

Bethany Academy Board of Directors Policy Governance Manual

Version 7.0



Board of Directors

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2004: Sheri Johnston, Gail Nieuwsma, Erik Norman, Dan Wiersma

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Revision History

2010-2011 Revisions

- 7.3 04/13/11 Updated Title Page
- 7.2 02/27/11 Revised 4.4 Monitoring
- 7.1 01/20/11 Performance Revised 3.6.2.1 Financial Review
- 7.0 09/16/10 Revised 4.4.1 Monitoring Definition

2009-2010 Revisions

- 6.1 05/19/10 Revised 3.2.4.1 Monitoring Schedule
Revised 3.5.4 Finance Committee
Revised 3.5.4.2 Treasurer linkage to the Board
Revised 3.8.1.1 Term Duration
- 6.0 09/03/09 Added 2.16 Comprehensive Communication Plan

2008-2009 Revisions

- 5.2 07/07/09 Updated title page.
- 5.1 04/17/09 Removed 3.8.3 – Initial Implementation of Term Limits and Rotation is no longer needed.
Changed 3.8.4 to 3.8.3.
- 5.0 02/13/09 Revised 3.6.2.1 Financial Review.
Updated title page.

2007-2008 Revisions

- 4.0 06/25/08 Updated title page.

2006-2007 Revisions

- 3.1 01/23/07 Revised 3.7.1 Board Membership Criteria.
- 3.0 09/27/06 Added 3.8.4 Board Member Term Renewal.

2005-2006 Revisions

- 2.5 08/09/06 Revised 4.4.4.1 Head Administrator Monitoring Schedule.
Revised 3.2.4 Governance Process Maintenance.
Added 3.2.4.1 Governance Process Monitoring Schedule.
- 2.4 03/09/06 Removed 2.13.12 due to redundancy with 2.11.2.1.
- 2.3 01/03/06 Reformatted Mission Statement in separate section.
Added level-1 Ends Statement.
- 2.2 12/11/05 Added 2.3.9.1 Budget vs. Actual Income and Expenses.
Modified 2.1.4 Past Due Accounts and Accounts Receivable.
- 2.1 11/15/05 Added 2.11.2.1 Christ Likeness, 2.13.12 Substance Abuse / Weapon Possession.
- 2.0 10/19/05 Improved wording of 2.1.10 Gift / Donation.

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2004-2005 Revisions

- 1.13 07/10/05 Approved level 3 policies in sections 2.11 School Image, 3.4 Board Member Code of Conduct, 3.8 Board Size and Term Limits, 4.1 Unity of Control. Added 2.15 Strategic Planning, Modified 4.4.4.1 Monitoring Schedule. Added 2.3.2.1 Tuition Increase.
- 1.12 05/27/05 Approved level 3 policies in sections 3.5 Board Committees, 4.2 Accountability of Head Administrator, 4.6 Escalation of Issues, and 4.7 Head Administrator Compensation. Approved 2.2.6 Standards for Handling Money. Added scripture references to 2.14.4
- 1.11 05/01/05 Approved level 3 policies in sections 3.1 Governing Style and Values, 3.6 Cost of Governance, and 3.7 Board Criteria, Nomination, and Election.
- 1.10 03/21/05 Approved level 3 policies in sections 2.5 Academic Condition and 4.3 Delegation of Authority. Approved 2.13.11 First Aid Information.
- 1.9 02/19/05 Approved level 3 policies in sections 2.2 Asset Protection, 2.14 Head Administrator Code of Conduct. Removed policy 3.5 Board Meetings due to redundancy and renumbered policies 3.6-3.9 to be 3.5-3.8. Approved 2.8.3.1 Racial Nondiscrimination, 2.9.9 Safekeeping of Board Documents, 2.3.4 Asset Reduction Limits.
- 1.8 01/26/05 Approved level 3 policies in sections 2.1 Financial Condition and Activities, 2.3 Financial Planning and Budgeting, 2.6 Spiritual Condition, 3.2 Board Job Description, and 3.3 Officer Responsibilities. Approved 2.7.6 Paid Service Providers.
- 1.7 12/31/04 Approved level 3 policies in sections 2.4 Compensation and Benefits, 2.7 Treatment of Service Providers, 2.8 Treatment of Consumers. Approved 2.12.11 Incident Reporting and 2.13.8 First Aid. Revised 2.10 Emergency Administrator Succession.
- 1.6 11/24/04 Approved policy 2.9.4 Communicating Legal Requirements.
- 1.5 11/09/04 Added Disclaimer and Bibliography. Approved level 3 policies in sections 2.9 and 2.12 at 10/28 board meeting. Approved level 4 policy in section 4.4.4 at 10/28 board meeting.
- 1.4 09/26/04 Removed .0's from Level 1 policy numbers. Approved level 3 policies in sections 2.13 and 4.4 at 9/23 board meeting. Added Student Discipline category 2.8.10. Added Head Administrator Compensation category 4.7.
- 1.3 09/04/04 Reformatted from Power Point to Word. Added 1.0 Ends based on current Mission Statement. Added 2.12 and 2.13 level 3 policies submitted by Scott.
- 1.2 07/18/04 Added approval dates to policies. Added level 3's to 3.3 Officer Responsibilities. Added Hiring Process... to 2.7 categories. Added Church representation to 3.8 categories. Added 3.4 Board Code of Conduct categories.
- 1.1 06/09/04 Added 4.4.1 – 4.4.5. Added Admissions Interview/Appeal to 2.8. Consistent use of "Head Administrator".
- 1.0 05/21/04 Initial version – Board Workshop Power Point document.

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Disclaimer

The Bethany Academy Board of Directors Policy Governance Manual is a work in progress. While some specific policies are noted to have board approval on a specific date, others do not. Creation, approval and implementation of individual policies is ongoing and continuing.

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3. Young, Paul E. *Christian School Board Leadership: A Framework for Effective Governance*. Colorado Springs, CO: ACSI, 1999.

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Bethany Academy Mission Statement

The mission of Bethany Academy is to equip students through educational excellence and Christ-centered relationships to impact the world for Christ.

Educational Excellence

To provide programs of educational excellence which are reflected in quality staff, curriculum, high academic standards, and facilities.

Spiritual Maturity

To provide an environment that fosters a growing relationship with Jesus Christ, as evidenced by fruit in the individual's life, hunger for and application of the Word of God, and respectful participation in worship and prayer.

Sense of Community

To motivate our (Bethany) community to be involved in school activities and develop life-long relationships, through the sharing of gifts and needs, as we grow in our walk with Christ.

Financial Health

To maintain a planned and balanced financial position that enables the school to achieve its educational, human resource and program goals while keeping tuition affordable.

Approved: 2002

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Bethany Academy Top-Level Policies

1 **Ends**

Relative to other local private K-12 Christian schools, Bethany Academy provides students with an education that is both affordable and marked by excellence. Our students are continually prepared to excel at each successive academic level, including post-secondary training as appropriate. Students are trained in a Christian, Biblical worldview that encourages a growing, personal relationship with Jesus Christ. Secondly, a positive Christian testimony is encouraged by Bethany Academy staff and students during any interaction with those inside and outside the Bethany Academy community. While accomplishing this, Bethany Academy promotes a supportive, Christ-centered community among parents, staff, and students.

Approved: 12/15/05

2 **Head Administrator Limitations**

The Head Administrator shall not cause nor allow any practice, activity, decision, or organizational circumstance that is unbiblical, unlawful, imprudent, or in violation of commonly accepted business and professional ethics or otherwise compromises the school's image, integrity, or ability to succeed.

Approved: 06/21/04

3 **Governance Process**

The purpose of the Board, on behalf of families of enrolled students, is to see to it that Bethany Academy achieves Ends Policies developed by the board and avoids unacceptable actions and situations.

Approved: 06/21/04

4 **Board / Head Administrator Linkage**

The Board's sole official connection to Bethany Academy, its achievement, and conduct will be through the Head Administrator.

Approved: 06/21/04

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1 Ends

Relative to other local private K-12 Christian schools, Bethany Academy provides students with an education that is both affordable and marked by excellence. Our students are continually prepared to excel at each successive academic level, including post-secondary training as appropriate. Students are trained in a Christian, Biblical worldview that encourages a growing, personal relationship with Jesus Christ. Secondly, a positive Christian testimony is encouraged by Bethany Academy staff and students during any interaction with those inside and outside the Bethany Academy community. While accomplishing this, Bethany Academy promotes a supportive, Christ-centered community among parents, staff, and students.

Approved: 12/15/2005

(There are currently no level-2 Ends policies.)

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2 Head Administrator Limitations

The Head Administrator shall not cause nor allow any practice, activity, decision, or organizational circumstance that is unbiblical, unlawful, imprudent, or in violation of commonly accepted business and professional ethics or otherwise compromises the school's image, integrity, or ability to succeed.

Approved: 06/21/04

2.1 Financial Condition and Activities

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

Approved: 06/21/04

2.2 Asset Protection

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

Approved: 06/21/04

2.3 Financial Planning and Budgeting

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

Approved: 06/21/04

2.4 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Head Administrator shall not cause or allow jeopardy to fiscal integrity or the school's Christian testimony.

Approved: 06/21/04

2.5 Academic Condition

The Head Administrator shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of academic excellence and growth as established in board Ends policies and accreditation standards.

Approved: 06/21/04

2.6 Spiritual Condition

The Head Administrator shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of spiritual growth, according to Biblical principles, as established in board Ends policies.

Approved: 06/21/04

2.7 Treatment of Service Providers

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

Approved: 06/21/04

2.8 Treatment of Consumers

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

Approved: 06/21/04

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2.9 Communication and Support to the Board

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

Approved: 06/21/04

2.10 Emergency Administrator Succession

In order to protect the board and school from sudden loss of Head Administrator services, the Head Administrator shall not fail to have a documented plan to involve other individuals familiar with board and Head Administrator issues and processes.

Approved: 06/21/04

Revised: 12/20/04

2.11 School Image

In order to protect the image of Bethany Academy projected to consumers and those outside Bethany Academy, the Head Administrator shall not cause nor allow actions that are unlawful, inconsistent, unethical, immoral, nor compromise spiritual and academic excellence.

Approved: 06/21/04

2.12 Programs and Services

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

Approved: 06/21/04

2.13 Safety, Health, and Well-being

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

Approved: 06/21/04

2.14 Head Administrator Code of Conduct

The Head Administrator shall not act in an inconsistent, unbiblical, unethical, immoral, unprofessional, or unlawful manner, including proper use of authority and appropriate decorum. The head administrator must not engage in activities that would represent a conflict of interest to Bethany Academy.

Approved: 06/21/04

2.15 Strategic Planning

The Head Administrator shall not fail to develop and present to the board a documented, multi-year strategic plan to accomplish the Ends policies.

Approved: 06/22/05

2.16.1 Difficult or Sensitive Matters

The Head Administrator shall not fail to define and execute a plan for addressing difficult or sensitive matters

Approved: 02/22/11

2.16.1.1 Appropriateness and effectiveness

The Head Administrator shall not operate without a plan that considers the most appropriate and effective communication taking into consideration the audience(s), intended message, mode(s) and frequency of communication.

Approved: 02/22/11

2.16.2 Timeliness of Information

The Head Administrator shall not fail to provide information that allows consumers to make informed decisions about the value of their educational purchase.

Approved: 02/22/11

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2.1 Financial Condition and Activities

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

Approved: 06/21/04

2.1.1 Bank Policies

The Head Administrator shall not deposit funds into a Bank, Savings & Loan or Credit Union that is not domiciled in the United States or that does not provide adequate safety for the funds being deposited.

Approved: 01/20/05

2.1.2 Scholarship Fund Allocation

The Head Administrator shall not fail to publish a set of reasonable criteria for awarding scholarships nor award scholarships in a manner that is unfair, biased, or in any other way unbiblical.

Approved: 01/20/05

2.1.3 Allocation of Funds Integrity

The Head Administrator shall not allow funds of Bethany Academy to be allocated without first assuring the reliability of the allocation nor shall the Head Administrator allow a material departure from Generally Accepted Accounting Principles with regard to the preparation of financial statements.

Approved: 01/20/05

2.1.4 Past Due Accounts and Accounts Receivable

The Head Administrator shall not fail to collect past due accounts by using all means commonly considered to be both effective and in keeping with Biblical principles; or operate without a written plan on how past due accounts are to be handled.

Approved: 01/20/05

Modified: 11/17/05

2.1.5 Debt Parameters

The Head Administrator shall not indebt Bethany Academy in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days unless otherwise approved by the Board.

Approved: 01/20/05

2.1.6 Inter Asset Transfers

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

Approved: 01/20/05

2.1.7 Financial Reporting Timeliness

The Head Administrator shall not fail to provide to the Finance Committee all necessary financial reports at least one day prior to each Finance Committee meeting or to the Board of Directors two days prior to each regularly scheduled Board meetings.

Approved: 01/20/05

2.1.8 Covenants with Church

The Head Administrator shall not enter Bethany Academy into covenants with any Church, Church Board or Church member without prior Board approval.

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Approved: 01/20/05

2.1.9 Covenants with City

The Head Administrator shall not enter Bethany Academy into covenants with any Federal, State, City, County or any other Governmental body without prior Board approval.

Approved: 01/20/05

2.1.10 Gift / Donation

The Head Administrator shall not fail to allocate accepted gifts and donations to Bethany Academy based on the desires of the Donor. Nor shall the Head Administrator allow restricted gifts and donations to be used for purposes other than what the Donor intended.

Approved: 01/20/05

Revised: 10/03/05

2.1.11 Accounts Payable

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

Approved: 01/20/05

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2.2 Asset Protection

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

Approved: 06/21/04

2.2.1 Cash Reserve Maintenance

The Head Administrator shall not fail to maintain a cash reserve of \$50,000.00 at all times unless otherwise approved by the Board.

Approved: 02/17/05

2.2.2 Investment Parameters

The Head Administrator shall not invest or hold current assets in insecure instruments, uninsured checking accounts or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions. In addition, the Head Administrator shall not permit assets of Bethany Academy to be invested in the stocks or bonds of companies that go against pro-family values and beliefs.

Approved: 02/17/05

2.2.3 Adequate Insurance Coverage

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

Approved: 02/17/05

2.2.4 Purchase Commitment Limitations

The Head Administrator shall not purchase or commit Bethany Academy to make payments totaling more than \$25,000.00 without first acquiring Board approval nor shall the Head Administrator commit funds of Bethany Academy of over \$15,000.00 without first having gone through a competitive bidding process.

Approved: 02/17/05

2.2.5 Minimizing Liability

The Head Administrator shall not knowingly expose Bethany Academy its Board, Staff and Administration to claims of liability.

Approved: 02/17/05

2.2.6 Standards for Handling Money

The Head Administrator's standards for handling money shall not fail to meet or exceed the standards of Bethany Academy's financial reviewers.

Approved: 05/23/05

2.2.7 Building Security

The Head Administrator shall not operate without taking reasonable steps to secure Bethany Academy's property from theft or vandalism.

Approved: 02/17/05

2.2.8 Property Maintenance

The Head Administrator shall not subject Bethany Academy's property to improper wear and tear or insufficient maintenance.

Approved: 02/17/05

2.2.9 Restricted Access to Cash / Other Assets

The Head Administrator shall not permit Administration or Staff access to cash and other liquid assets in amounts greater than \$5,000.00 without reasonable internal controls.

Approved: 02/17/05

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2.3 Financial Planning and Budgeting

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

Approved: 06/21/04

2.3.1 Timeliness

The Head Administrator shall not operate without a budget prepared less than 60 days before the end of the current fiscal year for the upcoming fiscal year.

Approved: 01/20/05

2.3.2 Detailed Budget

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

Approved: 01/20/05

2.3.2.1 Tuition Increase

As part of detailed budgeting, the Head Administrator shall not raise tuition more than once per year. During the annual review and adjustment of tuition, the Head Administrator shall not raise tuition more than the most recently available 12 month average of the Non-Seasonal Adjusted Consumer Price Index for Urban Consumers published by the US Bureau of Labor Statistics. Any deviation must be approved by the board after being reviewed and substantiated with the board.

Approved: 06/22/05

2.3.3 Deficit Spending

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

Approved: 01/20/05

2.3.4 Asset Reduction Limits

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

Approved: 02/17/05

2.3.5 Cost of Governance

The Head Administrator shall not allow budgeting that provides less for board prerogatives than is set forth in the Cost of Governance policy 3.7.

Approved: 01/20/05

2.3.6 Budget Category Changes

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

Approved: 01/20/05

2.3.7 Adherence to Board Priorities

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

Approved: 01/20/05

2.3.8 Adherence to Strategic Plan

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

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Approved: 01/20/05

2.3.9 Performance Parameters

The Head Administrator shall not fail to allow the Board to measure the performance of the budget relative to the four criteria listed below:

- Positive cashflow
- Days outstanding
- Budget vs Actual performance
- Overall cash cycle

Approved: 01/20/05

2.3.9.1 Budget vs. Actual Income and Expenses

The Head Administrator shall not fail to produce a report detailing how the annual budget prepared by the Head Administrator compared to the actual fiscal year and income and expenses for Bethany Academy. This report shall be made available to the Board no later than the October Board meeting.

Approved: 11/17/05

2.3.10 Long-Term Reserves

The Head Administrator shall not operate with a budget that does not provide for the funding of a long-term reserve account.

Approved: 01/20/05

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2.4 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Head Administrator shall not cause or allow jeopardy to fiscal integrity or the school's Christian testimony.

Approved: 06/21/04

2.4.1 Head Administrator Compensation

The Head Administrator shall not change his or her own compensation or benefits.

Approved: 12/20/04

2.4.2 Guaranteed Employment

The Head Administrator shall not promise or imply permanent or guaranteed employment.

Approved: 12/20/04

2.4.3 Competitive Compensation

The Head Administrator shall not establish current compensation and benefits that deviate substantially from the Minnesota / Twin Cities Christian Education market for the skills employed.

Approved: 12/20/04

2.4.4 Quality Compensation

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

Approved: 12/20/04

2.4.5 Compensation Terms

The Head Administrator shall not create compensation obligations over a longer term than revenues can be reasonably projected.

Approved: 12/20/04

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2.5 Academic Condition

The Head Administrator shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of academic excellence and growth as established in board Ends policies and accreditation standards.

Approved: 06/21/04

2.5.1 National Standardized Test Score Growth

The Head Administrator shall not operate without a written plan to ensure that teachers annually review, assess, and implement improvement goals for their students' national standardized test scores. This plan shall not contradict Bethany Academy's policy of providing a Christian worldview education.

Approved: 03/19/05

2.5.2 Accreditation Standards

The Head Administrator shall not fail to ensure that Bethany Academy is in compliance with accreditation standards of a reputable Christian school accreditation organization.

Approved: 03/19/05

2.5.3 Academic Environment

The Head Administrator shall not fail to provide students and teachers an environment that is conducive to learning.

Approved: 03/19/05

2.5.4 Academic Instructional Materials and Curriculum

The Head Administrator shall not fail to provide teachers and students with high quality instructional materials and curriculum that reflect a Christian worldview.

Approved: 03/19/05

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2.6 Spiritual Condition

The Head Administrator shall not cause nor allow conditions, circumstances, activities, or decisions that would jeopardize the achievement of spiritual growth, according to Biblical principles, as established in board Ends policies.

Approved: 06/21/04

2.6.1 Belief Systems of Leaders

The Head Administrator shall not fail to screen and monitor the belief systems of staff, substitute teachers, coaches, students, speakers, and volunteers, ensuring they are professing born-again Christians, before allowing them to attain a position of influence.

Approved: 01/20/05

2.6.2 Bible Curriculum Requirements

The Head Administrator shall not fail to uphold, enforce, promote and encourage Biblical curriculum requirements.

Approved: 01/20/05

2.6.3 Spiritual Development

The Head Administrator shall not fail to foster and create an environment conducive to development and enhancement of the spiritual growth of staff and students. This environment includes but is not limited to, chapel, prayer, devotions, community service, and individual and corporate opportunities to express faith.

Approved: 01/20/05

2.6.4 Belief Systems of Families of Enrolled Students

The Head Administrator shall not fail to provide admissions criteria to ensure that families of enrolled students consist of at least one parent who is a professing born-again Christian.

Approved: 01/20/05

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2.7 Treatment of Service Providers

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

Approved: 06/21/04

2.7.1 Personnel Policies

The Head Administrator shall not operate without written personnel policies that

- Clarify personnel rules for staff
- Provide a Biblical grievance process
- Protect against grossly preferential treatment for personal reasons.

Approved: 12/20/04

2.7.2 Grievance Escalation

The Head Administrator shall not prevent service providers from bringing grievances to the Board per Escalation of Issues Policy 4.6.

Approved: 12/20/04

2.7.3 Hiring Process / Treatment of Applicants

During the interview and hiring process, the Head Administrator shall not treat applicants in an unfair, unbiblical or undignified manner nor show favoritism other than qualifications for the position being filled.

Approved: 12/20/04

2.7.4 Contracts

The Head Administrator shall not operate without a contract for all paid staff.

Approved: 12/20/04

2.7.5 Performance Monitoring

The Head Administrator shall not operate without a written plan to monitor staff performance and provide feedback for commendation and/or improvement.

Approved: 12/20/04

2.7.6 Paid Service Providers

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

Approved: 01/20/05

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2.8 Treatment of Consumers

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

Approved: 06/21/04

2.8.1 Listening / Responding to Issues

The Head Administrator shall not fail to respond to issues raised by a consumer in a timely manner nor shall the response be in an undignified, unfair or unbiblical manner.

Approved: 12/20/04

2.8.2 Grievance Process / Issue Resolution

The Head Administrator shall not fail to provide a Biblical grievance process to those consumers who believe they have not been accorded a reasonable interpretation of their rights under this policy.

Approved: 12/20/04

2.8.3 Applicant Screening / Admissions Interview

The Head Administrator shall not allow an application screening process that is undignified, unfair, and unbiblical nor use forms that elicit information for which there is no clear necessity.

Approved: 12/20/04

2.8.3.1 Racial Nondiscrimination

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

Approved: 02/17/05

2.8.4 Student/Family and Donor Information Files

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

Approved: 12/20/04

2.8.5 Facility Privacy

The Head Administrator shall not maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.

Approved: 12/20/04

2.8.6 Communication of Services Provided

The Head Administrator shall not fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the services offered.

Approved: 12/20/04

2.8.7 Student Discipline

The Head Administrator shall not fail to provide and enforce policy for student discipline that is Biblical, safe, dignified, and fair.

Approved: 12/20/04

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2.9 Communication and Support to the Board

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

Approved: 06/21/04

2.9.1 Communicating Monitoring Data

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

Approved: 10/28/04

2.9.2 Communicating Relevant Changes

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

Approved: 10/28/04

2.9.3 Communicating Issues and Relevant Points of View

The Head Administrator shall not fail to marshal as many staff and external points of view, issues, and options as needed for fully informed board decisions.

Approved: 10/28/04

2.9.4 Communicating Legal Requirements

The Head Administrator shall not fail to supply for the consent agenda all items delegated to the Head Administrator, that are required by law or contract to be board-approved, along with the minimum amount of supporting data necessary to keep the board informed.

Approved: 11/18/04

2.9.5 Communicating Policy Noncompliance

The Head Administrator shall not fail to report in a timely manner any known actual or anticipated non-compliance with any policy of the board.

Approved: 10/28/04

2.9.6 Communicating Perceived Board Policy Noncompliance

The Head Administrator shall not fail to advise the board if, in his opinion, the board is not in compliance with its own policies on Governance Process and Board/Head Administrator Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the Head Administrator.

Approved: 10/28/04

2.9.7 Board as a Whole

The Head Administrator shall not fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.

Approved: 10/28/04

2.9.8 Clear Communication

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

Approved: 10/28/04

2.9.9 Safe Keeping of Board Documents

The Head Administrator shall not fail to provide protection against loss, including but not limited to, electronic backup of all Bethany Academy School Board documents, including meeting agendas, meeting minutes, and approved board policies.

Approved: 02/17/05

Bethany Academy Board of Directors Policy Governance Manual

2.10 Emergency Administrator Succession

In order to protect the board and school from sudden loss of Head Administrator services, the Head Administrator shall not fail to have a documented plan to involve other individuals familiar with board and Head Administrator issues and processes.

*Approved: 06/21/04
Revised: 12/20/04*

No level-3 policies for 2.10.

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2.11 School Image

In order to protect the image of Bethany Academy projected to consumers and those outside Bethany Academy, the Head Administrator shall not cause nor allow actions that are unlawful, inconsistent, unethical, immoral, nor compromise spiritual and academic excellence.

Approved: 06/21/04

2.11.1 Academic Image

The Head Administrator shall not fail to ensure that Bethany Academy's representation through staff, advertising and fundraising, reflects the goal of Bethany Academy for academic excellence in all areas.

Approved: 06/22/05

2.11.2 Spiritual Image

The Head Administrator shall not fail to ensure that Bethany Academy's representation through staff, volunteers, advertising, and fundraising, reflects the goal of Bethany Academy for Christ likeness in all areas as given in II Peter 1:5-7 and Galatians 5:22&23.

Approved: 06/22/05

2.11.2.1 Christ Likeness

The Head Administrator shall not fail to communicate that staff, chaperones for school-sponsored trips, and volunteers for school-sponsored activities are expected to adhere to the Christ likeness of policy 2.11.2.

Approved: 10/24/05

2.11.3 Sporting Events/Competitive Philosophy

The Head Administrator shall not fail to encourage sports competition that adheres to the Christ likeness in policy 2.11.2.

Approved: 06/22/05

2.11.4 Music/Drama/Arts

The Head Administrator shall not fail to encourage the advancement of all arts at Bethany Academy to adhere to the Christ likeness in policy 2.11.2.

Approved: 06/22/05

2.11.5 Dress Code

The Head Administrator shall not fail to communicate and enforce a dress code for students and staff that reflects the mission of Bethany Academy.

Approved: 06/22/05

2.11.6 Facility

The Head Administrator shall not fail to ensure that the building and grounds of Bethany Academy are kept in presentable condition.

Approved: 06/22/05

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2.12 Programs and Services

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

Approved: 06/21/04

2.12.1 Elementary

The head administrator shall not operate without a written plan (at least one year and preferably 5 years) with measurable goals consistent with the Ends Policies for the elementary grades K-6.

Approved: 10/28/04

2.12.2 Secondary

The head administrator shall not operate without a written plan (at least one year and preferably 5 years) with measurable goals consistent with the Ends Policies for the secondary grades 7-12.

Approved: 10/28/04

2.12.3 Sports

The head administrator shall not fail to provide support for an extra-curricular sports program.

Approved: 10/28/04

2.12.4 Music / Arts / Drama

In order to provide a balanced education to Bethany Academy students, the head administrator shall not fail to provide music, arts, and drama programs as part of the curriculum.

Approved: 10/28/04

2.12.5 Academic Curriculum

The academic curriculum shall not fail to meet industry standards nor compromise Bethany Academy values, philosophy, and Ends Policies.

Approved: 10/28/04

2.12.6 Biblical Curriculum

The head administrator shall not fail to include a Biblical curriculum that is consistent with the Ends Policies.

Approved: 10/28/04

2.12.7 Standardized Testing

The head administrator shall not compromise Bethany Academy values and philosophies as an inter-denominational Christian education provider to meet standardized testing goals stated in the Ends Policies.

Approved: 10/28/04

2.12.8 Government Funds and Services

The head administrator shall not use government funds and services that prevent Bethany Academy from providing an inter-denominational Christian education.

Approved: 10/28/04

2.12.9 Programs and Services Not Provided

The head administrator shall not undertake a program or provide a service that does not meet industry standards in quality or is inconsistent with the values, philosophy, and Ends Policies of Bethany Academy.

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Approved: 10/28/04

2.12.10 Nondenominational Christian Bias

The head administrator shall not undertake a program or provide a service that would either endanger or compromise Bethany Academy's inter-denominational Christian perspective.

Approved: 10/28/04

2.12.11 Incident Reporting

The Head Administrator shall not operate without a plan that provides for the documentation of incidents in a written report form.

Approved: 12/20/04

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2.13 Safety, Health, and Well-being

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

Approved: 06/21/04

2.13.1 Facility Maintenance

The Head Administrator shall not allow Bethany Academy facilities to endanger the safety, health, and well-being of all individuals on Bethany Academy property by not being properly and prudently maintained and repaired.

Approved: 09/23/04

2.13.2 Parking Lot / Drop Off / Pickup

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

Approved: 09/23/04

2.13.3 Contractor Safety

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

Approved: 09/23/04

2.13.4 Fire / Disaster Drills

The Head Administrator shall not operate without written fire and disaster procedures, practiced on a regular basis and meet standards for public facilities.

Approved: 09/23/04

2.13.5 Inclement Weather

The Head Administrator shall not operate without a written inclement weather policy.

Approved: 09/23/04

2.13.6 Student Interaction

The Head Administrator shall not knowingly allow interactions between students that endanger the safety, health and well-being without following an appropriate process such as the Matthew 18 Principle or the Peace Makers Pledge to resolve the situation.

Approved: 09/23/04

2.13.7 Sexual / Racial Harassment

The Head Administrator shall not operate without specific policies that define sexual and racial harassment and state consequences of such harassment.

Approved: 09/23/04

2.13.8 First Aid

The Head Administrator shall not fail to provide reasonable first aid equipment in the nurse's office and have at least two (primary and backup) first aid trained and CPR certified staff. The names of the individuals shall be communicated to all staff, substitute teachers, and volunteers.

Approved: 12/20/04

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2.13.9 Student / Staff Sick Policy

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

Approved: 09/23/04

2.13.10 Security

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

Approved: 09/23/04

2.13.11 First Aid Information

The Head Administrator shall not fail to have a policy to ensure that K – 6th grade teachers have a “First Aid Information Sheet” that lists students in their class who have allergic reactions or medical needs.

Approved: 03/17/05

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2.14 Head Administrator Code of Conduct

The Head Administrator shall not act in an inconsistent, unbiblical, unethical, immoral, unprofessional, or unlawful manner, including proper use of authority and appropriate decorum. The head administrator must not engage in activities that would represent a conflict of interest to Bethany Academy.

Approved: 06/21/04

2.14.1 Integrity

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

Approved: 02/17/05

2.14.2 Spiritual Walk

The Head Administrator shall not fail to demonstrate he is actively pursuing a Christ-like spiritual walk.

Approved: 02/17/05

2.14.3 Ethical Standards

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

Approved: 02/17/05

2.14.4 Morality

The Head Administrator shall not fail to demonstrate excellence in what is Biblically right and virtuous in his conduct and behavior. 2 Peter 1:5-8, Galatians 5:22-23.

Approved: 02/17/05

Revised: 05/23/05

2.14.5 Compliance to the Government Law

The Head Administrator shall not knowingly violate any civil government laws.

Approved: 02/17/05

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2.15 Strategic Planning

The Head Administrator shall not fail to develop and present to the board a documented, multi-year strategic plan to accomplish the Ends policies.

Approved: 06/22/05

No level-3 policies for 2.15.

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2.16 Comprehensive Communication Plan

The Head Administrator shall not operate without a comprehensive communication plan.

Approved: 09/03/09

No level-3 policies for 2.16.

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3 Governance Process

The purpose of the Board, on behalf of families of enrolled students, is to see to it that Bethany Academy achieves Ends Policies developed by the board and avoids unacceptable actions and situations.

Approved: 06/21/04

3.1 Governing Style and Values

The board will govern with emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity of viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction between board and Head Administrator roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactive rather than reactive in a manner reflective of the school's philosophy and values as stated in Ends policies.

Approved: 06/21/04

3.2 Board Job Description

The specific job output of the board are those unique "values-added" that tie ownership prerogatives to organizational performance through explicit governing policies and assurance of Head Administrator performance in a manner that is reflective of the school's philosophy and values.

Approved: 06/21/04

3.3 Officer Responsibilities

The officers of the board ensure the overall effectiveness of the governance process and fulfillment thereof.

Approved: 06/21/04

3.4 Board Member Code of Conduct

The board commits itself and its members to consistent, biblical, ethical, moral, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. The board member must represent unconflicted loyalty to the interests of Bethany Academy.

Approved: 06/21/04

3.5 Board Committees

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

Approved: 06/21/04

3.6 Cost of Governance

In order to govern with excellence, the board will prudently invest in its governance capacity.

Approved: 06/21/04

3.7 Board Criteria, Nomination, and Election

In order for the board to continuously be made up of dedicated, skilled, and Godly members, the board shall follow a predetermined process for membership criteria, nomination, and election.

Approved: 06/21/04

3.8 Board Size and Term Limits

The target size of the board is 9 members, each serving three-year terms, with two consecutive terms allowed before requiring a one year break.

Approved: 06/21/04

Bethany Academy Board of Directors

Policy Governance Manual

3.1 Governing Style and Values

The board will govern with emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity of viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction between board and Head Administrator roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactive rather than reactive in a manner reflective of the school's philosophy and values as stated in Ends policies.

Approved: 06/21/04

3.1.1 Periodic Sharing of Values to Consumers

The board will communicate periodically its governing values to the consumers (parents of students and donors). The board's values are encompassed in the governing policies.

Approved: 04/21/05

3.1.2 Deliberation in Many Voices, Speaking in One

The board in its deliberation and actions will utilize the expertise of the individual members, but will reach decisions and/or courses of action that will be communicated as a single governing body, the board. The board will communicate its decisions as "one voice". Individual board members that may disagree with the decision will not publicly state their disagreement with the overall decision. The board will not allow an officer, individual member, or committee of the board to act or speak on its behalf unless specifically granted. Ephesians 4:2-6.

Approved: 04/21/05

3.1.3 Sense of Group Responsibility

The board will cultivate a sense of group responsibility. The board will be responsible for excellence in governing. The board will direct, control and inspire the organization through the establishment of board written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board will monitor its performance by comparing board activity and discipline to policies in the Governance Process policies and Board/Head Administrator Linkage policies.

Approved: 04/21/05

3.1.4 Self-Discipline

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

Approved: 04/21/05

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3.2 Board Job Description

The specific job output of the board are those unique “values-added” that tie ownership prerogatives to organizational performance through explicit governing policies and assurance of Head Administrator performance in a manner that is reflective of the school’s philosophy and values.

Approved: 06/21/04

3.2.1 Governing Policies

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

Approved: 01/20/05

3.2.1.1 Ends

Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good for which recipients at what cost)

Approved: 01/20/05

3.2.1.2 Head Administrator Limitations

Constraints on executive authority that establish the prudence and ethics boundaries within which all head administrator decisions take place.

Approved: 01/20/05

3.2.1.3 Governance Process

Specification of how the board conceives, carries out, and monitors its own task.

Approved: 01/20/05

3.2.1.4 Board / Head Administrator Linkage

How power is delegated and its proper use monitored; authority and accountability of the head administrator role.

Approved: 01/20/05

3.2.2 Assurance of Head Administrator Performance

The board will produce assurance of Head Administrator performance based on approved Ends and Head Administrator Limitations policies.

Approved: 01/20/05

3.2.3 Manage and Maintain Board Performance

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

Approved: 01/20/05

3.2.3.1 Agenda Cycle

The cycle will conclude each year on the last day of May 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.

The cycle will start with the board’s development of its agenda for the next year.

Approved: 01/20/05

3.2.3.1.1 Ownership Input

Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged in June, July and August, to be held during the balance of the year.

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Approved: 01/20/05

3.2.3.1.2 Governance Education

Governance education and education related to Ends determination (for example, presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the June, July and August, to be held during the balance of the year.

Approved: 01/20/05

3.2.3.2 Consent Agenda Items

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

Approved: 01/20/05

3.2.3.3 Head Administrator Monitoring

Monitoring of the head administrator will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

Approved: 01/20/05

3.2.3.4 Head Administrator Compensation

Head Administrator compensation shall be decided after a review of monitoring reports received in the last year during the month of April.

Approved: 01/20/05

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3.2.4 Governance Process Maintenance

The board will monitor and review Policy 3, Governance Process, and Policy 4, Board Head Administrator Linkage according to a monthly schedule regarding completeness and relevance. Changes will be made as appropriate and approved by the board.

Approved: 01/20/05

Revised: 07/31/06

3.2.4.1 Monitoring Schedule

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

	Policy	Method	Frequency	Schedule
4.4	Monitoring Performance	Internal	Annually	September
4.6	Escalation of Issues	Internal	Annually	October
3.1	Governing Style and Values	Internal	Annually	November
3.4	Board Member Code of Conduct	Internal	Annually	December
3.6	Cost of Governance	Internal	Annually	January
4.1	Unity of Control	Internal	Annually	February
4.3	Delegation of Authority	Internal	Annually	March
4.5	Head Administrator Job Description	Internal	Annually	March
3.8	Board Size and Term Limits	Internal	Annually	April
3.2	Board Job Description	Internal	Annually	April
4.7	Head Administrator Compensation	Internal	Annually	May
4.2	Accountability of the Head Administrator	Internal	Annually	June
3.7	Board Criteria, Nomination, and Election	Internal	Annually	June
3.3	Officer Responsibilities	Internal	Annually	July
3.5	Board Committees	Internal	Annually	August

Revised: 07/31/06

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3.3 Officer Responsibilities

The officers of the board ensure the overall effectiveness of the governance process and fulfillment thereof.

Approved: 06/21/04

3.3.1 President

The president assures the integrity and fulfillment of the board's process, and, secondarily, occasionally represents the board to both internal and external parties as elected by the board.

Approved: 01/20/05

3.3.1.1 Output Performance

The job result of the president is that the board acts consistently with its own rules and those legitimately imposed upon it from outside the organization.

Approved: 01/20/05

3.3.1.1.1 Meeting Content

The president shall prepare meeting agendas and ensure that meeting discussion content will be only issues that, according to board policy, clearly belong to the board to decide, not the head administrator.

Approved: 01/20/05

3.3.1.1.2 Meeting Deliberation

The president shall ensure that deliberation shall be fair, open, and thorough but also timely, orderly, and to the point.

Approved: 01/20/05

3.3.1.2 Authority

The authority of the president consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Head Administrator Linkage, except where the board specifically delegates a portion of this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.

Approved: 01/20/05

3.3.1.2.1 Authority in Meetings

The president is empowered to chair board meetings with all the commonly accepted power of that position.

Approved: 01/20/05

3.3.1.2.2 Authority Limitations

The president has no authority to make decisions about policies created by the board within Ends and Head Administrator Limitations policy areas. Therefore, the president has no authority to supervise or direct the Head Administrator.

Approved: 01/20/05

3.3.1.2.3 Representing the Board

The president may represent the board to both internal and external parties in announcing board-stated positions and in stating decisions and interpretations within the area delegated to the president. Specifically, the president may represent the board in meetings with the Head Administrator in one-to-one situations.

Approved: 01/20/05

3.3.1.2.4 Authority Delegation

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

Approved: 01/20/05

3.3.2 Treasurer

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The treasurer ensures the integrity of periodic financial audits and reporting.

Approved: 01/20/05

3.3.3 Vice-President

The vice-president performs the duties of the president in absentia.

Approved: 01/20/05

3.3.3.1 Member Nominations

The vice-president facilitates the nomination process of board members. The nomination process shall be fair, open, thorough and impartial.

Approved: 01/20/05

3.3.3.2 New Member Training

The vice-president facilitates the training of new board members.

Approved: 01/20/05

3.3.4 Secretary

The secretary ensures the integrity of board documents.

Approved: 01/20/05

3.3.4.1 Meeting Minutes

The secretary ensures that board meeting minutes are accurately recorded and published.

Approved: 01/20/05

3.3.4.2 Policy Manual

The secretary ensures that the board policy manual is updated and distributed as new policies are approved and existing policies are modified by the board.

Approved: 01/20/05

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3.4 Board Member Code of Conduct

The board commits itself and its members to consistent, biblical, ethical, moral, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. The board member must represent unconflicted loyalty to the interests of Bethany Academy.

Approved: 06/21/04

3.4.1 Attendance

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

Approved: 06/22/05

3.4.2 Preparedness

Board members are expected to come prepared to board meetings by reading the agenda and all submitted reports and completing their assigned action items by the next board meeting or date of completion given by the board.

Approved: 06/22/05

3.4.3 Involvement

Board members are expected to volunteer to complete action items at board meetings and to be actively involved in events and participate in activities of Bethany Academy.

Approved: 06/22/05

3.4.4 General Responsibilities

Along with policies 3.3 and 3.5, board members are to be promoters of Bethany Academy and encouragers of the staff, students and parents to spiritual and academic excellence.

Approved: 06/22/05

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3.5 Board Committees

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

Approved: 06/21/04

3.5.1 No Authority over Staff

Board committees are to help the board do its job, never to help, advise, or exercise authority over the Bethany Academy Head Administrator or staff.

Approved: 05/23/05

3.5.2 No Authority over Board

Board committees may not speak or act for the Board except when formally given such authority. Expectations and authority will be carefully stated, so it does not conflict with authority delegated to the Head Administrator.

Approved: 05/23/05

3.5.3 Committee Policy Clarification

These policies apply to any group that is formed by Board action, whether or not it is called a committee, and regardless whether the group includes board members.

Approved: 05/23/05

3.5.4 Finance Committee

In order for the Board to have regular and consistent visibility into the financial condition and status of Bethany Academy, a Finance Committee shall exist.

3.5.4.1 Board Role

The Finance Committee is led from the Board's standpoint by the Treasurer. The Treasurer provides consultation and input to financial direction and decisions that occur due to normal business operations of Bethany Academy. The Treasurer does not direct or order the financial direction of Bethany Academy or its staff. Therefore, the Treasurer does not conflict with the authority delegated to the Head Administrator by the Board.

3.5.4.2 Treasurer linkage to the Board

The Treasurer will provide monthly reports to the Board.

Approved: 05/19/10

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3.6 Cost of Governance

In order to govern with excellence, the board will prudently invest in its governance capacity.

Approved: 06/21/04

3.6.1 Board Skills, Methods, Supports

Training and retraining will be used to orient new members and maintain and increase existing member skills and understandings. Data and information gathering tools will be used as needed to ensure the board's ability to listen to consumer viewpoints and values. Up to \$1000.00 per year for training, surveys, focus groups, and opinion analyses.

Approved: 04/21/05

3.6.2 Outside Monitoring Assistance

Outside monitoring assistance will be arranged so that the board can exercise confident control over Bethany Academy's performance. Up to \$4000.00 per year for financial review and other third-party monitoring of performance.

Approved: 04/21/05

3.6.2.1 Financial Review

A financial review will be performed at least every 5 years in accordance with the accreditation process, or more often as requested by the board.

Approved: 04/21/05

Revised: 02/13/09

Revised: 01/20/11

3.6.3 Not Endangering Fiscal Position

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

Approved: 04/21/05

3.6.4 Annual Board Retreats

The board recognizes that to work effectively with one-voice the board must function as a team and will therefore invest in building a team among members. Also as necessary the board will conduct an annual weekend retreat to plan the board's focus for the year. Up to \$750.00 per year for effective team focus.

Approved: 04/21/05

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3.7 Board Criteria, Nomination, and Election

In order for the board to continuously be made up of dedicated, skilled, and Godly members, the board shall follow a predetermined process for membership criteria, nomination, and election.

Approved: 06/21/04

3.7.1 Board Membership Criteria

The following criteria shall be met in order for a candidate to be eligible for election to the Bethany Academy Board of Directors:

1. Board members shall know Jesus Christ as their personal Savior and daily accept him as Lord of their life.
2. Board members shall meet the qualifications in the spirit of I Timothy 3:1-7.
3. Only individuals of good moral character who subscribe to the principles and policies of Bethany Academy are eligible to become and remain board members.
4. No employee, staff member, or member of their immediate family or household shall be eligible to serve on the board, unless otherwise approved by the board.
5. Board members shall be actively attending and involved with their church.
6. Board members shall have a student in the school for a minimum of two years or a minimum three-year enrollment in another Christian school and one year at Bethany Academy.
7. Board members shall show involvement by supporting or participating in activities of the school.
8. Board members shall be in full agreement with the Bethany Academy statement of faith, educational philosophy, mission statement, and ultimate purpose as described in the student handbook.
9. Board members shall have personal integrity and be willing and capable of assuming responsibility.
10. Board members shall have the ability to work with others, have the courage of their convictions, and vote on their beliefs.
11. Board members shall be willing and able to make sacrifices of their time for the benefit of Bethany Academy.
12. Board Members shall be sufficiently convinced of the priority of Christian education for Christian families.

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13. Board members shall understand and accept that Bethany Academy is a ministry as well as a business, and that decisions shall be based on faith in God and doing His will, as well as sound business decisions.

Approved: 04/21/05

3.7.2 Board Membership Nomination

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

1. The candidate shall provide at least one reference from a pastor and/or another person in Christian leadership.
2. The candidate shall provide a brief biography with relevant information including personal Christian testimony, family background, educational and employment background, experience, gifts, reason for pursuing board membership, etc.
3. The candidate shall be interviewed and recommended by the nominating committee, consisting of the President, Vice President, and Head Administrator.
4. The candidate shall be interviewed by the board.

Approved: 04/21/05

3.7.3 Board Membership Election

Once the criteria and nomination requirements have been met, the board shall vote on a candidate's membership, and the candidate becomes a board member with a majority vote.

Approved: 04/21/05

3.7.4 Church Representation

The board shall ensure that a majority of its members do not attend the same church.

Approved: 04/21/05

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3.8 Board Size and Term Limits

The target size of the board is 9 members, each serving three-year terms, with two consecutive terms allowed before requiring a one year break.

Approved: 06/21/04

3.8.1 Staggered Term Rotation

In order to maintain board service experience consistency, the Bethany Academy Board will strive to have a staggered rotation consisting of 1/3 of its members being elected or re-elected to the Board each year.

Approved: 06/22/05

3.8.2 Inability to Complete a Term

Board members may resign at any time, effective immediately, or at a specified later date, by giving written notice to the President or Vice President of the Board. Board members may also be removed at any time for failure to meet or continue to meet the criteria for Board members set forth in policy 3.7.1 by majority vote of Bethany Academy board members. If a board member is unable to complete a term, a suitable replacement shall be found per policy 3.7 *Board Criteria, Nomination and Election*. In the case of a replacement, the new member will enter the rotation by first completing the term of the replaced member.

Approved: 06/22/05

3.8.3 Board Member Term Renewal

Any Board member whose term is set to expire in the current year must inform the Board Vice President by the May Board meeting of their intention to either reapply for a second three-year term or not continue on the Board. If the board member chooses to reapply, then the Vice-President will inform all Board members, and a vote will be taken at the June Board meeting to either confirm or deny another three-year term. It will take a two-thirds vote of present Board members to deny a second three-year term..

Approved: 09/21/06

3.8.4 Officer Election and Term Duration

Board officers are elected to yearly terms. Candidates for each officer position are elected based on a nomination and second to the nomination by Board members other than the member seeking to serve in the officer position. Election to an officer position requires a majority vote by current Board members. Officer terms begin after the regularly scheduled June Board meeting. Board members whose term rotation ends after the regularly scheduled June Board meeting do not participate in the officer election process.

Approved: 05/19/10

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4 Board / Head Administrator Linkage

The Board's sole official connection to Bethany Academy, its achievement, and conduct will be through the Head Administrator.

Approved: 06/21/04

4.1 Unity of Control

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

Approved: 06/21/04

4.2 Accountability of Head Administrator

The Head 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 Head Administrator.

Approved: 06/21/04

4.3 Delegation of Authority

The board will instruct the Head Administrator through written policies that prescribe the organizational Ends to be achieved and Head Administrator Limitations to be avoided, allowing the Head Administrator to use any reasonable interpretation of these policies.

Approved: 06/21/04

4.4 Monitoring Performance

Monitoring Head Administrator performance is synonymous with monitoring Bethany Academy performance against board policies on Ends and on Head Administrator Limitations. Systematic and rigorous monitoring of the Head Administrator's performance, formal or informal, should be derived from these monitoring data.

Approved: 06/21/04

4.5 Head Administrator Job Description

As the board's sole official link to Bethany Academy, the Head Administrator's performance will be considered synonymous with Bethany Academy performance as a whole. Consequently, the Head Administrator's job contributions can be stated as performance in two areas: (1) Bethany Academy accomplishment of Ends policies and (2) Bethany Academy operation within the boundaries of prudence and ethics established in board policies on head administrator limitations.

Approved: 06/21/04

4.6 Escalation of Issues

When a grievance arises within the Bethany Academy community that is not resolved by the Head Administrator, a biblical process will be followed to (1) determine if the grievance should be handled by the board and (2) determine resolution of the issue by the board in a manner that does not unnecessarily undermine the authority of the Head Administrator.

Approved: 06/21/04

4.7 Head Administrator Compensation

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

Approved 05/23/05

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4.1 Unity of Control

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

Approved: 06/21/04

4.1.1 Decisions of Individuals Non-Binding

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

Approved: 06/22/05

4.1.2 Requests of Individuals Not Required

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

Approved: 06/22/05

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4.2 Accountability of Head Administrator

The Head 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 Head Administrator.

Approved: 06/21/04

4.2.1 Board Interaction with Individuals other than the Head Administrator

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

Approved: 05/23/05

4.2.2 Evaluating Head Administrator Performance

The Board will view the Head Administrators performance as identical to Bethany Academy's performance, so that Bethany Academy's success of Board stated Ends policies and avoidance of board prohibited means will be viewed as successful Head Administrator performance.

Approved: 05/23/05

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4.3 Delegation of Authority

The board will instruct the Head Administrator through written policies that prescribe the organizational Ends to be achieved and Head Administrator Limitations to be avoided, allowing the Head Administrator to use any reasonable interpretation of these policies.

Approved: 06/21/04

4.3.1 Ends Policies

The Board will develop policies instructing the Head 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.

Approved: 03/17/05

4.3.2 Head Administrator Limitations Policies

The Board will develop policies that limit the freedom the Head 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 will be called Head Administrator Limitations policies.

Approved: 03/17/05

4.3.3 Head Administrator Authority

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

Approved: 03/17/05

4.3.4 Changes Made to Ends and Head Administrator Limitations Policies

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

Approved: 03/17/05

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4.4 Monitoring Performance

Monitoring Head Administrator performance is synonymous with monitoring Bethany Academy performance against board policies on Ends and on Head Administrator Limitations. Systematic and rigorous monitoring of the Head Administrator's performance, formal or informal, should be derived from these monitoring data.

Approved: 06/21/04

4.4.1 Monitoring Definition

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

Approved: 09/23/04

Revised: 09/16/10

4.4.2 Monitoring Methods

The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the head administrator discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

Approved: 09/23/04

4.4.3 Standard for Compliance

In every case, the standard for compliance shall be any reasonable Head Administrator interpretation of the board policy being monitored.

Approved: 09/23/04

4.4.4 Monitoring Frequency

All policies which instruct the Head 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.

Approved: 09/23/04

4.4.5 Annual Performance Review

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

Approved: 09/23/04

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4.4.4 Monitoring Frequency

All policies which instruct the Head 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.

Approved: 09/23/04

4.4.4.1 Monitoring Schedule

The routine Head Administrator policy-monitoring schedule showing method (internal, external, or board inspection) and frequency (monthly, annually, etc.) shall be:

	Policy	Method	Frequency	Schedule
2.9	Communication and Support to the Board	Internal	Monthly	Sept-Aug
2.3.9	Financial Performance Parameters	Internal	Monthly	Sept-Aug
2.1	Financial Condition and Activities	Internal	Annually	September
2.3	Financial Planning and Budgeting	Internal	Annually	October
2.13	Safety, Health, and Well-being	Internal	Annually	November
2.12	Programs and Services	Internal	Annually	December
2.11	School Image	Internal	Annually	January
2.15	Strategic Planning	Internal	Annually	January
2.4	Compensation and Benefits	Internal	Annually	February
2.7	Treatment of Service Providers	Internal	Annually	February
2.8	Treatment of Consumers	Internal	Annually	March
2.5	Academic Condition	Internal	Annually	April
2.6	Spiritual Condition	Internal	Annually	May
2.14	Head Administrator Code of Conduct	Internal	Annually	June
2.10	Emergency Administrator Succession	Internal	Annually	June
1.0	Ends	Internal	Annually	July
2.2	Asset Protection	Internal	Annually	August

*Approved: 10/28/04
Revised: 06/22/05, 07/31/06*

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4.5 Head Administrator Job Description

As the board's sole official link to Bethany Academy, the Head Administrator's performance will be considered synonymous with Bethany Academy performance as a whole. Consequently, the Head Administrator's job contributions can be stated as performance in two areas: (1) Bethany Academy accomplishment of Ends policies and (2) Bethany Academy operation within the boundaries of prudence and ethics established in board policies on head administrator limitations.

Approved: 06/21/04

No level-3 policies for 4.5.

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4.6 Escalation of Issues

When a grievance arises within the Bethany Academy community that is not resolved by the Head Administrator, a biblical process will be followed to (1) determine if the grievance should be handled by the board and (2) determine resolution of the issue by the board in a manner that does not unnecessarily undermine the authority of the Head Administrator.

Approved: 06/21/04

4.6.1 Employment Issues

When a grievance arises with a staff member, and it is still unresolved after following the employee grievance process referenced in policies 2.7.1 and 2.7.2, the Board President shall ensure that the following procedure will be followed:

1. The Head Administrator shall communicate in writing to the aggrieved employee that they may appeal to the Board within ten days after the previous decision was sent.
2. The appeal shall be delivered to the Board President in writing, shall set forth the specific reasons for the appeal, shall be accompanied by a copy of the decisions made by the Supervisor or Principal and Head Administrator, and shall list reasons why the decisions were unacceptable.
3. If the President believes that a board policy may have been violated or a board policy needs to be revised or developed, he shall setup a conference to resolve the grievance. Otherwise the President will conclude that the Head Administrator's decision is final.
4. Should the conference be needed, it shall take place during the Executive Session portion of the agenda of the first or second regularly scheduled Board meeting following receipt of the appeal and the related materials shall be sent to all board members.
5. The aggrieved employee shall be given at least a two day notice of the conference.
6. Notice of the conference shall be given to the Supervisor or Principal and Head Administrator who rendered their decision.
7. The employee and any other parties to the grievance shall be present at the conference to state their views.
8. Following the conference, and not later than the next regularly scheduled board meeting, the Board shall communicate its decision in writing, together with supporting reasons, to all parties in interest.
9. If the board reverses the decision made by the Head Administrator, and the Head Administrator did not violate any existing board policy, then the board shall

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pursue modifying the board policy manual appropriately.

10. The board's decision shall represent the final step in the procedure.

Unapproved

4.6.2 Non-Employment Issues

When a grievance arises within the Bethany Academy community (excluding issues of employment), the board shall ensure that the following process will be followed:

1. An officer of the board should be notified in writing a minimum of five days in advance of the next board meeting. Exceptions to the five day notice may be made if the President of the board believes the matter requires urgent attention.
2. The officer of the board will use the following questions to determine if the person who has the concern has followed the Matthew 18:15-17 principle:
 - a. Have you tried to resolve this with the involved party (e.g., the teacher)?
 - b. If the meeting with the involved party was not satisfactory, have you and the involved party met with the next level of authority (e.g., the principal)?
 - c. If that meeting was not satisfactory, have you and all parties met with the Head Administrator?
3. If the officer of the board discerns that the issue should be discussed at the next board meeting, he will notify board members by email so that board members can come to the meeting prepared to discuss the issue, and the President can make it part of the agenda. The officer will also notify the involved parties so that they can be present at the board meeting.
4. If the issue comes up at a board meeting, the goal of the meeting will be:
 - a. Gaining a clear understanding of the problem.
 - b. Setting a time, not later than the next regular scheduled board meeting to communicate the board's decision in writing, together with supporting reasons, to all parties in interest.

Approved: 04/22/04

Revised: 05/23/05

4.6.3 Commitment to Peacemaking

When conflicts arise at Bethany Academy, we (the board, the administration, the staff, the parents, and the students – all people in the Bethany Academy community) will strive to follow the principles outlined in *The Peacemaker's Pledge, A Commitment to Biblical Conflict Resolution*:

“As people reconciled to God by the death and resurrection of Jesus Christ, we believe that we are called to respond to conflict in a way that is remarkably different from the way the world deals with conflict.¹ We also believe that conflict provides opportunities to glorify God, serve other people, and grow to be like Christ.² Therefore, in response to God's love and in reliance on his grace, we commit ourselves to respond to conflict according to the following principles:

Glorify God — *Instead of focusing on our own desires or dwelling on what others may do, we will rejoice in the Lord and bring him praise by depending on*

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*his forgiveness, wisdom, power, and love, as we seek to faithfully obey his commands and maintain a loving, merciful, and forgiving attitude.*³

Get the Log out of Your Own Eye — *Instead of blaming others for a conflict or resisting correction, we will trust in God's mercy and take responsibility for our own contribution to conflicts—confessing our sins to those we have wronged, asking God to help us change any attitudes and habits that lead to conflict, and seeking to repair any harm we have caused.*⁴

Gently Restore — *Instead of pretending that conflict doesn't exist or talking about others behind their backs, we will overlook minor offenses or we will talk personally and graciously with those whose offenses seem too serious to overlook, seeking to restore them rather than condemn them. When a conflict with a Christian brother or sister cannot be resolved in private, we will ask others in the body of Christ to help us settle the matter in a biblical manner.*⁵

Go and be reconciled — *Instead of accepting premature compromise or allowing relationships to wither, we will actively pursue genuine peace and reconciliation—forgiving others as God, for Christ's sake, has forgiven us, and seeking just and mutually beneficial solutions to our differences.*⁶

*By God's grace, we will apply these principles as a matter of stewardship, realizing that conflict is an assignment, not an accident. We will remember that success in God's eyes is not a matter of specific results, but of faithful, dependent obedience. And we will pray that our service as peacemakers will bring praise to our Lord and lead others to know His infinite love.*⁷

¹ Matt. 5:9; Luke 6:27-36; Gal. 5:19-26.

² Rom. 8:28-29; 1 Cor. 10:31-11:1; James 1:2-4.

³ Ps. 37:1-6; Mark 11:25; John 14:15; Rom. 12:17-21; 1 Cor. 10:31; Phil. 4:2-9; Col. 3:1-4; James 3:17-18; 4:1-3; 1 Peter 2:12.

⁴ Prov. 28:13; Matt. 7:3-5; Luke 19:8; Col. 3:5-14; 1 John 1:8-9.

⁵ Prov. 19:11; Matt. 18:15-20; 1 Cor. 6:1-8; Gal. 6:1-2; Eph. 4:29; 2 Tim. 2:24-26; James 5:9.

⁶ Matt. 5:23-24; 6:12; 7:12; Eph. 4:1-3, 32; Phil. 2:3-4.

⁷ Matt. 25:14-21; John 13:34-35; Rom. 12:18; 1 Peter 2:19; 4:19.

Adapted from [The Peacemaker: A Biblical Guide to Resolving Personal Conflict](#).

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Approved: 04/22/04

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4.7 Head Administrator Compensation

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

Approved 05/23/05

4.7.1 Establishing the Head Administrators Compensation

Since the performance of the Head Administrator is directly linked to the performance of Bethany Academy the Board will establish the Head Administrators compensation based on the performance of Bethany Academy. Before determining compensation, the Board will conduct the annual performance review according to policy 4.4.5.

Approved 05/23/05

4.7.2 Competitive Compensation

The board shall strive to provide Head Administrator compensation that is comparable to other Head Administrators of Christian schools, considering factors such as school enrollment size, number of grades served, geographical location, years of experience, and educational background.

(Luke 10:7 "... for the laborer is worthy of his hire..." Malachi 3:5 "... I will be a swift witness against ... those who oppress the wage earner in his wages ...")

Approved 05/23/05