS is to create an excitement for learning in an atmosphere where there is a conscientious search for truth and excellence. The successful completion of this task is the educational transition of the student into society with an understanding of the duties of a Christian citizen.

We believe it is important that students learn to do their tasks cooperating in a group as well as independently. We believe they should be taught courtesy and love for others, with a sincerity in attitude toward God and their work. They should be taught to respect authority, and to accept responsibility for the Christian life in society.

We believe CCS must be concerned with the mastery of the fundamentals of human knowledge, and strive to transmit our Christian heritage to the student. We must strive to integrate God's revelation into all of life.

We believe CCS must provide a truly Christian education in a wholesome Christian environment in which the student can learn. We must offer genuine academic excellence, because anything performed in the name of Christ deserves the best quality. Therefore, as a Christian school, it is our purpose to meet and/or exceed all the academic standards set by the state.

Our philosophy, based on scripture, is reflected in our goals or objectives which are established to implement this philosophy.

The Philosophy of Christian Education for CCS shall be the guiding tool to apply Biblical principles to teaching practices. All philosophies of subjects, policies of the school, curriculum materials and teaching methods shall conform to the Philosophy of Christian Education. Any use of materials or practices inconsistent with the Philosophy of Christian Education shall cease. The Board and staff members must understand and apply the Philosophy of Christian Education in their decision-making in Board meetings and in their daily work for CCs. Employees shall be committed to fulfilling the principles outlined in the Philosophy of Christian Education in every reasonable way.

Our philosophy, based on scripture, is reflected in our goals or objectives which are established to implement this philosophy. (See Section 6.001)

POLICY 1.3

The school views itself as an indispensable part of the three major forces on the life of each child: the home, the school, and the church. The school intends to be an extension of the home and, therefore, a responsive listener to the home. It intends to be cooperative with the churches represented among the student body and supportive of activities and programs of those churches. The school is committed to a program of excellence.

Community Christian School was founded and functions upon the basic fundamental principles of the Word of God, and it espouses the historic Christian view of life as presented in the BIBLE. The following statements of faith and practice are held by every CCS employee and school family:

1. We believe in the Scripture of the Old and New Testaments as verbally inspired by God, and inerrant in the original writings, and that they are the supreme and final authority in faith and life. (II Tim. 3:16-17)
2. We believe in one God, eternally existing in three Persons: Father, Son and Holy Spirit. (John 10:30)
3. We believe that Jesus Christ was begotten by the Holy Spirit, born of the Virgin Mary, and is true God and true man. (Luke 1:35; Isa. 7:14)
4. We believe that man was created in the image of God, that he sinned, and thereby incurred, not only physical death, but also that spiritual death which is separation from God; and that all human beings are born with a sinful nature, and become sinners in thought, word, and deed. (Rom. 3:23-24; Rom. 5:12)
5. We believe that the Lord Jesus died for our sins, according to the Scriptures, as a substitutionary sacrifice; and that all who believe in Him are justified on the grounds of His shed blood. (I Cor. 15:3, John 3:16-19)
6. We believe in the resurrection of the crucified body of our Lord, in His ascension into heaven, and His present life there for us, as High Priest and Advocate. (Heb. 5:9-10; John 20:10-18)
7. We believe that our Lord and Savior Jesus Christ will personally return and set up His Kingdom wherein He will rule and reign in righteousness.
8. We believe that all who receive by faith the Lord Jesus Christ are born again of the Holy Spirit, and thereby become children of God. (I John 3:1)
9. We believe in the bodily resurrection of the just and the unjust, and blessedness of the saved, and the retribution of the lost. (John 5:28-29)

We believe in:

1. The Deity, Virgin Birth, Vicarious Death, Physical Resurrection, Ascension, and personal return in Glory of the Lord Jesus.
2. The Person, Deity and Work of the Holy Spirit.
3. The person of Satan.
4. The Great Scriptural Doctrines of Sin, Salvation by Grace, Redemption, Justification of Faith, Prayer, Physical Resurrection, the Reward of Believers and Retribution of Unbelievers.

We believe that the Word of God requires Christian parents to make every effort to train their children to love and to respect the Lord Jesus Christ. For this reason, the instruction of

children in school, as well as in the home, must be in keeping with the teachings of the Word of God. We believe we must educate the children so that they will serve as effective Christians in society. (Deuteronomy 6:4-9; 11:18-21)

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

- POLICY 2.0 The 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 CCS Constitution Statement of Belief.
- 2.1 With respect to interactions with students/families or potential students/families, the Administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, disrespectful, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality.
 - 2.2 With respect to the treatment of current or prospective paid employees and/or volunteers, the Administrator shall not cause or allow conditions which are unfair, unlawful, unsafe, unbiblical, undignified, disrespectful or lacking appropriate confidentiality.
 - 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, or risk fiscal jeopardy.
 - 2.4 With respect to the ongoing financial condition, the 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 Administrator shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked.
 - 2.6 In order to protect the board from sudden loss of Administrator services, the Administrator shall not fail to designate and inform the board of the individuals who will be familiar with board and Administrator issues and processes.
 - 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
 - 2.8 The Administrator shall not permit the board to be uninformed or unsupported in its work.
 - 2.9 With respect to the programs and services provided by the school, the Administrator shall not fail to ensure that these programs and services meet or exceed school and or accreditation standards and are consistent with the mission and vision of CCS in program quality and safety.
 - 2.10 Shall not fail to initiate Strategic Planning.
 - 2.11 Shall not fail to uphold Moral / Ethical Code of Conduct.

- 2.12 Shall not operate the school without a Parent/Student Handbook. (to include Emergency, Communicable Disease policies).
- 2.13 Shall not operate the school without Personnel Policies and an Employee Handbook.
- 2.14 Shall not operate the school without Financial Policies.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STUDENTS/FAMILIES

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

Accordingly, the Administrator shall not:

- 2.1.1 Fail to provide for effective handling of grievances and inform students/families of the grievance process.
- 2.1.2 Fail to operate without appropriate child abuse, harassment, bullying and sexual harassment policies.
- 2.1.3 Fail to operate without a risk management plan that includes but is not limited to campus security protocols, handling of visitors, and general emergency procedures including but not limited to fire and inclement weather.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF EMPLOYEES

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

Accordingly, the Administrator shall not:

- 2.2.1 Prevent employees from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his/her detriment.
- 2.2.2 Administrator shall not fail to have board approved employee and teacher requirements, including membership.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/ BUDGETING

POLICY 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy.

Accordingly, the Administrator shall not:

- 2.3.1 Allow budgeting which contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.3.2 Borrow money.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION

POLICY 2.4 With respect to the actual, ongoing financial condition, the 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 Administrator shall not:

- 2.4.1 Accept money for a specified purpose that deviates materially from the board's Ends priorities.
- 2.4.2 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.3 Fail to settle payroll and debts in a timely manner.
- 2.4.4 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.5 Acquire, encumber or dispose of real property (land and buildings).
- 2.4.6 Fail to attempt obtaining a minimum of three quotes for expenditures of greater than \$10,000 for any funds, either budgeted or non-budgeted, budgeted being defined as any expenditure itemized in the Board approved budget.
- 2.4.7 Spend more than \$ 5,000 per transaction for unbudgeted funds.
- 2.4.8 Use capital funds to balance the operating budget.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

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

Accordingly, the Administrator shall not:

- 2.5.1 Fail to insure against theft and casualty losses of replacement value, and against liability losses to board members, employees and the organization.
- 2.5.2 Allow un-bonded personnel access to material amounts of funds.
- 2.5.3 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently or intentionally expose the organization, its board or employees to claims of liability.
- 2.5.5 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.6 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
- 2.5.7 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS AND EMPLOYMENT

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

Accordingly, the Administrator shall not:

- 2.7.1 Establish or change his/her or family members' 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 private Christian schools for the skills employed.
- 2.7.4 Create compensation obligations over a term longer than one year.
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 2.7.5.1 Incur unfunded liabilities.
 - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees.
- 2.7.6 Fail to use a table and/or formula-based compensation plan for employee salaries.
- 2.7.7 Award non-budgeted bonuses.
- 2.7.8 Allow one family member to directly supervise another family member.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

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

Accordingly, the Administrator shall not:

- 2.8.1 Fail to advise the board if, in the Administrator's opinion, the board is not in compliance with its own policies on Governance Process and Board/Administrator Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Administrator.
- 2.8.2 Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
- 2.8.3 Fail to publicly support the Board in words or deeds in its pursuit of the CCS mission.
- 2.8.4 Fail to maintain an effective ongoing system of communication with members, employees, students and contributors regarding the schedules, plans, events, and objectives of the School's operations.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS/ SERVICES

POLICY 2.9 With respect to the programs and services provided by the school, the Administrator shall not fail to ensure that these programs and services meet or exceed school and or accreditation standards and are consistent with the philosophy and values of CCS in program quality and safety.

Accordingly, the Administrator shall not:

- 2.9.1 Eliminate or add any major category of program offerings without advice and consent from the Board.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/ DONATIONS/ FUND-RAISING

POLICY 2.10 The Administrator, in supervising capital development, shall not allow fund-raising activity that is unethical or in violation of biblical principles or accept funds from sources that cause or allow jeopardy to Christian testimony. The Administrator shall not authorize any fund-raising events that do not directly benefit the school's programs, activities, trips or special events.

Accordingly, the Administrator shall not allow fund-raising activity which:

- 2.10.1 Fails to use the gifts and talents of the Board in fund raising.
- 2.10.2 Fails to coincide with the strategic priorities approved by the Board on an annual basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: STRATEGIC PLAN

POLICY 2.11 The CCS Strategic Plan shall not deviate materially from the Board's Ends priorities, or fail to be derived from a multi-year plan.

Accordingly, the Administrator shall not allow strategic planning which:

- 2.11.1 Fails to be updated and presented to the board for review and approval at least once a year.
- 2.11.2 Fails to include sufficient input from stakeholders.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: MORAL/ ETHICAL CODE

POLICY 2.12 The Administrator shall not fail to uphold the Moral/ Ethical Code of Conduct

2.12.1 The Administrator shall not fail to uphold the moral/ethical code of conduct as described in the Personnel Policies.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PARENT/ STUDENT HANDBOOK

POLICY 2.13 The Administrator shall not operate the school without a Parent/Student Handbook. (to include Emergency, Communicable Disease policies).

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PERSONNEL POLICIES/ EMPLOYEE HANDBOOK

POLICY 2.14 The Administrator shall not operate the school without Personnel Policies and an Employee Handbook.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL POLICIES

POLICY 2.15 The Administrator shall not operate the school without Financial Policies.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE
POLICY TITLE: BOARD-ADMINISTRATOR CONNECTION

- POLICY 3.0 The board's sole connection to the operational organization, its achievements and conduct will be through the Administrator.
- 3.1 Only decisions approved by the board, acting as a body, are binding on the Administrator.
 - 3.2 The Administrator is the board's only link to operational achievement and conduct, so that all authority and accountability of employees, as far as the board is concerned, is considered the authority and accountability of the Administrator.
 - 3.3 The board will instruct the Administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Administrator to use any reasonable biblical world-view interpretation of these policies.
 - 3.4 Systematic and rigorous monitoring of Administrator job performance will be solely against the Administrator job description and expected outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.
 - 3.5 The Board will retain the services of the Administrator in accordance with a written Employment Agreement, the purpose of which is to make clear the terms and conditions of the employment relationship with the Administrator.
 - 3.6 With respect to the treatment of current or prospective Administrator, the Board will at all times ensure that any conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality are precluded.

POLICY TYPE: BOARD/ADMINISTRATORLINKAGE
POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions approved by the board, acting as a body, are binding on the Administrator.

Accordingly:

- 3.1.1 Decisions, instructions, or opinions of individual board members, officers, or committees are not binding on the 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 Administrator can refuse such requests.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE ADMINISTRATOR

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

Accordingly:

3.2.1 The board will never give instructions to persons who report directly or indirectly to the Administrator.

3.2.2 The board will refrain from evaluating, either formally or informally, any employees other than the Administrator.

POLICY TYPE: BOARD/ADMINISTRATORLINKAGE

POLICY TITLE: DELEGATION TO THE ADMINISTRATOR

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

Accordingly:

3.3.1 As long as the Administrator uses any reasonable, biblical world-view interpretation of the board’s Ends and Executive Limitations policies, the Administrator is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices and develop all activities.

3.3.1.1 With respect to operational policies, the Administrator shall bring to the board for review and approval the following policies: Financial Policies, Personnel Policies, Student Policies, Grievance Policy, Student Handbook, and Parent Handbook.

3.3.2 The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Administrator domains. By doing so, the board changes the latitude of choice given to the Administrator. However, as long as any particular delegation is in place, the board will respect and support the Administrator’s choices.

3.3.3 Should the Administrator violate a board policy, he or she shall promptly inform the board – at the latest, by the next regularly scheduled board meeting. Informing insures that no violation will be intentionally kept from the board. Board response,

either approving or disapproving, does not exempt the Administrator from subsequent board judgment of the action nor does it necessarily overturn the Administrator action or decision in question.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE
POLICY TITLE: MONITORING ADMINISTRATOR PERFORMANCE

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

Accordingly:

- 3.4.1 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the 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.
- 3.4.2 In every case, the standard for compliance shall be any reasonable, biblical world-view interpretation by the Administrator of the board policy being monitored.
- 3.4.3 All policies that instruct the 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 per the below table:

Schedule	Policy	Location	Frequency
July	Treatment of Students and Families	2.1	annually
	Parent/ Student Handbook	2.13	annually
August	Treatment of Employees	2.2	annually
	Personnel Policies and Employee Handbook	2.14	annually
	Employee Compensation and Benefits	2.7	annually
September	Communication and Support of Board	2.8	annually
	Board-Administrator Connection	3.0	annually
October	Strategic Planning (retreat)	2.11	annually
	Academic Monitoring		annually
November	Donors and Fundraising	2.10	annually
	Emergency Administrator Succession	2.6	semi-annually
	Administrator evaluation	3.5.3	annually

December	Financial Policies	2.15	annually
	Financial Planning/Budgeting	2.3	annually
January	First Draft of Budget		annually
	Board nominations (begin)		annually
	Administrator contract	3.5	annually
February	Final Draft of Budget		annually
March	Programs and Services	2.9	annually
	Review of Administrator's Promotional Plan		annually
April	Asset Protection	2.5	annually
	Financial Audit		annually
	Board nominations (finalize)		annually
May	Emergency Administrator Succession	2.7	semi-annually
	Annual Parent Meeting/ Board elections		annually
June	Moral and Ethical Code of Conduct	2.12	annually
	Ends Policy	1.0	annually
	Governance Commitment	4.0	annually
	Officer appointments and Committee assignments		annually

POLICY TYPE: BOARD/ADMINISTRATORLINKAGE
POLICY TITLE: BOARD/ADMINISTRATORCONTRACT

POLICY 3.5 The Board will retain the services of the Administrator in accordance with a written Employment Agreement, the purpose of which is to make clear the terms and conditions of the employment relationship with the Administrator.

Accordingly:

- 3.5.1 At or before the November Board meeting, the Board is required to review the Administrator Contract. A decision or deadline to make a decision on extending the contract is required at or before the January Board meeting.
- 3.5.2 Termination of the Administrator's employment agreement requires a majority vote of the Board.
- 3.5.3 The Board will conduct a review of the Administrator's performance and management of the School annually. This review is intended to be conducted at the November board meeting

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE
POLICY TITLE: ADMINISTRATOR TREATMENT

POLICY 3.6 With respect to the treatment of the current or a prospective Administrator, the Board will at all times ensure that any conditions which are unjust, unlawful, unsafe, unbiblical, undignified or lacking appropriate confidentiality are precluded.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The purpose of the CCS Board is to assure that CCS achieves its Ends Policies.

- 4.1 The CCS board shall govern with an emphasis on (a) God, with the help of the Holy Spirit, as the true Ownership of CCS; (b) biblically-based integrity and truthfulness in all methods and practices; (c) outward vision rather than an internal preoccupation, (d) strategic leadership more than administrative detail, (e) clear distinction of board and Administrator roles, (f) collective rather than individual decisions, (g) future rather than past or present, and (h) pro-activity rather than reactivity.
- 4.2 The job of the CCS Board is to represent CCS members in determining and demanding appropriate organizational performance.
- 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually and continually improves board performance through board education and enriched input and deliberation.
- 4.4 The President or his/her designee assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. The Vice-President acts in the absence of the President. The Secretary is responsible for the integrity of board documents. The Treasurer is responsible for the integrity of financial processes and statements.
- 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 Administrator.
- 4.8 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 standing 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 Administrator or designee may be asked to serve as a non-voting member of each committee.
- 4.9 The Board Nominating Committee will properly screen and nominate, for board consideration, individuals to fill vacancies on the board.
- 4.10 Membership in the association of the Community Christian School of Willmar, Inc. shall include those adults who fulfill the requirements in Policy 4.10.

- 4.11 Before membership is approved by the school Board the application be completed and the applicants must complete a membership interview.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE & VALUES

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

Accordingly:

4.1.1 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.

4.1.1.1 Members of the Board shall receive no compensation for their services as a member or officer of the Board. The Board may authorize the reimbursement of expenses for members incurred in the performance of official functions for the School Board.

4.1.1.2 Robert's Rules of Order, Newly Revised, shall be followed by the President of the Board in the conduct of all Board meetings. Rules may be suspended at any meeting of the School Board by a majority vote of the members present. The President of the Board shall be familiarized thoroughly with the agenda prior to each meeting, and should understand the shape and tone of each meeting and keep its image clearly before the Board and audience at all times. The President should direct the meeting in such a manner as to focus on the issues, exploring the consequences of various choices, encouraging pointed discussion when it starts going around instead of ahead. The President should move through the agenda in an orderly and efficient fashion.

The President shall stop any discussion which does not apply to the motion last made. He/she may also stop the discussion of a matter if the Board has previously agreed to confine the discussion to a definite period of time, and that period has been used up. Aside from such limitation, the President shall not interfere with debate as a member wishes to speak.

4.1.1.3 The Board recognizes that periodically during its scheduled meetings it will encounter matters of a highly sensitive nature. This will include, but is not

limited to such things as personnel matters, student matters, parent matters, etc. At such times the Board may call a closed session.

Closed sessions shall have in attendance all Board members present at said meeting, the Administrator of the School, and any other persons who are specifically asked to attend this session by the Board President. When the closed session is for the purpose of evaluating the performance of the Administrator, the Administrator may be asked to not attend.

A closed session can be called by any Board member. No official business shall be transacted in the closed session. Rather, the time spent in the closed session shall be used to discuss the sensitive matter at hand. When the Board reconvenes following a closed session, Board action may be made and stated officially so that the Board Secretary can record such decision in the official minutes.

- 4.1.2 The board will regularly monitor and discuss the board's process and its overall performance annually. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board/Administrator Linkage categories.
- 4.1.3 Each member of the board will support the final determination of the board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.4 All board action requires approval by simple majority of a quorum of voting members, unless otherwise stipulated by board policy or the CCS Constitution.
- 4.1.5 Any Board member may propose a change to a Board policy. Board policies may be added, deleted, or revised by a simple majority of a quorum of voting members at a duly called Board meeting. The secretary will maintain the official record of all Board actions as related to policy revisions.
 - 4.1.5.1 The normal procedure for handling changes to Board policy will be for the Board to consider the proposed policy change at a duly called Board meeting, and to vote on the proposed policy change at a subsequent Board meeting. This ensures that adequate time is allowed for careful consideration, prayer, further investigation into related issues, etc.
 - 4.1.5.2 An expedited procedure for handling changes to Board policy is also provided. Proposed policy changes may be distributed prior to a Board meeting, or at a duly called Board meeting, with a request to act upon the proposed policy change at the same Board meeting. At least two thirds assenting votes are required to approve an expedited policy change.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 The job of the CCS board is to represent CCS members in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
- 4.2.2 The board will produce assurance of Administrator performance.
- 4.2.3 The board will be involved in building donor relationships, as it may from time to time deem necessary, in cooperation and coordination with the Administrator.
- 4.2.4 The board shall uphold the CCS Constitution.
- 4.2.5 In accordance with any grievance procedures established by the Administrator for parents or employees, the Board may choose or may not choose to hear such grievances, or have the discretion to designate a Board member or group of Board members to hear such grievances and make a final report of such grievances to the Board as a whole.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually and 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.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: OFFICERS' ROLES

POLICY 4.4 The President assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. The Vice-President acts in the absence of the

President. The Secretary is responsible for the integrity of board documents. The Treasurer is responsible for the integrity of financial processes and statements.

Accordingly:

- 4.4.1 The job result of the President 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 that, according to board policy, clearly belong to the board to decide, not the 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 President consists in making decisions that fall within topics covered by board policies on Governance Process and Board/ Administrator Linkage, except where the board specifically delegates portions of this authority to others. The President is authorized to use any reasonable biblical world-view interpretation of the provisions in these policies.
 - 4.4.2.1 The President has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the President has no authority to supervise or direct the Administrator.
 - 4.4.2.2 The President may represent the board to outside parties regarding board-stated positions and in stating decisions and interpretations within the area delegated to her or him.
 - 4.4.2.3 The President may delegate this authority but remains accountable for its use.
- 4.4.3 The President may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policies or the organization's constitution.
 - 4.4.3.1 The board will elect the President. The President will then nominate the Vice-President, Secretary, and Treasurer positions. The board will then vote to approve/ disapprove of these three nominations.

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 interest groups and membership on other boards or employees. 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 There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 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 herself or himself without comment from not only the vote but also from the deliberation.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member accept employment within the organization, he or she must resign.
- 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 Administrator and with employees must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.5.3.2 Board members must refrain from reprimanding a teacher directly. When speaking with a teacher, the board member has no authority unless given so by the board.
 - 4.5.3.3 Board members will encourage individuals with concerns regarding the instruction of school personnel to follow the principle set forth in Matthew 18. Specific issues should be directed to the Administrator.
 - 4.5.3.4 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.
 - 4.5.3.5 Board members will give no consequence or voice to individual judgments of Administrator employee performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
 - 4.5.4.1 Board members will refrain from inappropriate discussions of school board business at any non-business functions or gatherings.
 - 4.5.4.2 Board members will use God-given discretion in deciding what matters can be shared with his spouse so as to cultivate and maintain important partnership relationships with the spouse. Matters pertaining to personnel and others matters of sensitive nature should not be shared outside of the meetings.

- 4.5.5 Board members must meet the proper biblical and general qualifications.
 - 4.5.5.1 Be a Believer – having accepted the Lord Jesus Christ as his/her personal Savior, must publicly profess to be a Christian.
 - 4.5.5.2 Attend a Bible-believing church regularly.
 - 4.5.5.3 Agree with the Philosophy and Doctrinal Statements, Sections III and IV of the CCS Constitution.
 - 4.5.5.4 Be a CCS member.
 - 4.5.5.5 The CCS Constitution does not require that members of the Board of Directors enroll all of their children in CCS. However, board members have a special responsibility to demonstrate confidence in the school by their words and deeds.
 - 4.5.5.6 Individuals shall not be nominated or serve if they or their spouse, parent or child are employees of CCS, unless approved by the Board of Directors.
- 4.5.6 Any Board member who fails to maintain compliance with the above eligibility requirements may be removed by a two-thirds vote of the Board.
- 4.5.7 The Board, after five (5) days written notice, may remove any Board member from office with or without cause by a two-thirds vote of the Board members present at any regular Board meeting, or special Board meeting called for that purpose.

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 that require wholeness, collaboration and participation, attendance at board meetings is required of board members.
 - 4.6.1.1 Members may not be absent from more than twenty five percent of the board's regularly scheduled meetings in any fiscal year. Members may not miss two consecutive regularly scheduled meetings. Any absence that exceeds this allotment shall be interpreted as that member's resignation from the board. A Board member may be considered for reinstatement by the Board at his/her written request, but only once per 3-year term.
- 4.6.2 Preparation, Participation, and Punctuality - 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 Administrator is accountable only to the board as an organization, and not to individual board members. Accordingly, the relationship between the 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 Administrator's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the Administrator or responsible employee.
- 4.6.5 Contributions - Each board member is encouraged to contribute generously within his or her individual means to make an annual financial contribution to CCS. The demonstration of support, rather than the amount of the contribution, is of primary importance; members are expected to contribute only within their individual means.
- 4.6.6 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 Administrator.

Accordingly:

- 4.7.1 Board committees are to help the board do its job, never to help or advise the employees. 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 employees 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 Administrator.
- 4.7.3 Board committees cannot exercise authority over employees. Because the Administrator works for the full board, he or she will not be expected to obtain approval of a board committee before an executive action.
- 4.7.4 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.7.5 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 Administrator.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 4.8 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 standing Board committees are those which are set forth in this policy (refer to Board Committee Mandates document). Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The Administrator or designee may be asked to serve as a non-voting member of each committee.

- 4.8.1 Board Nominating Committee
 - 4.8.1.1 The Nominating Committee draws up a list of prospective

- candidates for the seats to be filled by election from the membership and presents it to the full board for review and approval.
- 4.8.1.1.1 Each prospective candidate is contacted and those expressing interest are given insight into the responsibilities, attributes and personal commitment necessary to successfully serve as a member of the CCS Board of Directors.
- 4.8.1.1.2 The Nominating Committee is responsible for determining whether each potential candidate meets the qualifications described in Section 4.5.5; understands the commitment that accompanies Board service and is willing to have his/her candidacy considered by the membership.
- 4.8.1.2 Orientation of new members and continuing education of current members.
- 4.8.1.2.1 To facilitate the process of individuals acquiring the knowledge and understanding necessary to become effective members of the Board, the Nominating Committee will be responsible for providing each new member the following prior to their taking office at the June Board meeting:
- An invitation to attend Board activities (meetings, retreats, etc).
 - Schedule an orientation session.
 - A copy of the Policy Manuals and Handbooks to be read.
 - A copy of the minutes of all Board meetings for the current school year.
- 4.8.2 Scholarship and Finance Committee
- 4.8.2.1 The Scholarship and Finance Committee is responsible for the CCS Scholarship program and ensuring proper financial health of the school on behalf of the CCS membership.
- 4.8.3 Education Committee
- 4.8.3.1 The Education Committee is responsible for overseeing curriculum, instruction, special programs, and extra-curricular activities on behalf of the CCS membership.
- 4.8.4 Executive Committee
- 4.8.4.1.1 The Executive Committee is responsible for the performance of the Administrator on behalf of the CCS membership.
- 4.8.4.1.2 The Executive Committee shall act on behalf of the full Board in emergency situations

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.9 The board intends to maintain a size of from seven (7) to nine (9) members, but no more than twelve (12) members. The board nominating committee will properly screen and nominate, for board consideration, individuals to fill vacancies on the board.

Accordingly:

- 4.9.1 The Board Chair will appoint a Board Nominating Committee (BNC) by no later than the December Board meeting. The BNC is tasked with identifying and qualifying potential Board nominees.
- 4.9.2 The usual number of nominees sought to be placed as candidates on the ballot for Board member election is two for each open Board seat.
- 4.9.3 The BNC will present its preliminary list of identified potential Board nominees and its draft candidate profile at the February Board meeting.
- 4.9.4 The BNC will determine if each nominee meets the Board member qualifications in Policy section 4.5.5, and if each nominee is willing to serve on the Board, prior to the March Board meeting.
- 4.9.5 The Board will vote to approve or disapprove the BNC's nominations for new board candidates at the April Board meeting.
- 4.9.6 If an individual is term limited based on policy 4.9.6, then the individual may be considered for election/appointment after spending a minimum of one (1) year off the Board.
- 4.9.7 Re-nomination/nomination of Board members may be based upon such factors as the BNC deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his/her term.
- 4.9.8 The Board may appoint someone to finish the term for a Board member who does not complete their term.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: REQUIREMENTS FOR CCS MEMBERSHIP

POLICY 4.10 Membership in the association of the Community Christian School of Willmar, Inc. shall include those adults who fulfill the requirements in Policy 4.10.

Accordingly, the requirements for Community Christian School voting membership are:

- 4.10.1 Confess Jesus Christ as Savior and Lord
- 4.10.2 Agree with the complete set of Articles in the Constitution

- 4.10.3 Agree to support the school in its attempt to fulfill its purpose as outlined in Article II in the Constitution
- 4.10.4 Are active in fellowship of a Christian Church
- 4.10.5 Approved by the CCS Board for membership
- 4.10.6 Completed the application process in 4.11
- 4.10.7 Membership must be kept current on an annual basis either by paying tuition for actively enrolled children or by declaring intent for non-parent membership by commencement of the school year.
- 4.10.8 Each person qualifying for membership shall have an individual vote. Membership includes the privilege of voting at the meetings of the Association as well as participating in the Association's activities in behalf of the school; and being eligible for nomination for election to, and service on the school board. Only those parents who confess Jesus Christ as Savior and Lord may vote.
- 4.10.9 Membership is required for families who enroll a student in Grade 1 or higher. Membership is not required for those families who wish to attend Eagles Nest, Pre-school, or Kindergarten.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: APPROVAL PROCESS OF CCS MEMBERS

POLICY 4.11 Before membership is approved by the school Board the application be completed and the applicants must complete a membership interview.

Accordingly, the application and interview process must include the following:

- 4.11.1 An application for membership must be completed in its entirety to include a testimony, Pastor reference, and release of information form.
- 4.11.2 The Administrator and/or Principal is to review the application and ensure the applicant agrees to Policy 4.10.
- 4.11.3 The interview committee shall consist of a teacher AND the Administrator or a current board member. A teacher must be present, and the Administrator or Board member will be the lead interviewer.
 - 4.11.3.1 Effort shall be made to include a grade appropriate teacher for the applicant's child(ren).
- 4.11.4 The Board member or Administrator is responsible for greeting applicants at the school, lead the interview making sure all questions are answered, and return all paperwork back to the office for processing.

- 4.11.5 The Board member or Administrator is responsible for explaining the tuition schedule, school obligations, and fundraising information. Once the interview is completed, this Board member or Administrator shall make a motion thru email to the rest of the board, at which time the board will approve or deny membership, and once the board approves or denies membership, the board member or Administrator notifies the CCS office of approval / denial.
- 4.11.6 The teacher is responsible for discussing the concept of the 3 legged stool with the family as well as any physical or educational needs