St James Lutheran Church and School
Board of Elementary Education
Policy Manual
Adopted: August 16, 2015

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1.1 Ends Policy Statement

Title: 2.1 General Limitations
Category: Executive Limitations

2.1 The principal shall not act at any time, in any manner that is unlawful, imprudent, immoral or that is inconsistent with the Articles of Incorporation and Bylaws.

Title: 2.2 Treatment of Consumers
Category: Executive Limitations

2.2 With Respect to interactions with consumers or those applying to be consumers, the principal shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the administrator will:

2.2.1 Use application forms that elicit information for which there is no clear necessity.
2.2.2 Use methods of collecting, reviewing, transmitting, or storing client information that protect against improper access to the material elicited.
2.2.3 Maintain facilities that provide a reasonable level of privacy, both visual and aural.
2.2.4 Establish with consumers a clear understanding of what may be expected and what may not be expected from the service offered
2.2.5 Inform consumers of this policy, or to provide a grievance process to those who believe that they have not been accorded a reasonable interpretation of their rights under this policy
2.2.6 Deal with conflict about any of the aforementioned issues under the scriptural basis of Matthew 18

Title: 2.3 Treatment of Faculty/Staff
Category: Executive Limitations

2.3 With Respect to developing and enhancing the skills and abilities of the individuals that are in ministry for St James Lutheran School, the principal shall not fail to maintain and encourage a professional relationship among faculty and staff.

Accordingly, the administrator will not:

2.3.1 Operate without written personnel policies that clarify personnel rules for faculty/staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism, sexual harassment, and grossly negligent preferential treatment for personal reasons.
2.3.2 Discriminate against any faculty/staff member for expressing an ethical dissent.
2.3.3 Prevent faculty/staff from grieving to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges either that (a) board policy has been violated to his or her detriment or (b) board policy does not adequately protect his or her human rights.
2.3.4 Fail to insure that all personnel are treated with dignity and respect.
2.3.5 Fail to provide a written evaluation of each teacher on an annual basis to be included in the teacher's permanent personnel file.
2.3.6 Fail to acquaint faculty/staff with their rights under this policy.

Title: 2.4 Recruitment and Calling/Contracting Faculty/Staff
Category: Executive Limitations

2.4 With respect to recruiting and hiring or calling faculty and staff, the principal will not fail to assure that future faculty and staff possess the skills needed to implement desired outcomes throughout all curricular and extra-curricular activities.

Accordingly, the principal will not:

2.4.1 Fail to recommend for call or contract faculty appropriately certified in teaching disciplines by the State of Minnesota.
2.4.2 Fail to recommend for call or contract a practicing Missouri Synod Lutheran fulltime teacher who is either Synodically trained or who will complete the LCMS colloquy program and adhere to the following criteria:

2.4.2a By the January SJLS board meeting following their hire they must formally apply to the colloquy program by submitting a letter to the administrator advising of their intentions
2.4.2b Begin the LCMS colloquy program within one year of their formal application to the program
2.4.2c Complete the LCMS colloquy program within three (3) years of formal application to the program

Furthermore:
2.4.2d Upon completion of the colloquy program SJLS will reimburse any additional tuition costs above the MN District supplement and the SJLS professional growth stipend.
2.4.2e Upon successful completion of the 1st course from the colloquy program the teacher will move the "Rostered Teacher Pay Scale" (a potential 2% increase).

Teachers not following this policy indicate their unwillingness to be considered for re-employment one year after their initial employment and for succeeding years.

This policy change will go into effect with adoption on _____. This new policy will not include existing SJLS teachers.

2.4.3 Fail to recommend for call or contract full time (30+ hours/week) faculty without Board approval.

2.4.4 Employ a person without first conducting a complete background check.

Title: 2.5 Limitation on Financial Planning and Budgeting
Category: Executive Limitations

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

Accordingly, the principal will not allow budgeting that:

2.5.1 Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2.5.2 Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
2.5.3 Reduces the current assets at any time to less than twice current liabilities or allows cash to drop below a safety reserve of less than $2,500.00 (not to include dedicated or endowment accounts), for more than 5 consecutive business days, without taking appropriate action.
2.5.4 Provides less for board education and programs during the year than is set forth in Board Education Policy 3.8
2.5.5 Has not been developed through a process beginning no later than the sixth month of the fiscal year and completed no later than the tenth month of the fiscal year beginning the following July 1st.

Title: 2.6 Financial Condition and Activities
Category: Executive Limitations

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

Accordingly, the principal will not:

2.6.1 Expend more funds than have been received in the fiscal year to date.
2.6.2 Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
2.6.3 Use any long-term reserves.
2.6.4 Conduct inter fund shifting in amounts greater than can be restored to a condition of discrete funds balances by certain, otherwise unencumbered revenue within thirty days.
2.6.5 Fail to settle payroll on date due and debts in a timely manner.
2.6.6 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
2.6.7 Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over $1,000.00 without having obtained comparative prices and quality; (3) of over $3,000.00 without a stringent method of assuring the balance of long-term quality and cost.
2.6.8 Acquire, encumber, or dispose of real property
2.6.9 Fail to have a written policy that aggressively pursues receivables after a reasonable grace period.
2.6.10 Fail to keep an accurate inventory assessment of classroom and moveable equipment.
2.6.11 Fail to establish and monitor effective internal controls over accounting procedures.
2.6.12 Use restricted contributions for any purpose other than that specified by the donor.
2.6.13 Spend principal of an endowment fund for any purpose other than specified by the donor.
2.6.14 Use earnings on an endowment fund for any purpose other than specified by the donor.
2.6.15 Use building fund donations for any purpose other than capitol improvements.

Title: 2.7 Emergency Administrator Succession
Category: Executive Limitations

2.7 In order to protect the board from sudden loss of administrative services, the principal may have no fewer than two other faculty members familiar with board and administrative issues and processes.

Title: 2.8 Asset Protection
Category: Executive Limitations

2.8 The principal shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the principal will not:

2.8.1 Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to board members, faculty, staff, and the organization itself in an amount greater than the average for comparable organizations.

2.8.2 Allow unbounded personnel access to material amounts of funds.

2.8.3 Subject plant and equipment to improper wear and tear of insufficient maintenance.

2.8.4 Unnecessarily expose the organization, its board, or staff to claims of liability.

2.8.5 Fail to protect intellectual property, information, and files from loss or significant damage.

2.8.6 Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

2.8.7 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

Title: 2.9 Compensation and Benefits
Category: Executive Limitations

2.9 With Respect to employment, compensation, and benefits to faculty, staff, consultants, contract workers and volunteers, the principal shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the administrator will not:

2.9.1 Change his or her own compensation and benefits

2.9.2 Promise or imply permanent or guaranteed employment.

2.9.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

2.9.4 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.

2.9.5 Establish or change retirement benefits so as to cause unpredictable or inequitable situations, including those that

2.9.5a incur unfunded liabilities;

2.9.5b provide less than some basic level of benefits to all full time employees, as defined by _____, though differential benefits to encourage longevity are not prohibited;

2.9.5c allow any employee to lose benefits already accrued from any foregoing plan; or

2.9.5d treat the principal differently from any other key employees.

2.9.6 Consider alternatives to or discontinue _____ without board approval.

Title: 2.10 Administrative Communications With and Support of the Board
Category: Executive Limitations

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

Accordingly, the principal will not:

2.10.1 Neglect to submit monitoring data required by the board (Monitoring Administrator Performance Policy 4.4) in a timely, and understandable fashion, directly addressing provisions of board policies being monitored.

2.10.2 Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly relating to any board policy.

2.10.3 Fail to advise the board if, in the principals opinion, the board is not in compliance with its own policies in 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 principal.

2.10.4 Fail to organize for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.

2.10.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

2.10.6 Fail to provide a mechanism for official board, officer, or committee communications.

2.10.7 Fail to deal with the board as a whole except when
2.10.7a fulfilling individual requests for information, or
2.10.7b responding to officers or committees duly charged by the board.

2.10.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

2.10.9 Fail to supply for consent agenda all items delegated to the administrator that may legally require board approval.

Title: 2.11 End Focus and Limitations in Grants and Contracts
Category: Executive Limitations

2.11 The principal shall not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

Accordingly, the principal will not:

2.11.1 Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.

2.11.2 Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

Title: 2.12 Curriculum
Category: Executive Limitations

2.12 With respect to developing and improving curricular and extracurricular programs the school provides, the principal shall not jeopardize the value of the educational process.

Accordingly, the administrator will not cause or allow curriculum that:

2.12.1 Does not include specific evidence of success prior to adoption and intangible evidence prior to and during implementation (e.g.: observations and feedback).

Title: 2.13 Recruitment, Retention and Public Relations
Category: Executive Limitations

2.13 In relating to and communicating the actions and intentions of St James Lutheran School to its constituents, the principal shall not compromise the mission and end of the school or the trust of the greater community. Further, in order to insure the successful recruitment, retention and public relations efforts of St James Lutheran School, the principal shall not:

2.13.1 Fail to develop and implement a written recruitment and retention plan by _____ which shall, at a minimum include the following:
a. A minimum goal of a 5% increase per year in net students, Preschool through 8th grades for the next 3 years, beginning with the 2016-2017 school year.
b. A written annual report based in the surveys that could be from one or more of the following:
1) Parents who have children presently enrolled 2) parents of the children who have withdrawn 3) parents in the association, or 4) adults in the greater Howard Lake community. Which surveys provide definitive feedback to the school concerning the respondents perceptions of the school, its strengths, its challenges, and any suggestions for improvement or change;
c. A written document specifically recording the results of exit interviews on every student leaving St James Lutheran School before 8th grade graduation within 30 days of notification;
d. As identified through the survey process, a written plan that addresses immediate concerns and effectively remedies longer term in a time frame that is geared toward retention of students;
e. A minimum of three training sessions during each school year for all faculty and staff which includes customer service/relationship building skills;
f. A specific plan for retaining students through the 8th grade;
g. Implementation of and follow through on Goal #4 entitled "Recruitment," from the NLSA St James Lutheran School Improvement Plan dated _____.
h. A plan that seeks to attract and integrate students from various socio-economic strata.

2.13.2 Fail to communicate St James Lutheran School's effort and purpose to the public.
2.13.3 Reflect negatively to the public on any service area of St. James Lutheran School
2.14.4 Discriminate on the basis of race, color, sex, national or ethnic origin.
2.13.5 Fail to provide for follow up on families not affiliated with any Christian church to ensure that they have been spiritually served.
2.13.6 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

Title: 2.14 Third Source Funding
Category: Executive Limitations

2.14 In developing funding for future as well as current needs, the principal shall not allow funding activities or policies that:

2.14.1 Fail to develop an annual and log term third source funding strategy.
2.14.2 Allow grants of gifts to be accepted that are in opposition to the stated Ends or other board policy
2.14.3 Fail to apprise the board of unrestricted gifts or donations above budgeted income amounts, so that the board has an opportunity to designate those funds for a specific use or purpose, should it choose to do so.
2.14.4 Fail to establish either a written or electronic file, or both, for each temporarily restricted gift and permanently restricted gift, which, at a minimum, maintains the following information for at least two years following the expiration of any restriction:

1. The donor's name and address
2. The principal amount of the gift
3. The date the funds are received
4. The donor's restrictions or stipulations on the use or purpose of the gift
    a. The donor's original correspondence or documentation should be included in the file
    b. The terms and restrictions on the investment of principal should be highlighted.
    c. Any restriction of income should be highlighted.
5. An acknowledgement of the gift
6. An acceptance or rejection of the gift
7. Periodic reports (if required or desirable) to the donor
8. Any correspondence, notes, memos, or documents form the board, Advisors, administrator or staff.

2.14.5 Fail to follow donor intent when managing or distributing donor gifts.

1. When qualifying expenditures are incurred the temporarily restricted item must be released in equal value or entirely.
2. Only investment income specifically restricted by the donor should be recorded as restricted. If not so restricted, all investment income on restricted net assets is classified as unrestricted.
3. The School may not "borrow" from temporarily or permanently restricted funds. Therefore, there shall be no negative fund balances in any of these funds.

2.14.6 Are not coordinated through the administrator's office.
2.14.7 Spend anticipated donations for specific needs without board approval.
2.14.8 Commit donations to other charitable 501©(3) organizations without board approval.
2.14.9 Commit donations to any non-charitable (non 501©(3)) organizations that might jeopardize the School's tax exempt status.

Title: 2.15 Operations
Category: Executive Limitations

2.15 The principal shall not imperil the ability of the organization to function in an effective and efficient manner. The principal shall not allow organizational practices that:

2.15.1 Do not provide for the health and welfare of students, faculty, staff, and visitors. These actions shall not fail to include:

2.15.1a The prohibition of tobacco, liquor, illegal substances and dangerous items in school buildings, and on surrounding properties.

2.15.1b The right to search students, lockers, and other personal effects.

2.15.1c A review by staff and faculty of first aid procedures and safety standards during the orientation period each August.

2.15.1d The notification of contagious disease outbreaks to all possible affected parties.

2.15.1e A Pandemic Flu Action Plan

2.15.2 Do not provide for the effective use and management of certain programs. These actions shall not fail to include:

2.15.2a The lunchroom to be self-financed, which shall be reviewed on an annual basis.

2.15.2b Before and after school child-care programs to be self-financed, which shall be reviewed on an annual basis.

2.15.2c Extra-curricular programming which includes, but is not limited to athletics, drama, music, student government, service activities, enrichment, and tutoring.

2.15.3 Do not provide for a fair and balanced enrollment. These actions shall not fail to include:

2.15.3a A maximum class size, which both complies with St James Building Code guidelines and provides safe and appropriate learning space.

2.15.3b A system for accepting students that is based on the following priority:

1. Siblings of currently enrolled member congregation students
2. New students from member congregations
3. Siblings of currently enrolled non-member students
4. New students without a church home
5. New students from non-member congregations

2.15.3c An Admissions policy ensuring all new students be screened and admitted only upon an assessment and determination by the Principal, in consultation with the parent(s) and the classroom teachers as deemed appropriate by the principal, concluding:

a. that the staff has the skills and the school has the financial means to properly serve of the child's needs;

that the dynamics of the current classroom will be neutral or enhanced – i.e. the child's admission into the classrooms will not negatively affect the other students academically because of disruptive behavior or other special needs that the school or teacher is unable to accommodate;

b. that the child is reasonably likely to learn and thrive in the School's and the classroom's environment;

c. that the teachers are equipped to have the student in their classrooms;

d. that the parent(s) are able and willing to partner with the School for the success of the child, the teachers, the classrooms and the School.

Title: 3.1 Board Purpose and Job Description
Category: Board Governance Process

3.1 The job of the St James Lutheran School Board (board) is to represent the Association by insuring through policy that the School (1) achieves appropriate results for appropriate persons at an appropriate cost – the Ends set by the board, (2) avoids unacceptable actions and situations – the Executive Limitations set by the board, (3) governs itself well, and (4) appropriately relates to and monitors the administrator.

The board's job through policy is to cast a bold and progressive vision that leads the organization in preparing and developing children to become capable Christina leaders in serving God and the world.

Accordingly:

3.1.1 The board is the link between the school and the members of the Association.
3.1.2 The board will produce written governing policies of four types:

3.1.2a **Ends Statements:** Ends policies are affirmative statements that set forth the outcomes, products, and benefits that the board wants the School to achieve for states recipients, and at what cost (what good, for which recipient, at what cost). Ends policies try to avoid stating the means by which recipient, at what cost). Ends policies try to avoid stating the means by which these Ends are accomplished or achieved.

3.1.2b **Executive Limitations:** Executive Limitation policies are constraints on administrative authority that establish the prudent, ethical, and board proscribed boundaries within which all executive activity and decisions must take place. They should be general to the extent possible, but may be specific to the extent desired by the board.

3.1.2c **Board Governance Process:** Board governance process policies are rules on how the board carries out and monitors its own tasks. Once adopted, the board needs to either have the discipline to abide by its own rules or change its own process rules to be able to abide by them.

3.1.2d **Board-Administrator Linkage:** Board-Administrator Linkage policies set forth how power is delegated and how its proper use is monitored, so that the board's role, authority, and accountability, versus the administrator's role, authority, and accountability is clearly understood. The board then makes increasingly more specific levels of policy on the matter, if desirable, until it reaches the point where the board is comfortable accepting any reasonable interpretation of its policies by the administrator

3.1.2e The board can produce new policies and modify each type of policy in its discretion, but it should not monitor achievement or accountability retroactively by newly developed and enacted policy.

3.1.3 The board should endeavor to make policy according to the following model:

3.1.3a The board's job is to consider each matter in light of its current policy. If it has a policy and the policy sufficiently addresses a matter, then the policy settles the matter and shall be applied.

3.1.3b If no policy exists, or if one exists that does not adequately address the matter, or if one exists but the board believes it should be changed, then the board shall produce a new policy or revise the existing policy.

3.1.3c The board controls the big picture of each matter first, through broad, general policies.

3.1.3d The board then makes increasingly more specific levels of policy on a matter, of desirable, until it reaches the point where the board is comfortable accepting any reasonable interpretation of its policies by the administrator.

3.1.3e No policy shall be contrary to the Word of God, state and federal law, the Articles of Incorporation and Bylaws and other board policies.

3.1.4 The board will monitor and assess administrative performance against its Ends and Executive Limitations policies, informed by its Governance Process and Linkage policies, in order to fulfill its role in assuring accountability for the performance of the organization.

3.1.5 The board will govern with the governing style set forth on Board Process Policy 3.2

Title: 3.2 Governing Style
Category: Board Governance Process

3.2 The board's governing style will intentionally focus on developing children to be capable Christian leaders, in service to God and the world by:
(1) Seeking, encouraging and enabling excellent in Lutheran education;
(2) Maintaining an outward vision, rather than an internal preoccupation;
(3) Establishing a clear distinction between board and administrative roles;
(4) Supporting collective board decisions, even when individuals disagree;
(5) Focusing on future-oriented strategic leadership, not administrative detail;
(6) Developing policy proactively, rather than reactively, whenever possible;
(7) Fixing performance or accountability issues quickly when discovered.

Accordingly,

3.2.1 The board will cultivate a sense of group responsibility.

3.2.1a The board, not the staff, will be responsible for excellence in governing.

3.2.1b The board will initiate policy, not merely react to staff initiatives.

3.2.1c The board, where useful and appropriate, will seek and use the expertise of individuals and groups inside and outside of the organization to enhance board decision and policy making and board monitoring, to implement the principles for governing style set forth in 3.2, above, rather than substitute less informed individual opinions or judgment.

3.2.1d The board will allow no officer, individual, or committee of the board to hinder, or be an excuse for not fulfilling board commitments.

3.2.2 The board will direct and inspire the organization through the careful establishment of written policies reflecting the ends to be achieved and the means to be avoided. The board's major policy focus will be on insuring that the ends are met and the executive limitations are followed, not on the administrative or programmatic means of attaining those policies.

3.2.3 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.

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

Title: 3.3 Board Responsibilities
Category: Board Governance Process

3.3 Board members have a responsibility to each other and the St James Lutheran School association as a whole.

Accordingly,

3.3.1 The chairman of his/her congregations will be contacted by the St James School board chair, if a member fails to attend 75 percent of all regular board meetings in a fiscal year or misses three consecutive regular meetings.

3.3.2 Members shall be prepared for all board meetings.

3.3.3 Members shall make informed decisions by insisting on thorough and accurate information

3.3.4 All members shall accede to all decisions once they have been discussed and resolved by vote of the board.

This does not exclude the right of members to hold minority opinions and to express them within the board setting.

However, members should work to change policy, rather than hinder actions by the board or staff, and should publicly support the decisions of the Association passed by the board.

3.3.5 Members shall not reflect negatively to the general public on any ministry area of the St James Lutheran School.

This does not preclude the right of members to actively promote and work for change in policy within the board setting to address areas or issues of concern.

It does mean that all of the board's members eligible children (K-8) shall be enrolled and attend the school, except if the school is unable to provide for a particular special need of their child, because board members' decisions on enrollment of their children greatly impact the public's perception of the school and its ministry.

3.3.6 Members shall invest personal energy and skills in the purposes and objectives of the board and seek opportunities where individual skills and abilities can be applied and financial support can be given.

3.3.7 Members shall relate to other individuals with integrity, honest, and straightforwardness.

3.3.8 Members shall actively discipline themselves and other members of the board by identifying board actions and conditions that run counter to these policies and the doctrine of the Lutheran Church Missouri Synod.

3.3.9 Members shall bring to the Administrator's immediate attention any condition or action that they believe exceeds an Executive Limitation policy. However, individual members should refrain from defining the appropriate corrective action.

3.3.10 Members shall keep confidential all documents and discussions so identified, with salary, personnel, and health information always being confidential.

3.3.11 When conflict arises between board members and/or the administrator, the scriptural basis of Matthew 18 will be followed to resolve conflict.

Title: 3.4 Board Member Code of Conduct
Category: Board Governance Process

3.4 The board commits itself and its members to Christian and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly,

3.4.1 Members must represent unconflicted loyalty to the interests of the corporation. This accountability supersedes any conflicting loyalty such as that advocacy or interest groups, and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.

3.4.2 Members must avoid direct or indirect conflicts of interest:

3.4.3a Board members (and board appointed committee member, at the time of their appointment) will annually disclose their involvement with their other organizations, with vendors, or any other associations that might produce a conflict. Such disclosures shall board membership on, a substantial interest in, or employment of the individual or a relative by any organization doing business with the school. Such disclosure shall be provided to the chairman of the board. The chairman shall disclose personal potential conflicts of interest to the board, who shall determine whether an inappropriate interest exists.

3.4.2b There must be no self-dealing or any conduct of private business or personal services between any board member and the corporation, except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information. Information acquired in the course of carrying out board duties shall knowingly be used to the detriment of the school

3.4.2c Board members or board appointed committee members who receive honoraria or payments for any sales or services rendered to the school shall disclose such information

3.4.2d Gifts, entertainment, or favors from any individual or outside concern, which does or is seeking to do business with the school, shall not be accepted.

3.4.2e Activities will not be entered into which may be detrimental to the interests of the school

3.4.2f When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, including a direct or indirect financial gain, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.

3.4.2g Board members or board appointed committee members must not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.

3.4.2h Any inappropriate activity under this policy shall cease or the position will be vacated.

3.4.2i Board members or board appointed committee members, prior to their first meeting or to their committee appointment, shall sign a statement that he/she has received, understands and agrees to abide by this Policy. Each shall also sigh annually, or at the time of committee appointment, a Statement of Compliance with the policy.

3.4.3 Board members may not attempt to exercise individual authority over the corporation, except as explicitly set forth in board policies.

3.4.3a Members interaction with the administrator or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.

3.4.3b members' interactions with public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.

3.4.3c Members will give no consequence or voice to individual judgments of administrative or staff performance

3.4.4 Members will respect the confidentiality appropriate to issues of a sensitive nature.

Title: 3.5 Officers of the Board
Category: Board Governance Process

3.5.1 Nominations for the officers of the board shall be made from the entire board in session as provided in the bylaws. The board will elect its own officers. Self-nominations are not allowed.

3.5.2 The officers of the board will not assume any part of the management of the school. They will confine their efforts to governing through policies. Their focus will be to coordinate and assist the board.

3.5.3 The chair assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly,

3.5.3.1 The job result of the chair person is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the corporation.

3.5.3.1a Meeting discussion content will only those issues which, according to board policy, clearly belong to the board to decide, not the administrator.

3.5.3.1b Deliberation will be fair, open and thorough but also timely, orderly, and kept to the point.

3.5.3.2 The authority of the chairperson consists in the following:

3.5.3.2a The chairperson is empowered to chair board meetings with all the commonly accepted power of that position (for example, ruling, recognizing, etc)

3.5.3.2b The chairperson has no authority to make decisions about policies created by the board on the Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the administrator.

3.5.3.2c The chairperson may represent the board outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

3.5.3.2d The chairperson may delegate his/her authority but remains accountable for its use.

3.5.3.2e The chairperson is authorized to sign checks.

3.5.4 Vice-Chairperson

3.5.4.1 Preside at all meetings of the Board of Education of St James Lutheran School in the absence of the Chair.

3.5.4.2 Discuss and review corrective actions with the Chair when the Chair violated board member or Chair responsibilities.

3.5.4.3 The Vice-Chairperson will aid the Chair in communicating with member congregations.

3.5.4.4 Assume responsibilities delegated by the Chair.

3.5.5 Secretary

3.5.5.1 Take attendance and notes at each board meeting (regular/or special) of all committee reports, discussions, and decisions and prepare written minutes for each member. If absent, the Secretary will appoint someone to accomplish this task.

Title: 3.6 Agenda Planning
Category: Board Governance Process

3.6 To accomplish its job consistent with board policies, the board will follow an annual agenda that (1) completes review of Ends policies annually, and (2) continually improves board performance through board education and enriched input and deliberation.

Accordingly,

3.6.1 The cycle will conclude each year on the last day of October so that the administrative planning and budgeting can be based in accomplishing a one-year segment of the board's most recent statement of long-term ends.

3.6.2 The cycle will start with boar's development of its agenda for the next year.

3.6.2a Consultation with members of the corporation will be determined and arranged in the first quarter, to be held during the balance of the year.

3.6.2b Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the first quarter, to be held during the balance of the year.

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

3.6.4 Administrative monitoring will be included on the agenda and discussed if monitoring reports show policy violations or if policy criteria are to be debated.

3.6.5 Administrative remuneration will be decided after a review of monitoring reports received in the last year during the month of October.

Title: 3.7 Board Committee Principles
Category: Board Governance Process

3.7 Board committees, when used, will be assigned to reinforce the board's job of making policy, and will not interfere with delegation from board to administrator. Board committees are appointed by the Chair, with the Board's consent, or by action of the Board as a whole.

Accordingly,

3.7.1 Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the boards broader focus, board committees will normally not have dealings with current staff operations.

3.7.2 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 administration.

3.7.3 Board committees cannot exercise authority over staff. Because the administrator works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

3.7.4 Board committees that have helped the board create policy on some topic will not be used to monitor organizational performance on the same topic.

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

3.7.6 This policy applies to any group that is formed by board actions, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed by the administrator.

3.7.7 The call committee shall be comprised of no more than seven (7) members, to include: board members, voting members of the Association Congregations, the school administrator (ex officio) and the Circuit Counselor serving as advisory. The majority of the call committee shall be comprised of board members, with the committee chairman coming from the board.

Title: 3.8 Board Education
Category: Board Governance Process

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

Accordingly,

3.8.1 Board skills, methods and supports will be sufficient to assure governing with excellence.

3.8.1a Training and retraining will be used liberally to orient new members as well as to maintain and increase the skills of existing members in a solid understanding of present board policy, board policy making, board governance process, board administrator linkage, Articles of Incorporation and Bylaws, and the organization's financial statements, along with periodic board discussion and implementation of board process improvement.

3.8.1b Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal review.

3.8.1c Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

3.8.2 Costs for board education will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

3.8.2a Up to $400.00 per fiscal year for training new members, including attendance at conferences and workshops.

3.8.2b Up to $2,000.00 per fiscal year for fiscal review and other third party monitoring of organizational performance.

3.8.2c Up to $100.00 per fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

Title: 3.9 Board Meetings
Category: Board Governance Process

3.9 To accomplish the work of the board, a regularly scheduled meeting time will be established.

Accordingly.

3.9.1 The Board will meet on the third Monday of each month unless an alternative meeting time has been approved by majority vote. Board members must notify their congregations of changes to meeting dates and times.

3.9.2 Board meetings will begin at 7:00PM and end at 9:00PM unless a time extension is approved by a majority vote.

3.9.3 A guest who wishes to bring an agenda item before the Board, must submit a request in advance to the Board Chair. The guest's name and a brief explanation of the topic they wish to discuss will be placed on the agenda directly after the Agenda Approval, and prior to Board Evaluation and Minutes.

Title: 3.10 Release of Faculty/Staff
Category: Board Governance Process

3.10 Release of Termination of Called/Commissioned, Tenured, or Continuing Contract Faculty and Staff.

3.10.1 Termination of a Called, Tenured or Continuing position for cause:

3.10.1a The service of a Called/Commissioned teacher, or tenured teacher, or teacher or staff member under a continuing contract may be terminated for any of the following reasons:

1. professional incompetency

2. incapacity for the performance of duty

3. insubordination

4. neglect or refusal to perform duties of office

5. conduct unbecoming a Christian

6. advocacy of false doctrine, based on LCMS Synod Constitution, Article II, or failure to honor and uphold the doctrine position of the Synod as defined further in Bylaws 1.62(b)

7. a reduction in staff, necessary, under the School's Reduction in Force (RIF) Policy for any of the following reasons:

(a) discontinuance of a curricular area, program, or department

(b) reduction of the size of facility or staff to maintain financial viability

(c) a state of financial emergency

(d) declining enrollment

3.10.2 Reduction In Force (RIF) policy:

3.10.2a Preamble:

1. This policy outlines an orderly process for reducing the educational programs, curriculum, and the number of called or contracted faculty and staff as an adjustment to the changing needs of the School. It is non-discriminitory in accordance with the laws of the United States.

2. A Call, "tenure" or continuing contract does not necessarily mean that the school will employ a faculty or staff member to the date of his/her legal retirement without consideration being given to the extent to which such employment serves to meet specific school needs.

3. This RIF policy provides a process for ending the services of otherwise competent faculty and staff members whose services for financial reasons or programmatic needs are no longer possible or necessary. The RIF process is not designed to remove from the faculty and staff persons for causes 1 through 6, referenced in policy 3.10.1a, above. Removal for these reasons must be dealt with through procedures outside of this RIF process.

4. Called/commissioned, tenured, or continuing contracted faculty and staff members are included in this RIF policy. A faculty or staff member whose position is terminated upon retirement, acceptance of another Call, voluntary termination, expiration of a limited tenure call, expiration of a limited term or annual contract, or whose contract may be terminated at any time (at will) obtains no additional rights under this RIF policy.

3.10.2b. Criteria for reducing faculty or staff positions:

The positions of Called/commissioned, tenured or continuing contract faculty and staff may be terminated by the School Board as a result of conditions that do not reflect on the competency or faithfulness of the individual faculty or staff member for the following reasons:

a. Discontinuance of a curricular area, program, or department

b. Reduction of the size of staff in order to maintain financial viability.

c. A state of financial emergency

d. Declining enrollment

3.10.2c. Process

The following process shall be used:

1. The School Board shall obtain, consider, and carefully review documentation of the need for reduction in force:

a. Documentation may come from the Board, the Association Churches, the Principal, the staff, or other sources.

b. The Board will also consider the recommendations from the principal regarding programs, curriculum, or staff that should be considered for reduction.

c. The Board should consider its Ends Policies and the relative need of the program or ministry on the School's overall programming and mission.

d. The Board may, in its sole discretion, consider what alternatives, if any, are available to reducing programs or facility and staff, and whether or not those alternatives meet the School's needs.

e. The documentation reviewed should clearly define the basis on which RIF is being considered, and must be shared with all faculty members involved.

f. The best interests of the School, the Association congregations, the students, and the School's overall ministry are the paramount concerns in the decision process.

2. From this documentation the school board must decide whether or not it has reasonable cause, based on specifically identified criteria, for the reduction of faculty or staff.

3. If the School Board formally decides that a reduction in programs, curriculum, or faculty or staff is necessary, that decision mist be communicated to the School faculty and staff.

4. The school board, or committee of the Board, with input from the principal, will then determine the most probable positions for elimination, and ultimately the individuals affected, and make recommendation to the full Board for approval.

a. The School board, in consultation with the principal, may use all of the following factors, in no particular order or priority, in identifying which faculty or staff positions shall be terminated: (Again, the best interest of the School, the Association congregations, the students, and the School's overall ministry are the paramount concerns in the decision process).

1. Classroom effectiveness of the teacher

2. Length of service of the staff or faculty member.

3. Faculty member's expertise necessary for the program i.e. certification

4. Faculty member's professional training and degrees

5. Potential for uses for the individuals abilities.

6. Professional conduct (punctual, prepared, relationship with students, colleagues, principal, parents, etc)

7. Qualification to teach in multiple disciplines

8. Quantity and quality of demonstrated extra- curricular leadership

9. Compliance with policies and administrative requests; including but not limited to professional development

10. Appointment status or tenure

11. Skills to maintain critical program (band, sports, etc)

b. After careful consideration, the School Board shall determine which specific reductions to facility or staff positions are to be made.

3.10.2d Provision for the affected faculty or staff

1. Notice: If possible, under the applicable circumstances , notice of the termination of a position should be given to the affected worker, in person and in writing, no less than 30 days prior to the end of the school year. Otherwise such notice shall be given as soon as possible after the decision is made by the Board, to allow the worker time to pursue other employment.

2. References. The affected worker, whose call or contract has been terminated because of reduction in force, shall be considered to have been dismissed with honor and shall, upon request, be provided with a letter to that effect.

3. Future reinstatement. If a program, curriculum area, or position that was discontinued is re-established and re-implemented during the school year directly following the termination, then the affected worker will be given preferential consideration for reemployment for that 12 month period commencing at the end of the contract year of the termination.

4. Vacation and sick leave. The affected worker is entitled to be paid for unused vacation pay and sick leave, in accordance with School policy and the workers contract for the school year.

5. Health Care Coverage. The affected worker is entitled to health insurance coverage for up to one full quarter beyond the last quarter of employment, unless he/she is provided health care coverage through new employment. In addition, the affected worker is entitled to continue his/her health insurance benefits for up to 18 months of coverage (equivalent to COBRA) or if he/she meets the rule of 85 the workers may be eligible for post-retirement health care.

3.10.2e Appeal/notice/hearing:

1. The School Board will serve as the appeals committee for any faculty or staff member who wishes to contest the Board's decision to release him/her. Upon a

timely filed appeal, the committee will hold a hearing. The issues in the hearing shall include only the following:

a. Did one or more of the criteria for reduction in force exist?

b. Was the criteria properly applied?

2. A written appeal must be filed with the Board Chair under this appeal policy within 15 days after the affected person is notified of the Board's action. Failure to file the appeal within 15 days shall constitute a waiver of the hearing and appeals process.

3. A hearing shall be scheduled at a mutually convenient time within 30 days after the appeal is filed.

4. Within one week after the hearing, the committee shall make an independent decision whether or not the procedural provisions of this policy have been met. If the decision is that the criteria for reduction in force exist and the criteria were properly applied, the Board's decision shall be affirmed. If the Board cannot reach that conclusion then it shall further consider its decision within the parameters of this policy.

Title: 4.1 Board's Connection to School
Category: Board-Administrator Linkage

4.1 The board's sole official connection to the operations of the school, its achievements, and conduct will be through its called Administrator.

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

Accordingly.

4.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the administrator except in instances when the board has specifically authorized such exercise of authority.

4.1.2 In the case of board members or committees requesting information or assistance without board authorization, the administrator can refuse such requests that require, in the administrators opinion, an inordinate amount of staff time or funds.

4.1.3 Board members are individually responsible for maintaining a relationship with the administrator based on integrity, which is honest and forthright

Title: 4.2 Accountability of the Administrator to the Board
Category: Board-Administrator Linkage

4.2 The administrator is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the administrator, except for action required by the board as the Calling authority and accountability of the administrator, except for action required by the board as the Calling authority or as deemed necessary by the board under a Reduction In Force (RIF) policy.

Accordingly,

4.2.1 The administrator is accountable to the board for achieving the Ends and avoiding the prohibited Means and established by written board policy.

4.2.2 The board will refrain from formally evaluating any staff other than the administrator. (Reason: the administrator may not be aware of a problem with a staff member; therefore, the board may need to informally evaluate a staff member. Also, board policy dictates that we must evaluate a faculty member's progress toward Synodical certification.)

4.2.3 The board will never give instructions to persons who report directly or indirectly to the administrator.

4.2.4 Based on policy 2.1, the administrator is accountable to the board for a relationship based on integrity which is honest and forthright.

4.2.5 The board may evaluate, instruct, or otherwise assert authority over staff when required as the Calling authority or as deemed necessary by the board under the provisions of its Reduction In Force (RIF) policy.

Title: 4.3 Delegation to the Administrator
Category: Board-Administrator Linkage

4.3 The board will instruct the administrator through written policies that establish the organizational Ends to be achieved and describe organizational situations and actions to be avoided (Executive Limitations), allowing the administrator to use any reasonable interpretation of these policies.

Accordingly,

4.3.1 The board will develop policies instructing administrator to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest most general level to more defined levels, and will be called *Ends policies*.

4.3.2 The board will develop policies that limit the latitude the administrator may exercise in choosing the organizational Means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations policies*.

4.3.3 The administrator will seek from the board needed clarification of Ends and Executive Limitation policies.

4.3.4 the board may change its Ends and Executive Limitations, thereby shifting the boundary between board and administrator domains. By doing so, the board changes the latitude of choice given to the administrator. But as long as any particular delegation is in place, the board will respect and support the administrator's choices.

Title: 4.4 Monitoring Administrator Performance
Category: Board-Administrator Linkage

4.4 Systematic evaluation of administrator job performance will be measured solely against expected Ends and Executive Limitations.

Accordingly,

4.4.1 Evaluation determines which Ends are being met and which limitations are being exceeded.

4.4.2 he board will acquire data by one or more of three methods:

4.4.2a by administrative report, in which the administrator discloses compliance information to the board and either

4.4.2b by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, or

4.4.2c by board inspection, in which a designated member of members of the board assess compliance with the appropriate policy criteria.

4.4.3 The standard for compliance shall be reasonable administrator interpretation of board policy being monitored.

4.4.4 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 as follows:

Monitoring Administrator Performance Schedule

Policy	Method	Frequency