

Board of Day School Ministry Policy Manual

St. John's Lutheran School

Napa, California

UPDATED: JUNE, 2007

Governance Policies

These policies define the way the Board will manage itself.

1.1 GOVERNANCE COMMITMENT

The purpose of the School Board, on behalf of St. John Lutheran Church (SJLC), is to see to it that St. John Lutheran School (SJLS):

- 1.1.1 Achieves appropriate results for the appropriate persons at an appropriate cost.
 - 1.1.1.1 The appropriate persons are those from within and outside the Congregation who use and benefit from the ministries offered by the school.
 - 1.1.1.2 The ministries and services of the school shall be provided at a fair cost to the Congregation and the school's consumers.
 - 1.1.1.3 The school shall provide the highest quality ministries and services with honesty, integrity and grace.
- 1.1.2 Avoids unacceptable actions and situations that would, in any way, put the ministries of SJLC in jeopardy.

1.2 GOVERNING STYLE

The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation; (b) encouragement of diversity in viewpoints; (c) strategic leadership more than administrative detail; (d) clear distinction of Board and Principal roles; (e) collective rather than individual decisions; (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 1.2.1 The Board will cultivate a sense of group responsibility. It, not the staff, will be responsible for excellence in governing. It will be the initiator of policy not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the whole, although the expertise of the individual members may be used to enhance the understanding of the Board as a body.
- 1.2.2 The Board will direct, control and inspire the school through the careful establishment of written policies reflecting the Congregation's values and perspectives. Its major policy focus will be on the intended long-term impacts of the school's ministry, not on the staff or programmatic means of attaining those effects.
- 1.2.3 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them conscientiously while in force.
- 1.2.4 Continual Board development will include orientation of new Board members in its governance process and periodic discussion of process improvement.

- 1.2.5 The Board will allow no officer, individual or committee to hinder or be an excuse for not fulfilling its commitments.
- 1.2.6 The Board will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Principal Linkage categories.

1.3 BOARD JOB DESCRIPTION

Specific job products of the Board, as an appointed and informed agent of the Congregation, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to:

- 1.3.1 Ensure that the St. John Lutheran Church's Constitution and By-laws are followed at all times and in all circumstances.
 - 1.3.1.1 Establish the educational policies and objectives for SJLS and constantly monitor how the objectives are being met by the school program.
 - 1.3.1.2 Advise the Principal/faculty concerning implementation and changes in curriculum, the use and acquisition of teaching materials, teacher assignments, and any other matters related to the operation of SJLS.
 - 1.3.1.3 Be responsible for the spiritual, emotional, and physical welfare of the Principal, teaching staff and their families.
 - 1.3.1.4 Monitor the financial aspects concerning the school and develop financial programs and policies for consideration and recommendations to SJLC for action.
 - 1.3.1.5 Promote the enrollment of all children of the Congregation and promote the school as a mission outreach to the community.
 - 1.3.1.6 Recommend to the Church Council the names of principal or teacher candidates for a Call, and approve the names of teacher candidates for initiating, renewing, or terminating a contract.
 - 1.3.1.7 The Chair of the Board is to serve as a member of the Church Council.
- 1.3.2 Represent the Members of the Congregation. The Board recognizes and affirms that no individual or group is the owner of the Congregation or its school.
 - 1.3.2.1 The Board shall listen to the ideas, concerns and values of the Members. It shall use a variety of methodology (such as surveys, focus groups, Board dialog, etc) to seek out the desires of the Members and their evaluation of the services and ministries offered by the school.
 - 1.3.2.2 The Board shall keep the Members informed of its progress toward the End Policies. It shall use a variety of methods

- (reports at membership meetings, web page articles, newsletters, survey reports, etc) for this reporting.
- 1.3.2.3 The Board shall solicit input from the Congregation on the appropriateness of the Ends Policies at least once each year.
 - 1.3.2.4 The Board shall establish relationships with groups that have the potential to have a felt ownership in the school (Non-member parents, District, etc.)
 - 1.3.3 Write governing policies that address the broadest level of all school decisions and situations.
 - 1.3.3.1 Ends: school products, impacts, benefits, outcomes, recipients and their relative worth (what good for which recipients at what cost).
 - 1.3.3.2 Executive Limitations: Constraints on Principal authority that establish the prudence and ethics boundaries within which all Principal activity and decisions must take place.
 - 1.3.3.3 Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
 - 1.3.3.4 Board-Principal Relationship: How power is delegated and its proper use monitored; the Principal's role, authority and accountability.
 - 1.3.4 Appraise Principal performance.

1.4 BOARD MEMBERS' CODE OF CONDUCT

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

Accordingly,

- 1.4.1 Members must have loyalty to the school, not conflicted by loyalties to staff, other people (including family members), other organizations or any personal interest as a consumer.
- 1.4.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 1.4.2.1 Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as a conflict.
 - 1.4.2.2 When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent himself/herself without comment from not only the vote, but also from the deliberation.
 - 1.4.2.3 Members will not use their Board position to obtain employment in the school for themselves, family members, or close associates. Should a Board member apply for employment, he/she must first resign from the Board.

- 1.4.3 Members may not attempt to exercise individual authority over the school.
 - 1.4.3.1 Members' interaction with the Principal or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 1.4.3.2 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.
 - 1.4.3.3 Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the Principal, members will not express individual judgments of performance of employees of the Principal.
- 1.4.4 Members will respect the confidentiality appropriate to issues of a sensitive nature. (What is said here stays here.)
- 1.4.5 Members will support all decisions once they have been fully discussed and resolved. The Board shall strive to make decisions by consensus deferring to a voting process only when the Chair believes consensus cannot be reached.
- 1.4.6 Members will relate to other members with integrity, honesty, grace and straightforwardness.
- 1.4.7 Members will actively discipline themselves and other members by identifying Board discussions and actions that run counter to its policies.
- 1.4.8 Members will bring to the Board Chair's immediate attention any condition or action that they believe exceeds a Principal Limitation Policy.
- 1.4.9 Members will not hinder the Board process due to individual tendencies or disruptive behavior.
- 1.4.10 Members will regularly participate in the worship and educational life of the Congregation, practice personal spiritual disciplines for the development of his or her own faith life, contribute an annual tithe and regularly attend congregational events.
- 1.4.11 Members will be properly prepared for Board deliberation and attend all Board meetings. Missing two consecutive meetings without notice in a 12-month period serves as their automatic resignation.
 - 1.4.11.1 Should it be necessary to miss a meeting, Board members shall make contact with the Board Chair to dialog before and after said meeting.
 - 1.4.11.2 Should a Board member anticipate late arrival for said meeting, the Board Chair or fellow member must be notified.
- 1.4.12 The Chair of the Board shall counsel a member of the Board who violates any policy. Should violations continue, the Board, as a whole shall counsel the member. Decisions concerning continued service to the Board by any member who continues to violate policy after such

- counseling shall require a two-thirds majority vote of the Board. The said member shall not be counted in determining such majority.
- 1.4.12.1 Should the Chair of the Board violate policy, it shall be the responsibility of the Vice-Chair to initiate such counsel.

1.5 AGENDA PLANNING

To accomplish its job products with governance style consistent with Board policies, the Board will follow an annual agenda that (a) completes a review of Ends and Limitation policies annually and (b) continually improves Board performance through Board education.

- 1.5.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of Ends.
- 1.5.2 The cycle will start with the Board's development of its agenda for the next year.
- 1.5.2.1 Each year the Board will identify the School's key owner segments.
- 1.5.2.2 Consultations with owner segment representatives will be included in at least one of its yearly meetings. Representatives from Synod, the CNH District, and the circuit or from other Lutheran churches may also be included in meetings.
- 1.5.2.3 Governance education, and education related to Ends determination (presentations by futurists, demographers, advocacy groups, district staff etc.) will be arranged in the first quarter, to be held during the balance of the year.
- 1.5.3 Throughout the year, the Board will address to consent agenda items as expeditiously as possible.
- 1.5.4 The Board agenda structure shall work in tandem with policy review. Additional items may be added as needed.
- 1.5.5 Only members of the Board, the Principal and invited guests shall be at the meeting. The Principal may send a designee.
- 1.5.6 The Board shall regularly address the following sections in its meetings:
- 1.5.6.1 Introduction
- 1.5.6.2 Faith Exploration
- 1.5.6.3 Board Comments
- 1.5.6.4 Minutes Approval
- 1.5.6.5 Agenda Approval
- 1.5.6.6 Board Education
- 1.5.6.7 Monitoring of Principal Limitation Policies (Principal Report)
- 1.5.6.8 Policy Review and Revision
- 1.5.6.9 Other Board Business
- 1.5.6.10 Self Evaluation
- 1.5.6.11 Adjournment

1.6 BOARD CHAIR'S ROLE

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

Accordingly:

- 1.6.1 The assigned result of the Chair's job is that the Board acts consistently with its own rules and those legitimately imposed upon it from the Congregation.
 - 1.6.1.1 Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the Board to decide or to monitor.
 - 1.6.1.2 Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - 1.6.1.3 Deliberation will be fair, open and thorough, but also timely, orderly and kept to the point.
- 1.6.2 The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Principal Linkage, with the exception of (a) employment or termination of the Principal and (b) where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - 1.6.2.1 The Chair is empowered to Chair board meetings with all the commonly accepted powers of that position, such as ruling and recognizing.
 - 1.6.2.2 The Chair has no authority to make decisions about policies created by the Board within Ends and Principal Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Principal.
 - 1.6.2.3 The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the areas delegated to him/her.
 - 1.6.2.4 The Chair may delegate this authority, but remains accountable for its use.
- 1.6.3 The Chair shall establish the agenda for all meetings of the Board.
- 1.6.4 The Chair shall preside at all meetings of the Board.
- 1.6.5 The Chair shall initiate counsel with any member of the Board who violates policy.

1.7 MEMBERSHIP

The Congregational Assembly shall elect the Chairperson and six (6) members of the Board for a two-year term. The Principal is an ex-officio member of the Board.

The Board shall elect a Chairperson for the following fiscal year. (This allows that person some time with the current chair to become familiar with the budget process and what is expected at Church Council meetings. The new Chair will represent the Board at the July meeting of the new fiscal year.)

1.8 BOARD COMMITTEE PRINCIPLES

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 the Board to the Principal.

Accordingly:

- 1.8.1 Board committees are to help the Board do its job, not to help or advise the Principal or 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.
- 1.8.2 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 Principal.
- 1.8.3 Board committees cannot exercise authority over staff. Because the Principal is responsible to the full Board, he will not be required to obtain approval of a Board committee before an executive action.
- 1.8.4 Board committees are to avoid over-identification with school parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor school performance on the same subject.
- 1.8.5 Committees will be used sparingly and ordinarily in an ad hoc capacity.
- 1.8.6 This policy applies 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. It does not apply to committees formed under the authority of the Principal.

Board-Principal Relationship Policies

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the Principal

2.1 Principal Accountability

The Board's sole official connection to the staff (paid and volunteer), its achievements and conduct will be through the Principal.

Accordingly, the Principal shall be accountable to the Board for:

- 2.1.1 Achievement of the School's Ends Policies through personal and staff action.
- 2.1.2 Compliance of personal and staff actions to limits established in the Principal Limitations Policies.
- 2.1.3 Provision of adequate counsel to the Board through personal and staff action, including counsel on educational, legal, social, Synodical, District and other changes relevant to the Board's responsibility.
- 2.1.4 Defining and refining the Principal's position description within the personnel constraints.
- 2.1.5 Relating with integrity, honesty, grace and straightforwardness to the Board.

2.2 UNITY OF CONTROL

Only officially passed motions of the Board are binding on the Principal.

Accordingly:

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

2.3 DELEGATION TO THE PRINCIPAL

The function of the Board is to develop, monitor and enforce policy, not to implement it. Thus, the Board will instruct the Principal through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Principal to use any reasonable interpretation of these policies.

Accordingly,

- 2.3.1 The authority of the Principal shall begin where the explicit pronouncements of the Board end. Except as required by governing policies or law, decisions of the Principal do not need approval of the Board.
- 2.3.2 The Board will develop policies instructing the Principal to achieve specified results, for specified 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.
- 2.3.3 The Board will develop policies that limit the latitude the 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 Principal Limitation policies.
 - 2.3.4 As long as the Principal uses any reasonable interpretation of the Board's Ends and Principal Limitations policies, the Principal is authorized to establish all further policies, make all decisions, take all actions, establish all practices, guidelines, rules or procedures and develop all activities. Such decisions of the Principal shall have full force and authority as if decided by the Board.
 - 2.3.5 The Board may change its Ends and Principal Limitations policies, thereby shifting the boundary between board and Principal domain. By doing so, the Board changes the latitude of choice given to the Principal. But as long as any particular delegation is in place, the Board will respect and support the Principal's choices.
 - 2.3.6 The 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 Principal.
 - 2.3.6.1 The Board will view Principal performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board-prescribed means will be viewed as successful Principal performance.
 - 2.3.6.2 The Board will never give instructions to persons who report directly or indirectly to the Principal.

2.4 MONITORING PRINCIPAL PERFORMANCE

Systematic and rigorous monitoring of Principal job performance will be measured solely against the only expected Principal job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Principal Limitations.

Accordingly:

- 2.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this well will not be considered to be monitoring data.
- 2.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Principal discloses compliance information to the Board; (b) by external report, in which an external third-party selected by the Board assesses compliance with Board policies; or (c) by direct Board inspection, in which a designated

- member or members of the Board assess compliance with the appropriate policy criteria.
- 2.4.3 The Principal shall provide to the Board any potential changes to operational structures - such as teacher assignments – before they occur and as they are developed with an explanation of the responsibilities assigned.
 - 2.4.4 The Principal shall provide to the Board summaries of each new program and/or service as they are developed.
 - 2.4.5 In addition to the monitoring of Ends and Principal Limitation policies, the Board shall conduct an annual appraisal of the Principal's performance.
 - 2.4.5.1 In addition to other information sought, the Board may interview, at least once each year, key personnel, both paid and volunteer, concerning the performance of the Principal. The Board shall guarantee anonymity when reporting this information to the Principal.
 - 2.4.5.2 The Board shall share the gathered information with the Principal and allow him/her to respond as he/she determines the need.
 - 2.4.6 At the conclusion of each re-enrollment cycle, the Principal shall provide the Board with detailed re-enrollment information, including, but not limited to, reasons why families did not re-enroll.
 - 2.4.6.1 The Principal shall report to the Board, at each meeting, a current record of student withdrawals and the reason for the withdrawals.
 - 2.4.7 In every case, the standard for compliance shall be any reasonable Principal interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favored by Board members or by the Board as a whole.
 - 2.4.8 Any Board member, the Principal or the Congregational Assembly may ask for a review of specific policies. However, never does the responsibility for effective and appropriate policies rest with anyone other than the Board.
 - 2.4.9 The Board shall establish an annual policy review calendar to coordinate the review of every policy at least once a year. They will make every effort to coordinate the calendar with the ministry planning cycles of the SJLS, reviewing appropriate policies just prior to staff actions or decisions.
 - 2.4.10 The Principal shall provide a monthly update of all budget expenditures, including a report on any expense items that exceed budget parameters.
 - 2.4.11 The Principal shall provide a monthly financial balance statement of the Trust Fund account. The Board shall ensure that Trust Fund designated funds are spent appropriately.

2.5 COMPLAINTS OF PARENTS

Addressing the complaints of parents regarding any school or staff policy, procedure, decision or action is the responsibility of the Principal. When a school parent contacts a Board member with a complaint concerning a staff member, the Board member shall listen tactfully and gracefully direct the parent to contact the Principal. However, if the complaint regards Principal non-compliance with a Principal Limitation policy, the Board member shall inform the Board Chair and the Principal. At the next regular meeting the Board and Principal will address the complaint and the parent will be notified of the Board's decision.

Principal Limitation Policies

These are the constraints placed on the Principal's efforts to achieve the Ends Policies.

Unless restricted in the Principal Limitation Policies, all actions are acceptable

3.1 GLOBAL CONSTRAINT

The Principal shall not cause or allow any practice, activity, decision, or school circumstance that is either unlawful, unethical, imprudent, in violation of or inconsistent with the Christian faith, Lutheran theology, the constitution and bylaws of The Lutheran Church-Missouri Synod, the constitution and bylaws of St. John Lutheran Church (SJLC), or of commonly accepted business and professional ethics. Neither shall the Principal cause the school's accreditation status to lapse or otherwise be put in jeopardy.

3.2 COMMITMENT TO VISION AND MISSION

The Principal shall not fail to motivate, inspire, guide and collaborate with the Leadership Team, Board(s) and staff to develop, evaluate and communicate a mission and vision for the school to the greater Napa community, the members of SJLC, the parents of SJLS, or prospective consumers of SJLS.

3.3 TREATMENT OF SCHOOL PARENTS

With respect to interactions with the parents of St. John Lutheran School (SJLS) or those applying for enrollment in SJLS, the Principal shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, he/she shall not:

- 3.3.1 Use application, registration, financial aid or any other forms that elicit information for which there is no clear necessity.
- 3.3.2 Use methods of collecting, reviewing, transmitting or storing student and parent information that fail to protect against improper access.

3.4 COMMUNICATION WITH SCHOOL PARENTS

With respect to communication with parents of SJLS, the Principal shall not fail to establish with parents a clear understanding of what may be expected and what may not be expected from the curricular and extra curricular programs offered by the school.

Accordingly, he/she shall not:

- 3.4.1 Fail to inform parents, at least annually, about the policies and procedures of SJLS.
- 3.4.2 Fail to inform parents of their child's progress in school.
- 3.4.3 Fail to regularly communicate with parents about school and church activities, programs, events and other relevant news.

- 3.4.4 Fail to address parent/school conflicts at the lowest level of resolution possible and to inform parents of the following grievance process.
 - 3.4.4.1 Parent addresses the grievance with the teacher involved; if not resolved...
 - 3.4.4.2 Parent address the grievance with the teacher and principal; if not resolved...
 - 3.4.4.3 Parent address the grievance with the teacher, principal and lead pastor. At this level, the decision of staff is binding.
 - 3.4.4.4 Parent files grievance letter with the Board.
 - 3.4.4.5 *When a grievance deals with the requirements of a written board policy, the grievance may be taken directly to the board.*
- 3.4.5 Fail to address the ideas or concerns of school parents.

3.5 TREATMENT OF STUDENTS

With respect to interactions with the students of SJLS the Principal shall not cause or allow conditions that do not support the student, jeopardizes the emotional, spiritual, or physical wellbeing of any student or treats them unfairly or inhumanely.

Accordingly, he/she shall not:

- 3.5.1 Discriminate, in any way, against a student because of his/her race, color, national and ethnic origin in the administration of educational policies, admissions policies, athletic, scholarship, and other school-administered programs.
- 3.5.2 Fail to maintain and secure cumulative records for each student that includes but is not limited to health forms, immunization records, disciplinary actions and copies of all academic records and test scores.
- 3.5.3 Leave any child without adult supervision while the child is on the school campus.
- 3.5.4 Operate the school without routine and scheduled fire, earthquake, and other emergency drills.
- 3.5.5 Operate the school without a disaster or crisis management plan.
- 3.5.6 Allow any harassment, of any kind, to any student.
- 3.5.7 Allow any child to participate in any off-site school activity without the permission of the child's parents/guardians and without the availability of sufficient emergency information for each child.
- 3.5.8 Allow any child to be transported to any off-site school activity in a vehicle that is uninsured or without proof that the operation of the vehicle has a valid driver's license.
- 3.5.9 Allow any person to have regular or unsupervised contact with a child if that person has been convicted as a sex-offender.
- 3.5.10 Allow any child to be released to anyone other than the child's parent(s) or an adult the parents have approved.

- 3.5.11 Allow any faculty or staff member to be unaware of their responsibilities as dictated in the *State of California's Child Abuse Reporting Act*.
- 3.5.12 *Fail to have a policy that protects all children from being infected by blood borne pathogens.*
- 3.5.13 Allow any discipline procedures that are inconsistent with the school's Ends Policies or that violate state law. Specifically the Board prohibits:
 - 3.5.13.1 Corporal punishment.
 - 3.5.13.2 Any procedure that inflicts unjustifiable physical pain or mental suffering.
 - 3.5.13.3 Placing a child in any situation that its person or health may be endangered.

3.6 TREATMENT OF STAFF

With respect to the treatment of paid staff, the Principal may not cause or allow conditions that are unsafe, unfair and undignified.

Accordingly, he/she shall not:

- 3.6.1 Discriminate against any staff member for expressing an ethical dissent. Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted and (2) the employee alleges that (a) Board policy has been violated to his or her detriment or (b) Board policy does not adequately protect his/her rights.
- 3.6.2 Shall not fail to acquaint all staff members of the contents of the Memo of Understanding.
- 3.6.3 Violate any local, state or federal laws regarding discrimination. Generally, it is illegal for an employer to discriminate against a person based on age, gender, race, national origin, marital status, receipt of public assistance or disability.
- 3.6.4 Allow for conditions that would allow for exposure to blood borne pathogens.
- 3.6.5 Allow positions to be undefined or position descriptions that inaccurately reflect the responsibility and tasks assigned to the position.
- 3.6.6 Allow positions to exist where there are inadequate resources available for a qualified person assigned the position to succeed.
- 3.6.7 Assume authority that is clearly delegated to some other entity or person.
- 3.6.8 Fail to inform the staff of the process being used to make decisions except to maintain the privacy of those being served or as required by law or these policies.
- 3.6.9 Fail to acquaint staff with their rights under this policy.

3.7 STAFF EVALUATION

With respect to evaluation of employees, the Principal shall not cause or allow an evaluation system that does not link employee performance with the school's mission and values, that does not comply with state law and that does not measure employee performance in terms of achieving the Board's Ends policies.

Accordingly, he/she shall not:

- 3.7.1 Fail to develop and administer an evaluation system for personnel that is designed to:
 - 3.7.1.1 Improve instruction.
 - 3.7.1.2 Enhance the implementation of curricular programs.
 - 3.7.1.3 Measure professional growth, development and performance.
 - 3.7.1.4 Document performance.
 - 3.7.1.5 Assure that required certification and licensure requirements are in compliance.
 - 3.7.1.6 Assure that scheduled instructional time is used to the students' maximum advantage.
 - 3.7.1.7 Assure that expectations, responsibilities and duties outlined in job descriptions are met.
- 3.7.2 Fail to provide to the Board an annual report on the effectiveness of the evaluation system and its alignment with the Board's Ends policies.

3.8 HIRING OF EMPLOYEES

With respect to the hiring of new employees, the principal shall not fail to assure that new employees of SJLS are qualified and competent for the position for which they are employed.

Accordingly he/she shall not:

- 3.8.1 Fail to assure that the employment process is in compliance with all state and federal employment laws.
- 3.8.2 Fail to place advertisements in the SJLC bulletin, local newspapers, district or synod publications or any other method deemed appropriate to receive possible candidates for a position.
- 3.8.3 Fail to qualify candidates for an open position through informal telephone or personal interviews.
- 3.8.4 Fail to interview qualified candidates, making sure to relate applicable information about SJLS, its mission, its Ends, its personnel policies and its benefits.
- 3.8.5 Fail to validate the candidate's availability to accept the position if offered.

3.9 HIRING OF TEACHERS AND LONG-TERM SUBSTITUTES

With respect to the hiring of contract teachers or long-term substitute teachers, the principal shall not offer a contract or salary to a teacher without Board approval.

Accordingly, he/she shall not:

- 3.9.1 Fail to adhere to all of the limitations in policy 3.8.

3.10 TENURE STATUS OF TEACHERS

With respect to the tenure status of teachers, the principal shall not fail to inform all Called teachers of SJLS that they have tenured Calls. Contracted teachers do not have tenure.

3.11 REHIRING/TERMINATING OF TEACHERS

With respect to decisions concerning the rehiring of teachers, the principal shall not fail to provide the Board with any and all information that the Board may need to determine whether or not a teacher shall be rehired and or terminated.

3.12 FINANCIAL PLANNING/BUDGETING

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

Accordingly, he/she shall not:

- 3.12.1 Develop a fiscal year budget after the beginning of the fiscal year.
- 3.12.2 Cause or allow a financial plan that contains too little information to enable credible projection of revenues and expenses.
- 3.12.3 Cause or allow a financial plan that continues without review and appropriate adjustments whenever any one or more of the assumptions of financial conditions under which it is constructed - including non-designated gifts and/or budgeted expenses - varies by 10% or more for any quarter.
- 3.12.4 Cause or allow a financial plan that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years. The Board will review all financial matters at each meeting.

3.13 COMMUNICATION AND SUPPORT TO THE BOARD

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

Accordingly, he/she shall not:

- 3.13.1 Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- 3.13.2 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- 3.13.3 Let the Board be unaware of relevant trends, anticipated media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
- 3.13.4 Fail to supply to the Board the issues, options, staff and external points of view that the Board determines it needs for fully informed Board choices.
- 3.13.5 Present information in unnecessarily complex or lengthy form.
- 3.13.6 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.

3.14 CURRICULUM AND INSTRUCTION

The Principal shall not allow the development of a curriculum or instructional plan that fails to consider the Board's Ends Policies or meet state requirements for a private school.

Accordingly, he/she may not:

- 3.14.1 Allow a staffing structure that has a neutral or negative effect on the Board's Ends Policies.
- 3.14.2 Allow a curriculum or instructional plan that has a neutral or negative effect on the Board's Ends Policies.
- 3.14.3 Allow extracurricular activities or other programs and services that do not contribute to the achievement of the Board's Ends Policies.
- 3.14.4 Fail to administer an achievement test for all K-8 students each year.

3.15 DRESS CODE

The principal shall not allow the students' dress to negatively impact the Boards Ends Policies or to deviate from acceptable social standards of the church or its community. Neither shall the dress code put an undue financial burden on school parents.

Accordingly, he/she may not:

- 3.15.1 fail to inform parents and students of the school dress code
- 3.15.2 fail to ensure that students wear a uniform graduation gown during the 8th grade graduation ceremony
- 3.15.2 fail to implement and maintain a School Uniform based dress code

for students in Preschool through 8th grade.

3.16 ENROLLMENT

The Principal shall not enroll a student without determining if the school is capable of meeting the student's spiritual, physical, emotional, and academic needs or a student that does not meet all state requirements for attendance in a school.

Accordingly, he/she may not:

- 3.16.1 Enroll a student with spiritual, physical, emotional, or academic special needs without affected faculty consultation and/or assessment to determine developmental readiness.
- 3.16.2 Re-enroll a student whose parents are unable to pay the tuition or fees or cannot qualify for financial aid.
- 3.16.3 Suspend a student without notifying parents and teachers.
- 3.16.4 Expel a student without Board approval.
- 3.16.5 Violate the school's Acceptance Procedure.
 - 3.16.5.1 Members of SJLC.
 - 3.16.5.2 Members of sister LCMS congregations.
 - 3.16.5.3 Members of other Lutheran congregations.
 - 3.16.5.4 Brothers and sisters of currently enrolled students will be put at the top of the respective waiting list in their appropriate category.
 - 3.16.5.5 Others who support and desire a quality Christian education for their child
 - 3.16.5.6 Enrolled students in good standing have priority over any new applicants.

3.17 EXPULSION OF STUDENTS

The Principal shall not fail to recommend to the Board the expulsion of students whose behavior is jeopardizing the Boards Ends Policies or whose parents are not able or willing to pay their tuition and fees.

Accordingly he/she may not fail to inform the Board about:

- 3.17.1 Students that persist in an un-Christian attitude or behavior.
- 3.17.2 Students with disciplinary problems.
- 3.17.3 Students and parents that demonstrate a lack of support for Christian education.
- 3.17.4 *Students in kindergarten through second grade who do not demonstrate that they are developmentally ready through approved testing procedures and students in grade three through eight who do not demonstrate that they are academically capable through approved testing procedures and students in third through eighth grade who do*

not demonstrate that they academically ready through approved testing procedures.

3.17.5 Students who are consistently absent.

3.18 FUNDRAISING

The Principal may not approve of or allow any fundraising event that is inconsistent with the values of SJLC or does not contribute to the achievement of the Board's Ends Policies.

Accordingly, he/she may not:

3.18.1 Allow any SJLS parent or SJLC member to be associated with a fundraising event in which they have a personal interest in the outcome of the event.

3.19 ASSET PROTECTION

The Principal shall not allow church/school assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, he/she shall not:

3.19.1 Allow non-bonded personnel access to material amounts of funds.

3.19.2 Allow school tuition or fees to be uncollected.

3.19.3 Allow for any school property or equipment not to be regularly inventoried.

3.19.4 Subject buildings and equipment to improper wear and tear or insufficient maintenance.

3.19.5 Subject church/school personal property to any use that deviates materially from SJLS Ends Policies.

3.19.6 Make or sign any check in amount greater than \$250 unless countersigned by an additional, eligible signatures.

Ends Policies

These policies define the purpose of the school by identifying whom the organization will serve and the benefit that they will receive.

4.1 MISSION

All students will grow in their relationship with Christ and develop the knowledge and skills to be confident, academically capable individuals who serve Christ, His church, and His world.

4.2 EXPECTED SCHOOL-WIDE LEARNING RESULTS

- 4.2.1 Students will understand the saving knowledge of Jesus Christ and grow in their **relationship with Him** through daily living in God's Word. These are individuals who:
 - 4.2.1.1 Live life in worship to the Lord
 - 4.2.1.2 Have developed life long faith practices
 - 4.2.1.3 Are able to apply God's Word to daily life
 - 4.2.1.4 Understand what Lutheran Christians believe, teach, and confess
 - 4.2.1.5 Can verbalize their relationship and faith in Christ
- 4.2.2 Students will become **confident individuals** as they identify, develop, and use their God-given gifts and abilities. These are individuals who:
 - 4.2.2.1 Work up to their potential and are content in the person God designed them to be.
 - 4.2.2.2 Set goals and develop plans for reaching them.
 - 4.2.2.3 Boldly apply their Christian beliefs when confronted with challenges to their faith and values.
 - 4.2.2.4 Practice positive and appropriate relationships with others.
- 4.2.3 Students will become **academically capable individuals** by obtaining the knowledge and skills needed to reach their potential and finding effective ways to apply what they learn to real life situations and challenges. These are individuals who:
 - 4.2.3.1 Read fluently and analytically, developing an appreciation for a broad spectrum of literature.
 - 4.2.3.2 Value maintaining a healthy lifestyle and participate in a variety of physical activities.
 - 4.2.3.3 Communicate clearly and effectively in their speaking and writing.
 - 4.2.3.4 Apply mathematical concepts, problem solving and computation.
 - 4.2.3.5 Gain knowledge, skills and appreciation in music and visual arts.
 - 4.2.3.6 Gain knowledge and skills in science and social sciences.
- 4.2.4 Students will celebrate God's love by **serving Christ, His Church, and His World**. These are individuals who:
 - 4.2.4.1 Grow in the stewardship of their gifts, talents, and abilities.
 - 4.2.4.2 Actively participate in service opportunities.
 - 4.2.4.3 Share the message of salvation with others.
 - 4.2.4.4 Reflect the love of Christ in their daily interactions with others.

ST. JOHN LUTHERAN SCHOOL School Board Annual Monitoring Agenda

The Board's annual agenda shall follow the review cycle of Administrator Limitation Policies and Ends Policies. The Board may choose one or more of three different methods to monitor the Administrators' compliance with the Limitation Policies: (1) Administrator Report (2) Board Inspection – using the Administrator Evaluation Instrument, surveys, interviews or direct inspection (3) External Inspection – using an external third party.

In addition to the policies monitored below, the Administrator will adhere to any special monitoring reports as required in policy 2.4, Monitoring Administrators' Performance.

The Board should be reminded that the monthly agendas include the topics in policy 1.5, Agenda Planning.

Month	Policy	Monitoring Method
August	Budget report Review of all section 1 and 2 policies	Administrator Report Board Orientation
September	3.8 3.9 3.10 3.16 Budget report	Administrator Report Board Inspection Administrator Report Administrator Report/Board Inspection* Administrator Report
October	3.14 Budget report	Administrator Report Administrator Report
November	3.2 Budget report	Administrator Report/Board Inspection*/*** Administrator Report
December	3.3 3.4 Budget report	Administrator Report Administrator Report/Board Inspection** Administrator Report
January	3.6 3.7 3.12	Board Inspection* Board Inspection* Administrator Report (Annual budget)
February	3.11 3.12 3.19	Administrator Report Administrator Report (Annual budget) Administrator Report
March	2.4.3 (demographics) 3.13 Budget report	Administrator Report Administrator Report Administrator Report
April	2.4.6 3.15 3.18 Budget report	Administrator Report Administrator Report Administrator Report Administrator Report
May	3.4 (second survey) 3.5 3.17 Budget report	Administrator Report/Board Inspection** Administrator Report Administrator Report Administrator Report
June	Budget report Ends Adm. Evaluation/3.1	Administrator Report Administrator Report (Annual Report) Administrator Evaluation Instrument

*Asked on teacher survey or in an interview.

**Asked on a parent survey.

***Interview of Senior Pastor