

Denver Christian Schools

Policy Manual

August 1, 2012

Preamble:

This Policy Manual shall provide policy level guidance for all operations and practices at Denver Christian Schools (DCS). The philosophies and dictates contained within the Guiding Principles, Articles of Incorporation, By-Laws and Statement of Faith for DCS (Foundation Documents) are the basis and reference for the policies contained herein. The interpretation of Biblical standards shall be in the discretion of DCS in accordance with the Foundation Documents.

Policy Manual Sections:

- 1. Ends Policies**
- 2. Chief Executive Officer of Schools (CEO) Limitations**
- 3. Governance Process/Board Means**

1. Ends Policies

Denver Christian Schools exists so that parents in the Denver metropolitan area have the opportunity for their children to be educated with a persistent focus on academic excellence in a Christ centered environment at a reasonable value.

- *Students will be inspired to learn and serve within God's creation.*
- *Students will be equipped for a life of academic and vocational achievement that is grounded in Scripture and reflected in passionate learning, spiritual discernment and service with humility and wisdom.*
- *Students will be engaged in exerting a Christ like influence in God's creation.*

2. Chief Executive Officer of Schools (CEO) Limitations

The CEO shall not cause nor allow any practice, activity, decision, or organizational circumstance that is unbiblical, unlawful, imprudent, or inconsistent with the Foundation Documents, commonly accepted business and professional ethics or otherwise compromises Denver Christian Schools' image, integrity, or ability to succeed.

General Categorical Limitations

2.1 Spiritual

The CEO shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of spiritual growth as established in Board Ends policies and the Foundation Documents.

2.2 General

The CEO shall not act in an inconsistent, unbiblical, unethical, immoral, unprofessional, or unlawful manner, including improper use of authority and inappropriate decorum. The CEO must not engage in activities that would represent a conflict of interest to DCS.

2.3 Financial

With respect to the actual, ongoing financial conditions and activities, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities.

2.4 Educational

The CEO shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of academic excellence.

2.5 Operations

With respect to the facilities, programs produced or services provided by DCS, the CEO shall not fail to ensure that these operational matters meet or exceed industry standards and are consistent with the philosophy, values and Foundation Documents of DCS in quality, consistency and accessibility.

2.6 Maintenance of Procedures

The CEO shall not fail to produce, implement and maintain written procedures for the carrying out of specific tasks related to the spiritual, financial, academic and operational requirements of DCS; such procedures to be in sufficient detail for clarity, reporting and continuity in their administration and enforcement.

2.1 Spiritual

The CEO shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of spiritual growth as established in Board Ends policies and the Foundation Documents.

2.1.1 Belief Systems of Leaders

The CEO shall not fail to screen and monitor the belief systems of administrative staff, faculty, substitute teachers, coaches, speakers, and volunteers, ensuring they are professing Christians whose beliefs are in concert with the Foundation Documents, before allowing them to attain a position of influence or interaction with students.

2.1.2 Bible Curriculum Requirements

The CEO shall not fail to uphold, enforce, promote and encourage Biblical curriculum requirements that are in concert with the Foundation Documents.

2.1.3 Spiritual Development

The CEO shall not fail to foster and create an environment conducive to development and enhancement of the spiritual growth of faculty, staff and students. This environment includes but is not limited to, chapel, prayer, devotions, community service, and individual and corporate opportunities for them to be inspired, equipped and engaged in accordance with the Foundation Documents.

2.1.4 Belief Systems of Families of Enrolled Students

The CEO shall not fail to provide admissions criteria to ensure that families of enrolled students consist of at least one parent who professes Christian beliefs in accordance with the Foundation Documents.

2.2 General

The CEO shall not act in an inconsistent, unbiblical, unethical, immoral, unprofessional, or unlawful manner, including improper use of authority and inappropriate decorum. The CEO must not engage in activities that would represent a conflict of interest to DCS.

2.2.1 Communication and Support to the Board

The CEO shall not fail to provide adequate information to the Board.

a. Communicating Monitoring Data

The CEO shall not neglect to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.

b. Communicating Relevant Changes

The CEO shall not let the Board be unaware of relevant trends (particularly in Christian education), anticipated media coverage, significant external and internal changes, or particular changes in the assumptions on which any Board policy has previously been established.

c. Communicating Issues and Relevant Points of View

The CEO shall not fail to consult with the administrative team, staff and external points of view, issues, and options as reasonably needed to support fully informed Board decisions.

d. Communicating Legal Requirements

The CEO shall not fail to supply for the consent agenda (those matters that are routine in nature and not requiring discussion) all items delegated to the CEO, that are required by

law, contract or Ends policies to be Board-approved, along with the minimum amount of supporting data necessary to keep the Board informed.

e. Communicating Policy Noncompliance

The CEO shall not fail to report in a timely manner any known or anticipated non-compliance with any policy of the Board.

f. Communicating Perceived Board Policy Noncompliance

The CEO shall not fail to advise the Board if, in his/her opinion, the Board is not in compliance with its own policies on Governance Process and Board/CEO Linkage, particularly in the case of individual member or Board behavior that is detrimental to the work relationship between the Board, the DCS community or the CEO.

g. Board as a Whole

The CEO shall not 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.

h. Concise Communication

The CEO shall not present information in unnecessarily complex or lengthy form.

i. Safe Keeping of Board Documents

The CEO shall not fail to provide protection against loss, including but not limited to, electronic backup of all DCS School Board documents, including meeting agendas, meeting minutes, and approved Board policies as well as work contracts and documents associated with work products such as easements and joint use agreements.

j. Emergency Succession

In order to protect the Board and school from sudden loss of CEO services, the CEO shall not fail to have a documented plan to involve other individuals to familiarize them with Board and CEO issues and processes.

k. Conflict of Interest

The CEO shall not fail to file with the Board on an annual basis a written disclosure of the presence or absence of any conflicts of interest that may impair or limit CEO's ability to perform or make decisions on behalf of DCS.

2.2.2 School Image

In order to protect the image of DCS projected to the Society and those outside DCS, the CEO shall not cause nor allow actions that are unlawful, inconsistent, unethical, immoral, nor compromise spiritual and academic excellence.

a. Academic Image

The CEO shall not fail to ensure that DCS's representation through staff, advertising and fundraising, reflects the goals of DCS as expressed in the Strategic Plan and Foundation Documents for academic excellence and innovative improvement in all areas.

b. Spiritual Image

The CEO shall not fail to communicate and ensure that DCS's representation through students, coaches, chaperones for school activities, staff, volunteers, advertising, and fundraising, adheres to and is consistent with the Foundation Documents.

c. Sporting Events/Competitive Philosophy

The CEO shall not fail to encourage sports competition and sportsmanship that adheres to the Foundation Documents.

d. Music/Drama/Arts

The CEO shall not fail to encourage the advancement of all arts at DCS to adhere to the Foundation Documents.

e. Dress Code

The CEO shall not fail to communicate and enforce a dress code for students and staff that reflects and supports the mission of DCS.

f. Facility

The CEO shall not fail to ensure that the building and grounds of DCS are kept in commercially reasonable condition and meet general safety requirements to best meet

the educational, marketing and policy goals of DCS and reflect appropriate stewardship of available resources.

2.2.3 Strategic Planning

The CEO shall not fail to work with the Board to maintain an updated multi-year comprehensive strategic plan and an annual operating plan.

a. Strategic Plan

The CEO shall not fail to provide by February 1st of each year an annual update of the strategic plan for Board consideration and approval.

b. Annual Operating Plan

The CEO shall not fail to provide by March 1 of each year an annual operating plan for the next academic year for Board information.

2.2.4 Communication to Society

The CEO shall not fail to create and implement a comprehensive communication plan that considers the most appropriate and effective communication taking into consideration the audience(s). This communication plan shall address all DCS communications except those reserved to the Board pursuant to Section 3.1.1.

2.2.5 Support of Community

The CEO shall not fail to take into consideration the development, nurturing and support of the DCS community in all matters.

2.2.6 CEO Code of Conduct

a. Integrity

The CEO shall not fail to speak and act in an honest and upright manner in all his daily interactions.

b. Spiritual Walk

The CEO shall not fail to demonstrate excellence in what is Biblically right and virtuous in his conduct and behavior.

c. Ethical Standards

The CEO shall not fail to conform to professional standards of conduct in all his interactions and activities.

d. Compliance to the Government Law

The CEO shall not knowingly violate any laws or regulations of governmental entities having jurisdiction.

2.2.7 Interaction with Society Members

The CEO shall not fail to demonstrate and engender amongst all staff and faculty an appreciation for and attitude of service to all Society members, potential students and parents and the greater community with a focus of delivering excellent customer service.

2.3 Financial

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

2.3.1 Asset Protection

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

a. Operational Cash Reserves

The CEO shall not fail to maintain an operating cash reserve in an amount not less than 3% of the annual operating expenses, increasing 1% each year until it reaches and is maintained at 5% or \$500,000, whichever is less. The CEO shall not fail to maintain a plant replacement and maintenance reserve of not less than 8% of the budget up to a maintained level of \$500,000.

b. Investment Parameters

The CEO shall not invest or hold current assets in insecure instruments, uninsured checking accounts or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions. In addition, the CEO shall not permit assets of DCS to be invested in the stocks or bonds of companies whose operational philosophy or products are not consistent with the Foundation Documents.

c. Adequate Insurance Coverage

The CEO shall not fail to insure DCS's assets against theft and casualty losses at a level of at least 100% of replacement value, nor shall the CEO operate without adequate liability insurance that would cover Board Members, Staff, Administration, Volunteers, and Coaches while acting as representative's of DCS.

d. Purchase Commitment Limitations

The CEO shall not purchase or commit DCS to make payments or dispose of assets totaling more than \$25,000.00 nor shall the CEO commit funds of DCS of over \$15,000.00 without first having obtained a reasonable number of competitive bids for the goods or services.

e. Minimizing Liability

The CEO shall not knowingly expose DCS its Board, Staff and Administration to claims of liability.

f. Standards for Handling Money

The CEO's standards for handling money shall not fail to meet or exceed the standards of DCS's financial auditors and generally acceptable business practices.

g. Building Security

The CEO shall not operate without taking reasonable steps to secure DCS property from theft or vandalism.

h. Property Maintenance

The CEO shall not subject DCS property to improper wear and tear or insufficient maintenance.

i. Restricted Access to Cash / Other Assets

The CEO shall not permit individual Administration, staff, faculty and supporting volunteer organization access to cash or other liquid assets of DCS in amounts greater than \$2,000.00 without reasonable internal controls.

j. Bank Policies

The CEO shall not deposit funds into a bank, savings & loan or credit union that is not domiciled in the United States or that does not provide adequate FDIC insurance for the funds being deposited.

2.3.2 Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, Generally Accepted Accounting Principles (GAAP) or risk fiscal jeopardy to DCS.

a. Timeliness

The CEO shall not operate without a budget that shall be prepared and presented for review to the Board for approval not later than March 1 for the upcoming fiscal year.

b. Detailed Budget

The CEO shall not allow budgeting that contains too little information to enable an accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

c. Tuition Increase

As part of detailed budgeting, the CEO shall not fail to set tuition to an amount necessary to meet the needs of the operating budget and shall not raise tuition more than once per year. During the annual review and adjustment of tuition, the CEO shall not raise tuition more than the most recently available 12 month average of the Non-Seasonal Adjusted Consumer Price Index for Urban Consumers published by the US Bureau of Labor Statistics. Any deviation must be approved by the Board after being presented with reasoning and supporting materials. The CEO shall not fail to project enrollment for the coming year when establishing tuition and upon completion of such projection shall reduce such enrollment number by 3% and base the budget on said number.

d. Deficit Spending

The CEO shall not produce a budget or plan to spend in any fiscal year more funds than is conservatively projected to be received in that fiscal year.

e. Asset Reduction Limits

The CEO shall not permit a reduction in current assets at any time to less than twice that of current liabilities unless required to permit proper accounting of advance tuition during the months of the year school is not in regular session.

f. Budget Category Changes

The CEO shall not allow budgeting where the percentage change in any income or expense category is greater than what the CEO can reasonably expect to occur during the time period being budgeted for.

g. Adherence to Board Priorities

The CEO shall not operate with a budget that is inconsistent with stated Board priorities or that deviates from approved Ends policies.

h. Adherence to Strategic Plan

The CEO shall not operate with a budget that differs substantially or is in contradiction to the multi-year strategic plan.

i. Budget vs. Actual Income and Expenses

The CEO shall not fail to produce a monthly report detailing how the annual budget prepared by the CEO compares to the actual fiscal year income and expenses for DCS. This report along with supporting financial reports shall not fail to be made available per the monitoring schedule.

j. Long-Term Reserves

The CEO shall not operate with a budget that does not provide for the funding of a long-term reserve account for capital and system expansion.

k. Financial Aid Allocation

The CEO shall not fail to publish a set of consistent and reasonable criteria for awarding scholarships or fail to award scholarships in a manner that is fair, unbiased, or fail to provide a yearly assistance funding plan from revenues derived from the prior fiscal year's receipts from ReNew, the Foundation, Loyalty Drive and other defined amounts clearly identified in the budget.

l. Allocation of Funds Integrity

The CEO shall not allow funds of DCS to be allocated without first ensuring the reliability of the allocation nor shall the CEO allow a material departure from Generally Accepted Accounting Principles with regard to the preparation of financial statements.

m. Past Due Accounts and Accounts Receivable

The CEO shall not fail to collect past due accounts by using all means commonly considered to be effective, nor operate without a written plan on how past due accounts are to be handled. The CEO shall not fail to account for a reasonable amount of past due or uncollectable accounts in preparing the annual budget.

n. Debt Parameters

The CEO shall not indebt DCS in an amount greater than can be repaid by certain, otherwise unencumbered revenues within thirty days.

o. Inter Asset Transfers

The CEO shall not conduct inter asset shifting of funds in amounts greater than can be restored within thirty days to the condition the funds were in prior to the time the transfer took place.

p. Covenants with Churches

The CEO shall not enter DCS into covenants with any church, church board or church member.

q. Covenants with Governments

The CEO shall not enter DCS into covenants with any federal, state, city, county or any other governmental body.

r. Gift / Donation

The CEO shall not accept gifts and donations to DCS that unreasonably obligate DCS to specific courses of action or otherwise limit the discretion of DCS in the conduct of its operations.

s. Accounts Payable

The CEO shall not fail to settle all accounts payable in a timely manner or allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

t. Capital Improvement and Facility Planning

The CEO shall not fail to prepare and implement a long term capital construction and replacement funding plan for the facilities of DCS to ensure adequate resources are available for such purposes as defined in the Ends policies.

2.3.3 Fundraising

The CEO shall not fail to work diligently with the DCS Foundation Board and ReNew Board to maximize the fundraising abilities of DCS nor shall the CEO fail to implement clear strategies and goals for a comprehensive approach to fundraising. The CEO shall not proceed with any system wide fund-raising campaign without fully informing the Board prior to implementation of same.

2.4 Education

The CEO shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of academic excellence.

2.4.1 National Standardized Test Score Growth

The CEO shall not operate without the administration of at least annual standardized testing of all students including a written plan to ensure that teachers annually review, assess, and implement improvement goals for their students' professionally recognized standardized test scores. This plan shall not contradict DCS's policy of providing a Christian worldview education in accordance with the Foundation Documents.

2.4.2 Accreditation Standards

The CEO shall not fail to ensure that DCS is in compliance with accreditation standards of a reputable school accreditation organization.

2.4.3 Academic Environment

The CEO shall not fail to provide students and teachers an environment that is conducive to academic excellence.

2.4.4 Academic Instructional Materials and Curriculum

The CEO shall not fail to provide teachers and students with high quality instructional materials, technology and curriculum that reflect the Foundation Documents.

2.4.5 Athletics

In order to provide a balanced educational experience to DCS students, the CEO shall not fail to provide support for an extra-curricular sports program.

2.4.6 Music / Arts / Drama

In order to provide a balanced educational experience to DCS students, the CEO shall not fail to provide support for music, arts and drama programs.

2.5 Operations

With respect to the facilities, programs produced or services provided by DCS, the CEO shall not fail to ensure that these operational matters exceed industry standards and are consistent with the philosophy, values, and Ends policies of DCS in quality, consistency and accessibility.

2.5.1 Compensation and Benefits

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

a. CEO Compensation

The CEO shall not change his or her own compensation or benefits without Board approval.

b. Guaranteed Employment

The CEO shall not promise or imply permanent or guaranteed employment to any employee of DCS.

c. Competitive Compensation

The CEO shall not establish current compensation and benefits that deviate substantially from comparable Christian education institutions in the Denver metropolitan area for the skills employed subject to budgetary constraints.

d. Quality Compensation

The CEO shall not fail to develop and implement compensation plans to attract and maintain top quality staff.

e. Compensation Terms

The CEO shall not create compensation obligations over a term longer than one year.

f. Employment Contracts

The CEO shall not fail to enlist appropriate employment consultants to ensure the enforceability and adequacy of protection to DCS in contracts offered for employment. Contracts shall not be issued until a reasonable review of staffing needs relevant to current enrollment has been completed.

2.5.2 Treatment of DCS Community Members

With respect to the treatment of paid staff, volunteers, and/or contractors the CEO may not cause nor allow conditions that are unfair, unsafe, undignified, or unaccountable.

a. Personnel Policies

The CEO shall not operate without written personnel policies and procedures.

b. Grievance Appeal

The CEO shall not prevent service providers from bringing grievances to the Board per an established appeal procedure.

c. Hiring Process / Treatment of Applicants

During the interview and hiring process, the CEO shall not treat applicants in an unfair or undignified manner and shall not fail to base hiring decisions solely on the qualifications for the position being filled consistent with the Foundation Documents.

d. Contracts

The CEO shall not operate without all paid faculty and staff being under contract terms clearly stating terminable-at-will employment provisions.

e. Performance Monitoring

The CEO shall not operate without a written plan to monitor staff performance and provide feedback for commendation, improvement or termination. Such plan shall not fail to require at a minimum comprehensive annual review of all employees.

f. Paid Service Providers

The CEO shall not operate without a pre-arranged agreement defining rates or wages with all paid contractors including substitute teachers and coaches.

2.5.3 Treatment of Society Members

With respect to interactions with Society members, the CEO shall not cause nor allow conditions, procedures, or decisions that are unsafe, undignified, unfair, unbiblical, or that fail to provide appropriate confidentiality.

a. Receiving / Responding to Issues

The CEO shall not fail to ensure responses to issues raised by a Society member or potential member in a timely manner.

b. Grievance Process / Issue Resolution

The CEO shall not fail to provide a grievance process to those Society members who believe they have not been accorded a reasonable interpretation of their rights under the policies and procedures of DCS which are within the CEO's authority.

c. Applicant Screening / Admissions Interview

The CEO shall not allow an application screening process that is undignified and unfair or in conflict with applicable laws, nor use forms that elicit information for which there is no clear necessity.

d. Nondiscrimination

The CEO shall not fail to ensure that applicants and students are not discriminated against on the basis of race, color, or national origin.

e. Student/Family and Donor Information Files

The CEO shall not use methods of collecting, reviewing, transmitting, or storing student/family and donor information that fail to reasonably protect against improper access to, or dissemination of, the information.

f. Communication of Services Provided

The CEO shall not fail to establish for Society members clear expectations of the services to be provided by DCS and what may not be expected from the services offered.

g. Communication of Expectations and Policies

The CEO shall not fail to provide clear communication of behavioral and performance expectations, policies and procedures along with all other information necessary for Society members to be informed.

h. Student Discipline

The CEO shall not fail to provide and enforce clear policies for student discipline that are safe, dignified, and fair along with training for staff and administration in the proper procedures to be followed.

2.5.4 Safety, Health, and Well-being

The CEO shall not cause nor allow activities and conditions that endanger the safety, health, and well-being of all individuals involved in DCS-sponsored activities, on and off campus.

a. Facility Maintenance

The CEO shall not allow DCS facilities to endanger the safety, health, and well-being of individuals on DCS property by not being properly and prudently maintained and repaired.

b. Parking Lot / Drop Off / Pickup

The CEO shall not operate without policies that protect from endangerment of individuals using the parking lot on a regular basis and/or involved in the student drop-off and pick-up process. The policies must be written, communicated and enforced.

c. Contractor Safety

The CEO shall not knowingly allow contractors to DCS to operate in such a manner to endanger the safety and health of themselves, students, staff and volunteers.

d. Fire / Disaster Drills

The CEO shall not operate without written fire and disaster procedures, practiced on a regular basis and in compliance with standards for public facilities.

e. Inclement Weather

The CEO shall not operate without a written inclement weather procedure.

f. Student Interaction

The CEO shall not knowingly allow interactions between students that endanger the safety, health and well-being without following an appropriate process or policy in regard to respect and anti-bullying programs.

g. Harassment

The CEO shall not operate without specific policies that define sexual, racial or other types of harassment and state consequences of such harassment nor shall the CEO fail to take appropriate action to correct or address all complaints of Society members regarding such matters.

h. First Aid

The CEO shall not fail to provide reasonable first aid equipment in the office and have at least two (primary and backup) first aid trained and CPR certified staff on each campus. The names of the individuals shall be readily accessible to all staff, substitute teachers, and volunteers.

i. Student / Staff Sick Policy

The CEO shall not operate without written, enforceable policies that provide reasonable protection for students, staff and volunteers from contamination or exposure to contagious illnesses from other students, staff and volunteers.

j. Security

The CEO shall not operate without a written security plan to provide reasonable protection of DCS physical assets. Likewise the CEO shall not fail to have written security policies meant to provide reasonable protection of students and staff safety, health and well-being while on the DCS campus. Moreover, the CEO shall not operate without written policies meant to provide reasonable protection for students and staff safety, health and well-being while away from DCS facilities at DCS sponsored events.

k. First Aid Information

The CEO shall not fail to have a policy to ensure that pre-K – 5th grade teachers have a “First Aid Information Sheet” that lists students in their class who have specific allergic reactions or medical needs.

2.5.5 Programs and Services

With respect to the programs produced or services provided by the organization, the CEO shall not fail to ensure that these programs / services exceed industry standards and are consistent with the philosophy, values, and Ends policies of DCS in quality and consistency.

a. Auxillary, Parent Association, Booster Club, etc.

The CEO shall not fail to oversee proper financial and operational standards and restrictions for all volunteer and supporting entities/organizations of DCS to ensure proper safeguarding of funds and coordination of fundraising activities.

b. Government Funds and Services

The CEO shall not use government funds and services nor enter into any arrangement or agreement that prevent DCS from providing a Christian education in accordance with the Guiding Principles and the Statement of Faith.

c. Programs and Services Not Provided

The CEO shall not undertake a program or provide a service that does not exceed industry standards in quality or is inconsistent with the values, philosophy, Foundation Documents and Ends Policies of DCS.

d. Guiding Principles and the Statement of Faith

The CEO shall not undertake a program or provide a service that would endanger or compromise DCS's educational philosophy as outlined in the Foundation Documents.

e. Facility Accessibility

The CEO shall not fail to prepare plans to address future accessibility and functionality of DCS facilities to include budgeting for replacement, expansion and repair of facilities to maximize the mission of DCS.

3. Governance Process/Board Means

The purpose of the Board, on behalf of the Society and enrolled students, is to ensure that Denver Christian Schools achieves Ends Policies developed by the Board and avoids unacceptable actions and situations.

General Categorical Means

3.1 Governing Style and Values

The Board will govern in a manner consistent with the Articles of Incorporation and the Ends Policies, with emphasis on:

- Outward vision rather than internal operations
- Strategic leadership more than administrative detail
- Clear distinction between Board and CEO roles
- Collective rather than individual decisions
- Future rather than past or present
- Proactive rather than reactive, in a manner reflective of the Guiding Principles

3.2 Board Purpose

The Board's purpose is to ensure that the reasons for which Denver Christian Schools were established as outlined in the Third Article of Incorporation are achieved through explicit governing policies and assurance of CEO performance in a manner that is reflective of the schools philosophy and values.

3.3 Managing and Maintaining Board Performance

To accomplish its purpose with a governance style consistent with Board policies, the Board will follow an annual plan that (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

3.4 President's Role

The President, a specially empowered member of the Board, ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

3.5 Other Officer Responsibilities

3.6 Board Member Code of Conduct

The Board commits itself and its members to consistent, biblical, ethical, moral, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Board members must represent un-conflicted loyalty to the interests of Denver Christian Schools. Board members shall conduct all activities in accordance with law and any fiduciary duties or obligations imposed on them pursuant to law, the Articles of Incorporation and the By-Laws of DCS.

3.7 Board Committee Principles

Board committees, when used, will be assigned so as to advise, reinforce the Board as a whole, and provide services that facilitate the Board's purpose, so as never to interfere with delegation from the Board to the CEO.

3.8 Cost of Governance

In order to govern with excellence, the Board will prudently invest in its governance capacity. The funds that will be used to support the governance will be determined each January and be provided to the CEO to incorporate into the annual budgeting process for the following year.

3.9 Board / CEO Linkage

3.10 Escalation of Issues

3.11 CEO Compensation

The Board will annually determine the CEO's compensation and include it as part of the contract presented to the CEO by February 1 for contract period beginning July 1.

3.12 Board Size and Term Limits

The target size of the Board is 11 members, each serving four-year terms, with one additional 4 year term of service, on an exception basis.

3.13 Special Affiliations

The Board shall ensure compliance with the requirements for Board members stated in the Articles of Incorporation for DCS.

3.1 Governing Style and Values

The Board will govern in a manner consistent with the Foundation Documents, with emphasis on the following governing values:

- Outward vision rather than internal operations
- Strategic leadership more than administrative detail
- Clear distinction between Board and CEO roles
- Collective rather than individual decisions
- Future rather than past or present
- Proactive rather than reactive, in a manner reflective of the Guiding Principles

3.1.1 Ends Context and Communication with the Society

The Board will communicate its governing values to the Society on at least an annual basis. The Board will periodically survey all or a portion of the Society to obtain perceptions of achievement of Ends Policies.

3.1.2 Group Responsibility

The Board will use the expertise of individual members in its deliberations, but will reach decisions and courses of actions that will be communicated with “one voice,” as a single governing body, the Board. Individual Board members that may disagree with the decision will not publicly state their disagreement. The Board will not allow an officer, member or committee of the Board to act or speak on its behalf unless specifically authorized.

3.1.3 Written Policies

The Board will ensure written policies are reviewed periodically to ensure continuing alignment with Denver Christian Schools’ mission and the Guiding Principles.

3.1.4 Self-Discipline

The Board will enforce upon itself the discipline needed to govern with excellence, including matters of attendance, preparation, policy-making principles, respect of roles and ensuring continuance of governing capacity.

3.1.5 Board Development

The Board will meet at least annually to consider its performance and actions to improve its governing capability. This may include instruction as a group or individual activity to increase Board knowledge or competence.

a. Orientation of New Board Members

Prior to the beginning of the academic year, the vice-president, with assistance from a Board appointed committee, will plan and conduct an orientation for new Board members. This orientation will include review of the Foundation Documents and the Policy Governance concepts and manual, as well as, a discussion of the current state of school from the CEO or his/her leadership team.

3.2 Board Job Description

The Board’s purpose is to ensure that the reasons for which Denver Christian Schools were established as outlined in the Third Article of Incorporation are achieved through explicit governing policies and assurance of the CEO performance in a manner that is reflective of the school’s philosophy and values.

3.2.1 Governing Policies

The Board will produce and maintain written governing policies that cover Ends, CEO Limitations, Governing Process and Board/CEO Linkage.

3.2.2 Assurance of CEO Performance

The Board will ensure CEO performance based on Ends Policy and CEO Limitations. The Board shall review CEO adherence to Policy Manual limitations on a quarterly basis.

3.3 Managing and Maintaining Board Performance

To accomplish its purpose with a governance style consistent with Board policies, the Board will follow an annual plan that (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

3.3.1 Annual Planning

The cycle will commence each year on the first 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 Ends Policies.

3.3.2 Consent Agenda Items

Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.

3.3.3 CEO Monitoring

Monitoring of the CEO will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be discussed.

3.4 President's Role

The President, a specially empowered member of the Board, ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

3.4.1 Functions

A key function of the President's role is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

a. Meeting Content

Meeting content will be on issues that, according to Board policy, clearly belong to the Board to discuss, decide, or monitor.

b. Information to Avoid

Information that is for neither monitoring performance nor Board decisions will be avoided or minimized.

c. Deliberation Criteria

Deliberation will be fair, open, and thorough, as well as, timely and focused.

3.4.2 Authority

The authority of the President is delineated below, except where the Board specifically delegates a portion of this authority to others.

a. Authority in Meetings

The President is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

b. Authority in Limitations

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 CEO.

c. Representing the Board

The President may represent the Board to both internal and external parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to the President. Specifically, the President may represent the Board in meeting with the CEO in one-to-one situations.

d. Authority Delegation

The President may delegate this authority, but remains accountable for its use.

3.5 Other Officer Responsibilities

3.5.1 Treasurer

The Treasurer ensures the integrity of periodic financial audits and reporting, and receives and monitors financial reports from the Boards of the Foundation and ReNew.

3.5.2 Vice President

The Vice President performs the duties of the President in absentia and conducts new Board member training.

a. New member Training

New Board member training will be conducted to ensure understanding of the policy governance model and the limitation of the Board members as well as the role of the Board.

3.5.3 Secretary

The Secretary ensures the integrity of Board documents.

a. Meeting minutes

Secretary ensures accurate recording and publishing of the meeting minutes.

b. Policy Manual

The Secretary ensures the Board Policy Manual is updated and distributed as new and modified policies are approved by the Board.

3.5.4 Vicar

The Vicar shall assume the duties of any officer of the Board in their absence and will be responsible for the new Board member nomination and approval process.

a. Member Nominations

The Vicar facilitates the nomination process of Board members. The nomination process shall be fair, open, thorough and impartial. The Vicar will ensure all nominations meet the requirements as indicated in the Articles of Incorporation of The Denver Christian Schools.

3.6 Board Member Code of Conduct

The Board commits itself and its members to consistent, biblical, ethical, moral, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Board members must represent un-conflicted loyalty to the interests of Denver Christian Schools.

3.6.1 Exercise of Powers/Responsibilities

Board members will exercise the powers given to them by this policy manual only.

a. Attendance

Board members are expected to attend all Board meetings unless excused by the President of the Board.

b. Involvement

Board members are expected to volunteer to complete action items at Board meetings and to be actively involved in events and participate in activities of Denver Christian Schools.

c. Promotion

Board members shall be publicly loyal to the majority in decisions with which they may disagree. They will also work individually and as a body to build good relationships within the school, constituents and the community at large.

3.6.2 Conflict of Interest

It is recognized that an outside business or personal relationship with a staff member on the part of the Board member can be very beneficial to interests of the school. However there are situations in which either can lead to a conflict of interest.

a. Full Disclosure of Interest

Any Board member who has an occasion to participate in a recommendation or decision which may involve a conflict of interest shall make disclosure of such conflict and it shall be reflected in the meeting minutes or some other written record.

b. Participation in Decision Making Process

The conflicted Board member shall be allowed to share in the discussion of the issues but shall not participate in the decision making process concerning issues in which they have an interest.

c. Decision Process

The conflicted Board member will leave the room when issues in which they have an interest are decided.

d. Unresolved Conflicts of Interest

If a conflict cannot be resolved or affects the functioning of the Board in regard to this manual, the interested party may be asked to resign by the Board.

3.6.3 Lack of Individual Authority

Individual Board members have no authority to appoint, direct, or instruct, any employee of the Denver Christian Schools.

3.6.4 Confidentiality

As a policy, Board members are to keep confidential sensitive discussion, materials, decisions and performance evaluations confidential at all times.

3.7 Board Committee Principles

Board committees, when used, will be assigned so as to advise, reinforce the Board as a whole, and provide services that facilitate the Board's purpose, so as never to interfere with delegation from the Board to the CEO.

3.7.1 Committee Authority

Board committees are to help the Board fulfill its purpose, not to help or advise the staff.

a. No Authority over Staff

Board committees cannot exercise authority over staff. The CEO works for the full Board, and will therefore not be required to obtain approval of a Board committee before an executive action.

b. No Authority to Monitor

Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.

3.7.2 Committee Function

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 CEO.

3.7.3 Committee Usage

Committees will be used sparingly and ordinarily in an ad hoc capacity. 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.

3.7.4 Committee Policy Clarification

These policies apply to any group that is formed by Board action, whether it is called a committee, and regardless whether the group includes Board members.

3.8 Cost of Governance

In order to govern with excellence, the Board will prudently invest in its governance capacity. The funds that will be used to support the governance will be determined each January and be provided to the CEO to incorporate into the annual budgeting process for the following year.

3.8.1 Board Skills, Methods, and Supports

Training and retraining will be used to orient new members, as well as to maintain and increase existing member skills and understandings. Data and information gathering tools will be used as needed to ensure the Board's ability to listen to consumer viewpoints and values.

3.8.2 Outside Monitoring Assistance

Outside monitoring assistance will be arranged so that the Board can exercise confident control over Denver Christian's performance. This assistance could include, but is not limited to, the use of surveys, demographic studies, and staff.

3.8.3 Not Endangering Fiscal Position

Costs will be incurred for the Board to govern effectively. However, the costs will not be such that they place an onerous burden on Denver Christian's budget.

3.8.4 Annual Board Retreats

The Board recognizes that to work effectively with one-voice the Board must function as a team and will therefore invest in building a team among members. Also, as necessary, the Board will conduct an annual retreat to plan the Board's focus for the year.

3.9 Board / CEO Linkage

3.9.1 Unity of Control

Only decisions of the Board acting as a body are binding on the CEO.

a. Decisions of Individuals Non-Binding

Decisions or instructions of individual Board members or committees are not binding on the CEO except in rare instances where the Board has specifically authorized such exercise of authority.

b. Response to Individuals Not Required

In the case of Board members and committees requesting information or assistance without Board authorization, the CEO may refuse such requests that require a material amount of staff time or funds, or are disruptive.

3.9.2 Accountability of CEO

The CEO 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 CEO.

a. Board Interaction with Individuals other than the CEO

The Board will never give instruction or direction to persons who report directly or indirectly to the CEO. The Board will also refrain from evaluating the performance either formally or informally, of any persons other than the CEO.

b. Evaluating CEO Performance

The Board will view the CEO performance as identical to Denver Christian's performance, such that Denver Christian's success in achieving Board stated Ends policies and operating within the CEO Limitations will be viewed as successful CEO performance.

3.9.3 Delegation of Authority

The Board will instruct the CEO through written policies that prescribe the organization Ends to be achieved and CEO Limitations of action, allowing the CEO to use any reasonable interpretation of these policies.

a. Ends Policies

The Board will develop Ends policies instructing the CEO to achieve certain results.

b. CEO Limitations Policy

The Board will develop Limitation policies that limit the freedom the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called CEO Limitations policies.

c. CEO Authority

As long as the CEO uses any reasonable interpretation of the Board's Ends and CEO Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

d. Changes Made to Ends and CEO Limitations Policies

The Board may change its Ends and CEO Limitations policies, thereby shifting the line between Board and CEO domains. By changing Ends and CEO Limitations policies, the Board changes the freedom of choice given to the CEO. But as long as any particular policy is in place, the Board will respect and support the CEO's choices.

3.9.4 Monitoring Performance

Monitoring CEO performance is synonymous with monitoring Denver Christian performance against Board policies and Ends and on CEO Limitations. Systematic and rigorous monitoring of the CEO's performance, formal or informal, should be derived from these monitoring data.

a. Monitoring Definition

Monitoring is simply to determine the degree to which Board policies are being met. Data that is not associated with Board policies will not be considered to be monitoring data.

b. Monitoring Methods

The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the CEO 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.

3.9.5 Standard for Compliance

In every case, the Board will judge (a) the reasonableness of the CEO's interpretation and (b) whether data demonstrates accomplishment of the interpretation. The Board is final arbiter of

reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by Board members or by the Board as a whole.

a. Monitoring Frequency

All policies which instruct the CEO 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.

b. Monitoring Schedule

The routine CEO policy-monitoring schedule showing method (internal, external, or Board inspection) and frequency (monthly, annually, etc) shall be:

Policy	Method	Frequency	Schedule
Communications and Support to the Board (2.2.1)	Internal	Monthly (as needed)	July - June
Fundraising (2.3.3)	Internal	Monthly	July - June
Financial Planning and Budgeting (2.3.2)	Internal	Monthly	July - June
Education Report – Dir. of Academics	Internal	Monthly	July - June
CEO 360 Degree Review (3.9.4)	Internal	Annually	January
CEO Emergency Succession (2.2.1)	Internal	Annually	June
Procedure Reviews & Update (2.6)	Internal	Annually	August
Operating & Improvement Plan (2.2.3)	Internal	Annually	March
Audited Financial Statements	External	Annually	October
Strategic Plan Update (2.2.3)	Internal	Annually	February
CEO Conflict of Interest Report (2.2.1(k))	Internal	Annually	June

3.9.6 Annual Performance Review

In addition to ongoing monitoring, the Board will provide specific opportunity for the CEO to present a self-evaluation and for the Board members to organize their evaluation of the CEO’s performance and have it presented in a face-to-face debriefing with the CEO. At this time, the Board and the CEO will agree on specific performance goals for the year ahead.

3.9.7 CEO Job Description

As the Board’s sole official link to Denver Christian, the CEO’s performance will be considered synonymous with Denver Christian’s performance as a whole. Consequently, the CEO’s job contributions can be stated as performance in two areas: (1) Denver Christian accomplishment of Ends policies; and (2) Denver Christian operation within the boundaries of prudence and ethics established in Board policies on CEO Limitations.

3.10 Escalation of Issues

When a grievance arises within the Denver Christian community or staff that is not resolved by the CEO, the board will: (1) determine if the grievance should be handled by the Board and (2) determine resolution of the issue in a manner that does not undermine the authority of the CEO.

3.11 CEO Compensation

The Board will annually determine the CEO's compensation and include it as part of the contract presented to the CEO by February 1 for contract period beginning July 1.

3.11.1 Establishing the CEO Compensation

Since the performance of the CEO is directly linked to the performance of Denver Christian the Board will establish the CEO compensation based on the performance of Denver Christian. Before determining compensation, the Board will conduct the annual performance review according to Policy 3.9.6.

3.12 Board Size and Term Limits

The target size of the Board is 11 members, each serving four-year terms, with one additional 4 year term of service, on an exception basis.

3.12.1 Term Rotation

In order to maintain Board service experience, the Denver Christian School Board will strive to have a staggered rotation consisting of approximately 1/3 of its members being elected.

3.12.2 Inability to Complete a Term

Board members may resign at any time, effective immediately, or at a specified later date by giving notice to the President or Vice President of the Board. If a Board member does not complete their term a suitable replacement shall be found. The replacement, new Board member, will enter a rotation by first completing the term of the replaced member.

3.12.3 Board Member Removal

Board members may be removed at any time for failure to meet or continue to meet the criteria for Board members set forth in Policy 3.12.5 by a majority of Denver Christian School Board members.

3.12.4 Officer Election and Term Duration

Board officers are elected to yearly terms. Candidates for each officer position are elected based on a nomination and second to the nomination by Board members other than the member seeking to serve in the officer position. Election to an officer position requires a majority vote by current Board members. Officer terms begin after the June Board meeting. Board member whose terms expire after the June Board meeting shall not participate in the voting for new officers.

3.12.5 Board Membership Criteria

The following criteria shall be met in order for a candidate to be eligible for election to the Denver Christian School Board.

- a. Board members shall know Jesus Christ as their personal Savior and daily accept him as Lord of their life
- b. Board members shall be members of the Society as described in the Articles of Incorporation.
- c. Board members shall be in agreement with the Statement of Faith and Guiding Principles.
- d. No employee, staff member, or member of their immediate family or household shall be eligible to serve on the Board.
- e. Board members shall have the ability to work with others, have the courage of their convictions, and vote on their beliefs.

- f. Board members shall be sufficiently convinced of the priority of Christian education for Christian families by enrollment of all eligible children in DCS.
- g. Board members shall understand and accept that Denver Christian Schools is a Christian organization as well as a business, and decisions shall be based on faith in God and prayer for direction on doing His will, as well as sound business practices.

3.12.6 Board Selection Process

The following steps will be followed to produce nominations for Board candidates.

- a. The Board will identify the needs and skill sets that would be most beneficial for the coming year. This will be based on, but not limited to, the skill sets of retiring Board members, the CEO's operating and strategic plan, and the current condition of the school.
- b. Nominations will be solicited from: (1) each current Board member and (2) public notification via the means that are determined to be most effective.

3.12.7 Board Member Nomination

The following steps shall be followed in order for a candidate to be considered for membership to the Board.

- a. The candidate shall provide at least one reference that can attest to their Christian character.
- b. The candidate shall provide responses to a Board administered questionnaire that includes questions related to the Board criteria listed in Policy 3.12.5 as well as provide information about their family, professional background, experiences, gifts, and desire to serve on the Board.
- c. The candidate shall be a member of the Society as determined by the Articles of Incorporation.
- d. The candidate shall meet the criteria in regard to church membership as defined in the Articles of Incorporation. This shall be verified by the Vicar.
- e. The candidate shall be interviewed and recommended by the nominating committee, which will consist of selected current members of the Board.
- f. The candidate shall be sufficiently convinced of the priority of Christian education for Christian Families by enrollment of all eligible children in DCS.

3.12.8 Board Member Election

Once the nomination requirements have been met, the Board shall vote on a candidate's membership and will be presented to the Society upon a majority vote of the Board. The candidate will become a Board member upon ratification from the Society at the spring Society meeting. Ratification shall consist of presentation of the slate of candidates to the Society and a vote being called to ratify the candidates. If not approved, the Board shall continue the selection process and present an alternate slate of candidates at the next Society meeting.

3.13 Special Affiliations

The Board shall ensure the following affiliations do not create an unbalance on the Board.

3.13.1 Ensure that a majority of the Board members do not attend the same church.

3.13.2 If more than two campuses exist, ensure that a majority of the Board members do not have children on only one campus.

