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Revised Jan 02, 2008

POLICY TYPE: ENDS

POLICY TITLE: Global Ends

- POLICY 1.0 It is the mission of Cornerstone Christian Academy to equip students intellectually, spiritually, socially and physically in order to be a positive Christian influence serving society. Cornerstone Christian Academy will strive to achieve the following ends:
- 1.1 Cornerstone Christian Academy students will be intellectually developed Christian individuals, appropriate for their age and ability.
 - 1.2 Cornerstone Christian Academy students will be spiritually healthy Christian individuals, appropriate for their age.
 - 1.3 Cornerstone Christian Academy students will be socially skilled Christian individuals, appropriate for their age and ability.
 - 1.4 Cornerstone Christian Academy students will be physically fit Christian individuals, appropriate for their age and ability.

POLICY TYPE: ENDS

POLICY TITLE: Intellectual Ends

POLICY 1.1: Cornerstone Christian Academy students will be intellectually developed Christian individuals, appropriate for their age and ability, who:

- 1.1.1 Maximize their academic and intellectual potential.
- 1.1.2 Meet the academic requirements of the Alberta curriculum
- 1.1.3 Integrate Biblical perspectives into all academic and intellectual pursuits.
- 1.1.4 Assume responsibility for their academic progress.
- 1.1.5 Use critical thinking, creativity, logic, and common sense to effectively make decisions and solve problems.
- 1.1.6 Appreciate the visual and performing arts.
- 1.1.7 Are able to articulate a reasoned defense of the Christian faith.
- 1.1.8 Communicate effectively in written and oral form.
- 1.1.9 Demonstrate understanding and competency in the use of modern technology.
- 1.1.10 Have the tools necessary to succeed in higher education.

POLICY TYPE: ENDS

POLICY TITLE: Spiritual Ends

POLICY 1.2: Cornerstone Christian Academy students will be spiritually healthy Christian individuals, appropriate for their age, who:

- 1.2.1 Express their faith in, and relationship with Jesus Christ.
- 1.2.2 Possess a passion for prayer, Bible study, and applying Biblical truth in their Lives.
- 1.2.3 Strive to fulfill the Great Commission.
- 1.2.4 Exhibit a well-developed moral conscience.
- 1.2.5 Seek God's will in all of their lives.
- 1.2.6 Respect denominational and theological differences, and celebrate the unity we have in Christ.
- 1.2.7 Are good stewards of Creation and all the gifts God has given us.
- 1.2.8 Actively participate and contribute in a local church.
- 1.2.9 Are aware of and support the work of missions.
- 1.2.10 Recognize their role in the discipleship of others.
- 1.2.11 Actively engage in service activities.

POLICY TYPE: ENDS

POLICY TITLE: Social Ends

POLICY 1.3: Cornerstone Christian Academy students will be socially skilled Christian individuals, appropriate for their age, who:

- 1.3.1 Exhibit appropriate emotional maturity and self-confidence.
- 1.3.2 Demonstrate a loving attitude in social interactions.
- 1.3.3 Know how to work in teams.
- 1.3.4 Have healthy relationships with their families.
- 1.3.5 Respect and honor fellow students and parents, teachers and others in authority.
- 1.3.6 Choose friends who will encourage their Christian faith.
- 1.3.7 Respect racial and cultural differences.
- 1.3.8 Assume responsibility for their attitudes, actions and goals.
- 1.3.9 Participate as citizens in their country.
- 1.3.10 Exhibits a work ethic that honors God.
- 1.3.11 Communicate effectively with others.

POLICY TYPE: ENDS

POLICY TITLE: Physical Ends

POLICY 1.4: Cornerstone Christian Academy students will be physically fit Christian individuals, appropriate for their age and ability, who:

- 1.4.1 Regard their bodies as God's temple and use them to glorify Him.
- 1.4.2 Possess the desire and ability to maintain a healthy lifestyle.
- 1.4.3 Appreciate and participate in a variety of sports and other physical activities.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

- POLICY** 2.0 The school Principal shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, unethical or in violation of the Memorandum of Association or Articles of Association of the Cornerstone Christian Academy of Camrose.
- 2.1 With respect to interactions with consumers or potential consumers, the school Principal shall not cause or allow conditions, procedures, or decisions, which are unsafe, undignified, unnecessarily intrusive, unbiblical or fail to provide appropriate confidentiality or privacy.
- 2.2 With respect to the treatment of paid staff and/or volunteers, the school Principal may not cause or allow conditions, which are unfair, unsafe, unbiblical or undignified.
- 2.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities and jeopardize the fiscal integrity of Cornerstone.
- 2.4 With respect to the actual, ongoing financial condition and activities, the school Principal shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.
- 2.5 The school Principal shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.
- 2.6 In order to protect the Board from sudden loss of school Principal services, the school Principal shall not fail to designate and inform the Board of individual(s) who will be familiar with Board and school Principal issues and processes.
- 2.7 With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the school Principal shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
- 2.8 The school Principal shall not permit the Board to be uninformed or unsupported in its work.
- 2.9 With respect to the programs produced/services provided by the Academy the school Principal shall not fail to ensure that these programs/services strive for excellence in quality and safety.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF CONSUMERS

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

Accordingly, the school Principal shall not:

- 2.1.1 Use application forms that illicit information for which there is not clear necessity.
- 2.1.2 Use methods of collecting, reviewing, transmitting or storing consumer information that fails to protect against improper access to the material elicited.
- 2.1.3 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 2.1.4 Operate without clear policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
- 2.1.5 Fail to inform consumers of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 2.1.6 Fail to operate in partnership with parents.
- 2.1.7 Enroll students in grades K-12 who individually and in their home environments are not supportive of the Academy's School Vision and Purpose Document (Attachment II).
 - 2.1.7.1 Parent(s)/guardian(s) must be united in their desire to have their child(ren) taught from a Christian perspective reflective of the Educational Creed.
 - 2.1.7.2 Parent(s) guardian(s) must sign the Family School Covenant (Attachment 1) annually.
 - 2.1.7.3 Students in grades 7-12 must sign the Family School Covenant (Attachment 1) annually.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF PAID STAFF/ STAFF RELATIONS

POLICY 2.2 With respect to the treatment of paid staff, the school Principal may not cause or allow conditions which are unfair unsafe, unbiblical or undignified.

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

- 2.2.1 Operate without written staff handbook as approved by the Board.
- 2.2.2 Discriminate against the any staff member for expressing an ethical dissent.
- 2.2.3 Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *and* (2) employee alleges that Board policy has been violated to his/her detriment.
- 2.2.4 Fail to acquaint staff with this policy.
- 2.2.5 Fail to recruit and select teachers other than by a fair and open process. Accordingly, all teachers (K-12) must:
 - 2.2.5.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
 - 2.2.5.2 Must declare their unconditional agreement with the School Vision and Purpose Document (Attachment II), must be scriptural sound in their teaching and must lead exemplary lives.
 - 2.2.5.3 Have obtained at least a college-level bachelor's degree.
 - 2.2.5.4 Have a current criminal records check.
 - 2.2.5.5 Have a conviction regarding the importance of Christian training that is evidenced by the enrolment of all their school-age children in CCA.
- 2.2.6 Subject staff to unsafe and unhealthy work conditions.
- 2.2.7 Fail to inform staff of significant policies and guiding principles of CCA or significant changes affecting CCA.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

POLICY 2.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's ends priorities or jeopardize the fiscal integrity of the Cornerstone Christian Academy.

Accordingly, the school Principal shall not allow budgeting which:

- 2.3.1 Contains too little information to enable credible projection of revenues and expenses or does not separate capital and operational items, show cash flow or disclosure of planning and subsequent audit trails or disclosure of planning assumptions.
- 2.3.2 Provides financial aid that exceeds 15% of total gross tuition without Board approval
- 2.3.3 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period without active involvement/discussion of the Board.
- 2.3.4 Allows the current assets to drop below the level required to meet the Cornerstone Christian Academy short term liabilities.
- 2.3.5 Deviates materially from Board stated priorities (See Ends Policies) in its allocation among competing budgetary needs.
- 2.3.6 Allows financial deficit of the school that exceeds 5 % of the annual operating budget.
- 2.3.7 Requires tuition greater than 30% of the total budget.
- 2.3.8 Fail to use a formula-based compensation plan that is less than 65% of BRSD salary grid for faculty.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES

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

Accordingly, the school Principal shall not:

- 2.4.1 Expend more funds than have been received in the fiscal year to date without active involvement and discussion with the Board.
- 2.4.2 Accept money for a specified purpose, which deviates materially from the Board's, Ends priorities.
- 2.4.3 Use any long-term reserves.
- 2.4.4 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.5 Fail to settle payroll and debts in a timely manner.
- 2.4.6 Allow tax payments or other government ordered payments of filings to be overdue or inaccurately filed.
- 2.4.7 Make a single unbudgeted purchase or commitment that exceeds \$5000 without the consent of the Board.
- 2.4.8 Acquire, encumber or dispose of real property.
- 2.4.9 Fail to pursue material receivables after a reasonable grace period.
- 2.4.10 Disburse funds under controls that do not meet Board appointed auditors standards.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

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

Accordingly, the school Principal shall not:

2.5.1 Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to Board members, staff and the organization itself in an amount equal to the average for comparable organizations.

2.5.2 Allow unbonded personnel access to material amounts of funds.

2.5.3 Subject plant and equipment to improper wear and tear or insufficient maintenance.

2.5.4 Negligently expose the organization, its Board or staff to claims of liability.

2.5.5 Make any purchase:

2.5.5.1 Fail to obtain Board approval for any purchase or commitment greater than three years without Board Approval.

2.5.5.2 wherein normally prudent protection has not been given against conflict of interest;

2.5.5.3 that fails to follow the financial policies of Cornerstone Christian Academy;

2.5.5.4 of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost.

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

2.5.7 Receive, process or disburse funds using generally accepted accounting procedures under controls that are insufficient to meet the Board-appointed auditor's standards.

2.5.8 Invest or hold operating capital in insecure instruments.

2.5.9 Endanger the organization's public image or credibility, particularly in the ways that would hinder its accomplishment of mission.

2.5.10 Buy, Mortgage or sell real property.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the school Principal shall not:

- 2.7.1 Change his or her own compensation and benefits as established by the Board.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Establish current compensation and benefits for staff which:
 - 2.7.3.1 Deviate materially from the geographic or professional market for the skills employed.
 - 2.7.3.2 Create compensation obligations over a longer term than revenues can be safely projected and in all events subject to losses in revenue.
 - 2.7.3.3 Cause unpredictable or inequitable situations including those that:
 - a) Incur unfunded liabilities
 - b) Provide less than some basic level of benefits to all full-time employees.
 - c) Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.6 Fail to use a formula-based compensation plan that is less than 65% of BRSD salary grid for faculty.
- 2.7.7 Award annual bonuses in excess of \$100 for full-time and \$50 for part-time employees.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

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

Accordingly, the school Principal shall not:

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

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS/SERVICES

POLICY 2.9 With respect to the programs produced/services provided by the organization, the school Principal shall not fail to ensure that these programs/services meet or exceed industry standards for excellence in program quality and safety.

Accordingly, the school Principal shall not:

2.9.1 Allow Alberta Learning accreditation standards to be unmet.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: GOVERNANCE- MANAGEMENT CONNECTION

POLICY 3.0 The Board's job is generally confined to establishing broad vision and leaving implementation and subsidiary policy development to the school Principal. The Ends policies direct the school Principal to achieve certain results. Executive limitations constrain the school Principal to act within acceptable boundaries of prudence and ethics. The Board's sole connection to the operational organization, its achievements and conduct will be through a titled school Principal.

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

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

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL PRINCIPAL

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

Accordingly:

- 3.2.1 The board will never give instructions to persons who report directly or indirectly to the school Principal.
- 3.2.2 The board will refrain from evaluating either formally or informally, any staff other than the school Principal.
- 3.2.3 The board will view school Principal performance as similar to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-prescribed means as described in Executive Limitations will be viewed as successful school Principal performance. Job descriptions may be considered.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: DELEGATION TO THE SCHOOL ADMINISTRATOR

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

Accordingly:

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

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: MONITORING SCHOOL PRINCIPAL PERFORMANCE

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

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.
- 3.4.2 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the school principal discloses compliance information to the board, (b) by direct board inspection and (c) staff feedback.
- 3.4.3 In every case, the standard for compliance shall be *any reasonable school Principal interpretation* of the board policy being monitored.
- 3.4.3 All policies that instruct the school Principal 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.

Policy	Method	Frequency	Schedule
2.2 Treatment of Staff	Staff Questionnaire	semi-annually	January/June
2.7 Compensation & Benefits	Staff Questionnaire	Annually	March
2.1 Treatment of Consumers	Parent/Student satisfactory	Annually	October
2.4 Financial Condition & Activities	Internal	Annually	November
2.9 Programs/Services	Parent Questionnaire	Annually	October
1.0 Ends	Internal	Bi-Monthly	Oct/Dec/Feb/ April/June
2.3 Financial Planning/Budgeting	Internal	Annually	April
Financial Audit	External	Annually	November
Financial Reports	Internal	Quarterly	Sep/Dec/ Mar/June
2.5 Asset Protection	Internal	Annually	March
2.6 Emergency School Principal Succession	Internal	Annually	September
2.8 Communications and Support of the Board	Internal	Annually	February

POLICY TYPE: GOVERNANCE PROCESS

POLICY 4.0 POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The purpose of the Board, on behalf of the Cornerstone Christian Academy of Camrose, is to see to it that Cornerstone Christian Academy (1) achieves appropriate results for appropriate persons at an appropriate cost, and (2) avoids unacceptable actions and situations. The following principles are stated based on the assumption of delegated authority from the Cornerstone Christian Academy of Camrose.

- 4.1 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactively rather than reactivity, (h) close communications with the Principal
- 4.2 The job of the Board is to represent the Cornerstone Christian Academy of Camrose determining and requiring appropriate organizational performance.
- 4.3 To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.
- 4.4 The chairperson assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
- 4.5 The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 4.6 The Board commits itself to the individual and collective participation of its members to insure leadership success.
- 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to school Principal.
- 4.8 A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless other wise stated, a committee ceases to exist as soon as its task is complete. The school principal will be informed of each committee's activity.

4.9 The Board aims to maintain at least 7 elected members. The Board will properly screen and nominate, for Board consideration, the Board chair, and individuals to fill vacancies on the Board.

4.10 The Board will invest in its governance capacity.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE & VALUES

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

Accordingly:

- 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 4.1.2 We believe that deriving practical applications from and modeling God's word are essential to completing our mission consistent with biblical truth.
- 4.1.3 The organization, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap or gender. The organization's activities, with the exception of personal matters, shall be open and accessible to scrutiny by the members of the Cornerstone Christian Academy of Camrose and supporters.
- 4.1.4 The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values. The Board will be accountable to the membership for competent, conscientious and effective accomplishments of its obligations as a body. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 4.1.5 The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.

- 4.1.6 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, completing assigned tasks in a timely matter, speaking with one voice, policymaking principles, respect of roles and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 4.1.7 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the April meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.
- 4.1.8 Each member of the Board will support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.9 All Board action requires approval by simple majority of voting member with a Quorum of 4 members.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: DOCTRINAL BELIEFS

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

Accordingly, based on Scripture we believe:

- 4.1.1.1 We believe that there is only one true God externally existent in three persons: Father, Son and Holy Spirit. (11 Cor. 13:14, Matt. 28:19)
- 4.1.1.2 We believe the Bible is the inspired and preserved Word of God and is the complete revelation of His will for the salvation of mankind. It is the final authority in all matters of faith and conduct. (11 Tim. 3:16-17, Matt. 24:35)
- 4.1.1.3 We believe in the deity of Jesus Christ: His pre-existence; His virgin birth; His sinless life; His miracles; His substitution death and burial; His bodily resurrection; His ascension to the right hand of the Father; and His future visible return in power and glory (Col 1:13-20; Matt. 24:30)
- 4.1.1.4 We believe that the Holy Spirit is a Divine Person sent to indwell, guide, teach and empower the believer and to convince the world of righteousness and justice. (Rom. 8:4, Titus 2:11-13).
- 4.1.1.5 We believe that God created the universe for a divine purpose; namely, that of establishing a Kingdom to give Him all the praise and glory. All life originates from God as its Creator and, therefore, our world belongs to God. (Gen. 1, Col. 1:15-22)
- 4.1.1.6 We believe that man was originally created in the image of God. Man fell from his special relationship with God through disobedience, thereby incurring both physical and spiritual death, as well as inflicting upon all of creation great pain, so that it groans for redemption. All people are born with a sinful nature and are prone to hate God, neighbor and world. (Gen1: 27, 5:1, 9-6, Rom. 8:22, 3:10-18, 23)
- 4.1.1.7 We believe that God in His mercy and love for the world is reconciling the world to Himself through Jesus Christ, our Redeemer and Mediator between God and world. (John 3:16, 11 Cor. 5:18-21, Rom. 3:10-11, 1 Tim 2:5)
- 4.1.1.8 We believe that God still seeks to establish His Kingdom that will give Him all the glory and honor for life. This Kingdom has begun in the first coming Jesus Christ, is now coming through the ongoing work of the Holy Spirit, and will come in all its fullness when Christ returns. (Ps 22:28, 145, Matt. 3:2,

Mark 1:15, Luke 1:33, Matt. 6:33)

- 4.1.1.9 We believe that the Church, representing His Kingdom is the spiritual unity of true believers in our Lord Jesus Christ, who Himself is the Head of the Church. This church will be resurrected after Christ returns so that all its members will forever live and serve God! (John 17: 20-23, 1 Cor. 12:12-24, 15)
- 4.1.1.10 We believe that as citizens of the Kingdom of God, we have the responsibility to express the Lordship of Jesus Christ in every area of life. (5:14-16, Rom. 14:17-19, Micah 6:8)
- 4.1.1.11 We believe that the responsibility for the education of children rests primarily with the parents, to whom children are entrusted by God, and secondarily with the larger covenant family- the citizens of the Kingdom of God. (Deut. 6:6-9, Acts 2:42-47, Eph 4:2-13)
- 4.1.1.12 We believe that the day is coming when every person who lives and has lived will recognize Jesus as Lord and King. “Those who have rejected Him in this life will not have part in the Kingdom of God. But those who receive and accept Jesus Christ into their hearts and make Him Lord of their lives will enjoy life with God forever.” (Rom. 14:11, Phil 2:10-11, Dan 12:2, John 5:28-29)

POLICY TYPE: GOVERNANCE PORCESS

POLICY TITLE: VALUE OF BIBLICAL APPLICATION

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

Accordingly, we believe:

- 4.1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.
- 4.1.2.2 That Christian schools exist to support parents and the church in fulfilling the parents' biblical responsibility to educate children.
- 4.1.2.3 That teaching God's Word, and teaching how to apply God's Word, is essential to education.
 - 4.1.2.3.1 All truth is God's truth.
 - 4.1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 4.1.2.3.3 The work of the Holy Spirit is significant.
 - 4.1.2.3.4 Prayer is essential.
 - 4.1.2.3.5 Every individual is of value; all are uniquely created in the image of God.
 - 4.1.2.3.6 That a personal relationship with Christ is essential.
- 4.1.2.4 That every aspect of curriculum should be permeated with God's Word, including teaching on...
 - 4.1.2.4.1 the natural world.
 - 4.1.2.4.2 human history and God's activity in it.
 - 4.1.2.4.3 humanity, its cultures, and how we are to live in the world.
- 4.1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty and staff...
 - 4.1.2.5.1 are born-again Christians who model Christ.
 - 4.1.2.5.2 embody excellence.
 - 4.1.2.5.3 demonstrate a servant's heart.
 - 4.1.2.5.4 serve in harmony.
 - 4.1.2.5.5 engage only in activities consistent with biblical truth.

POLICY TYPE: GOVERNANCE PROSCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 The job of the Board is to represent Cornerstone Christian Academy in determining and demanding appropriate organizational performance.

Accordingly:

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

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

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

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of April so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the Board's development of its agenda for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to ENDS determination, will be arranged during the spring, to be held during the balance of the Board's planning cycle.
 - 4.3.2.2 The chair is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for Board consideration. Any Board member desiring to recommend any matter for Board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled Board meeting. By an affirmative vote of a majority of the members of the Board or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.
- 4.3.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 4.3.4 The Board will meet at least 8 times per year. Additional meetings will be scheduled as required. The Board will meet with the Parent Body once a year.
- 4.3.5 School Principal monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON'S ROLE

POLICY 4.4 The chairperson's role is to facilitate the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 4.4.1 The job result of the chairperson is that the Board behaves consistently with its own governance policies, Memorandum of Association, Articles of Association and those legitimately imposed upon it from outside the organization.
 - 4.4.1.1 Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the school Principal.
 - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff linkage, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - 4.4.2.1 The chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 4.4.2.2 The chairperson has no authority to implement the Ends and Executive Limitations policy areas, as these are the responsibility of the Principal.
 - 4.4.2.3 The chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

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

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of the Cornerstone Christian Academy of Camrose. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or Staffs. It also supersedes the personal interest of any Board member acting as consumer of the organization's services. The Board member must be in full agreement with the Memorandum of Association, Articles of Association, the School Vision and Purpose Document and Board Policy statements.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 4.5.2.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberations.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a Board member desire employment (excluding substitute teachers, coaches, bus drivers, janitorial personnel) within the organization, he or she must resign temporarily withdrawn from the Board.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 4.5.3.1 Board members' interaction with the school Principal or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

- 4.5.3.3 Board members will give no consequence or voice to individual judgments of school Principal or staff performance
- 4.5.3.4 Board members will provide feedback to the Principal's performance as measured by the ENDS policies. This feedback will be provided to the Chairperson as per policy.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.5.5 Board members will deal with outstanding entities or individuals, with staff and with each other in a manner reflecting fair play, ethics and straightforward communication.
- 4.5.6 Board members shall have confessed faith in the Lord Jesus Christ as only Savior, have a recognized Christian testimony, and have demonstrated interest in serving the Lord in church, society and through Cornerstone Christian Academy.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

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

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

- 4.6.1 Attendance - As Board contemplation, deliberation and decision-making are processes which require wholeness, collaboration and participation; attendance at Board meetings is required of Board members. Members may not be absent for more than three of the Board's regularly scheduled meetings in any fiscal year. Any absence, which exceeds this allotment, without communication between the Board member and the Chairperson, will be interpreted as that member's resignation from the Board.
- 4.6.2 Preparation and Participation – Board members will prepare for Board and Committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.
- 4.6.3 Members as Individuals – the school Principal is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the school Principal and individual members of the Board, including the Board Chair, is collegial, not hierarchical.
- 4.6.4 Volunteerism – As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all Board members are expected to contribute a minimum of thirty (30) hours (inclusive of Board meeting time) annually to the school. In view of the school Principal's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the school Principal or responsible staff person.
- 4.6.5 Contributions – Each Board member is expected to contribute generously within their individual means to make an annual financial contribution to Cornerstone Christian Academy. The demonstration of support, rather than the amount of the contribution, is of principle importance; members are expected to contribute only within their individual means.

- 4.6.6 Board members will have their school-age children in Cornerstone Christian Academy. The School Board may approve exceptions to this policy under special situations.
- 4.6.7 Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

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

Accordingly:

- 4.7.1 Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
- 4.7.2 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the school Principal.
- 4.7.3 Board committees cannot exercise authority over staff. Because the school Principal works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
- 4.7.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee, which has helped the Board create policy on some topic, will not be used to monitor organizational performance on that same subject.
- 4.7.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.7.6 This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the school Principal.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 4.8 A committee is a Board committee only if its existence and charge come from the Board. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The school Principal will serve as a non-voting member of each committee. An appointed chairperson will chair the committee.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.9 The Board aims to maintain at least 7 elected members. The Board will properly screen and nominate individuals to fill vacancies on the Board.

Accordingly:

- 4.9.1 The current Board will screen and nominate for required Board members.
- 4.9.2 Terms of Office:
 - a. Term of office shall be three years;
 - b. Not more than three members shall retire each year.
 - c. Retiring members of the Board of Directors may be re-elected for a second term
 - d. Vacancies occurring during the year shall be filled at the Board's discretion.
 - e. A member of the Board of Directors may resign by writing a letter of resignation to the Secretary of the Board.
 - f. A Board member may be removed
- 4.9.3 Members who serve two (2) consecutive three (3) year terms may be nominated for Board membership again after spending a minimum of one (1) year off the Board.
- 4.9.4 Under extenuating circumstances as determined by the Board, where the experience and leadership of Board members who have served two (2) consecutive three (3) year terms is needed, the Board can extend the term of Board members by an additional one (1) year term or until the Board deems the extenuating circumstance has been removed.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

Policy 4.10 The Board will invest in its governance capacity.

Accordingly:

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

4.10.1.1 Training and retraining will be used liberally to orient new members and candidates for Board membership, as well as to maintain and increase existing member skills and understandings.

4.10.1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.

4.10.1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.

4.10.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

4.10.2.1 Up to \$500 per year for training, including attendance at conferences and workshops, retreats and monthly meetings.

