

**Cornerstone Christian Academy  
School Board Policy Manual**

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## **1.000 Cornerstone Christian Academy Foundational Principles**

### **1.100 Mission and Vision**

Cornerstone Christian Academy is an educational ministry of Catalina Foothills Church, PCA. Our mission is to come alongside families in the education of their covenant children, first as a ministry to the families of Catalina Foothills Church and her daughter congregations, and to families of other evangelical churches in the broader Tucson area.

#### **1.110 Mission Statement**

Cornerstone Christian Academy is a covenantal and classical Christian school which partners with the Christian home in:

1.111 discipling covenant children in their relationships with Christ and the Scriptures

1.112 unfolding to them a unified and biblically Reformed worldview

1.113 fostering in them a Spirit-given willingness to express dominion over all of life and learning

1.114 equipping them with the tools necessary to pursue a lifestyle and lifetime of learning, and

1.115 exposing them to the best in living books and ideas from our Western cultural heritage.

#### **1.120 Mission Motto**

*Adfectans praestare* – “Aspiring to excel”

#### **1.130 Vision Statement**

[pending]

#### **1.140 Vision Motto**

*Credo ut intelligam* – “I believe in order to understand”

### **1.200 Objectives**

1.210 Cornerstone shall operate as an extension of the family. It will assist the family in providing godly, Christ-centered education at all levels, in all programs, and in all of its teachings.

1.220 Cornerstone will teach all subjects as parts of an integrated whole with Scripture at the center. (2 Timothy 3:16-17)

1.230 Cornerstone will provide a clear model of biblical Christian life through its staff and board. (Matthew 22:37)

1.240 Cornerstone will encourage every child to begin and develop his relationship with God the Father through Jesus Christ. (Matthew 28:18-20)

1.250 Cornerstone will emphasize a covenantal, classical education in all subjects.

1.260 Cornerstone will encourage every student to develop a love for learning and to achieve his/her academic potential.

1.270 Cornerstone will provide an orderly atmosphere conducive to the attaining of these goals.

### **1.300 Core Values**

#### **1.310 Motto**

*Credo ut intelligam.* “I believe in order to understand.”  
*Confessions*, St. Augustine

Biblical faith is the starting point of all understanding, not only for salvation, but for all of life and learning. The Scriptures of the Old and New Testament provide the student with a worldview “grid” by which he learns to build relationships with God and with others, and through which he comprehends nature, ideas, and the disciplines of education – literature, science, and mathematics.

Faith in Jesus and the truth of His Word are the true foundations for building a life of learning and service in God’s Kingdom.

#### **1.320 Method**

Discipling the Heart: The relationship of teacher to child is built upon Jesus’ interactions with His disciples – a “coming alongside” to encourage and challenge. Low student-to-teacher ratios and an emphasis on relationship create an atmosphere that is orderly as well as nurturing and creative. At Cornerstone, our focus is on shepherding the heart of each child with the love and truth of the Gospel.

Discipling the Mind: Teachers during the age of Christendom sought to unify all the disciplines under the banner of the Gospel. In that tradition, we have created an integrated curriculum in which literature, science, history, art, music, and mathematics are related under a single spiritual/mental vision.

We seek to capture an unfragmented approach – one that teaches the student to go beyond the mere learning of facts, to comprehend informing ideas, and to make connections in the learning process. Our curriculum is rich in “living” books; it emphasizes depth of knowledge and encourages critical thinking. This is a proven approach that is designed to engage each child’s intrinsic love of learning and sense of discovery.

### **1.330 Foundational Intent**

Cornerstone Christian Academy’s curriculum was envisioned as a continuum from kindergarten through eighth grade. Since Cornerstone is a kindergarten-through-sixth-grade elementary school, its curriculum is continued in seventh and eighth grades at Pusch Ridge Christian Academy, Cornerstone’s sister school.

Kindergarten is a four-half-days-a-week program. This supports Cornerstone’s position that kindergarten-age children benefit from plenty of time at home and in free play.

Cornerstone believes that the optimum place for sixth-grade students is in an elementary school, not a middle school, setting.

### **1.400 Statement of Faith**

1.410 Cornerstone Christian Academy’s Statement of Faith is derived from the Doctrinal Statement of Catalina Foothills Church, which contains the following major teachings:

1.411 The inspiration, inerrancy and authority of the Bible as the written Word of God.

1.412 The sinfulness of all men and women and their resulting inability to seek out or please God by their own efforts.

1.413 The death of the unique Son of God, the Lord Jesus Christ, as an atoning sacrifice for us. We believe that there is no salvation for anyone apart from faith in him.

1.414 The bodily resurrection of Jesus Christ from the grave.

1.415 The person and work of the Holy Spirit, the third member of the Trinity, in drawing people to Christ, enabling them to believe on him, and strengthening them to live godly lives.

1.416 The necessity for Christians to follow Jesus Christ in personal and often costly discipleship.

1.417 The church as a fellowship of born again persons, committed to helping one another grow in their Christian lives.

1.418 The privilege and power of prayer.

1.419 The importance of Christians reaching into all the world to call people to faith in Christ and helping influence their world, both near and farther away, for good.

1.420 The return of Jesus Christ to judge all persons and to take those who have trusted him to heaven.

## **2.000 Governance Process**

### **2.100 Governing Style**

Cornerstone Christian Academy's School Board will approach its task with an emphasis on outward vision rather than internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and proactivity rather than reactivity.

In this spirit, the Board will:

2.110 Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, respect for clarified roles, speaking with one voice, and self-policing any tendency to stray from adopted governance guidelines.

2.120 Be accountable to the Session of Catalina Foothills Church for competent, conscientious, and effective accomplishment of its obligations. It will allow no officer, individual, or Board committee to usurp this role or hinder this commitment.

2.130 Monitor and discuss the Board's own process at each meeting and its overall performance annually at the April meeting. Ensure the continuity of its governance capability by retraining and redevelopment.

2.140 Be chief initiator of policy, not merely a reactor to staff initiatives.

## **2.200 Authority**

2.210 Cornerstone Christian Academy is a ministry of Catalina Foothills Church, PCA, and operates under the by-laws adopted by the Session in February, 1999, and as subsequently amended. The Session is the ultimate authority over Cornerstone and the School Board.

2.220 The Session is made up of the elders of Catalina Foothills Church and is the governing body of the church.

2.221 The School Board has authority over Cornerstone Christian Academy as directed by the Session.

2.222 The School Board makes recommendations to the Session on matters concerning the school.

2.223 Special meetings of the Session to consider matters concerning Cornerstone may be requested by the School Board or by the majority of the members present at any meeting of the Session.

2.224 All potential School Board members must be approved by the Session.

2.230 The School Board shall submit a "State of the School" summary report (which includes the budget), in writing, to the Session in October of each year. The Board shall appoint a representative, or representatives, to deliver the report. The Board shall respond to special requests for information from the Session in a timely manner.

## **2.300 Organization**

2.310 The number of School Board members shall be an odd number between and including 7 and 11.

2.311 The School Board shall attempt to include a representative of the Session as voting members and liaison to that body.

2.312 The Senior Pastor and Headmaster are ex officio members. Ex officio members of the School Board shall not vote.

2.313 All Board action requires approval by a simple majority of a quorum of voting members, by a show of hands, or a written ballot as directed by the President or determined by a majority vote.

2.314 The composition of the Cornerstone School Board shall allow *no more than 25%* of a non-CFC member(s) to serve, in any capacity except the office of President.

2.320 The Board Governance Committee will properly screen and nominate, for Board consideration, individuals to fill vacancies on the Board.

2.321 By no later than the March board meeting, the Board Governance Committee will submit potential Board nominees to the Board for consideration. The nominees will then be presented to the Session for approval.

2.322 The Board will rank nominees in the order in which they should be approached until available slots are filled. Each nominee shall be given adequate briefing on the role of the Board, officers, and staff, and an overview of plans and finances.

2.323 Members are appointed in May and are official Board members as of June 1. Members serve three-year terms that end on May 31.

2.324 Members shall serve a single three-year term. This term may be extended for subsequent one-year terms with the approval of the School Board.

2.325 In the event a member resigns or is removed from the Board before the end of his or her term, the Board Governance Committee will recommend a new member to the School Board and then to the Session for approval in order to fill the vacancy as soon as possible.

2.326 A member may be removed from the School Board by a two-thirds vote of the School Board and subsequent approval by the Session.

2.330 Board member qualifications:

2.331 Only active members in good standing of Catalina Foothills Church are eligible to be School Board members.

2.332 Members must be able to affirm their belief in the Statement of Faith as written in this policy manual.

2.333 Each member must be able to give a clear testimony of faith and have personal integrity.

2.334 Each member must be committed to Cornerstone Christian Academy and support its philosophy as espoused by the Board.

2.335 Immediate relatives of the faculty and staff of Cornerstone Christian Academy are not eligible to be School Board members. An immediate relative is defined as a spouse, a parent, a child, or a sibling.

2.340 The Board Governance Committee will nominate, for Board consideration, Board officers at the regular meeting in May of each year.

2.341 The officers of the School Board shall serve one-year terms, beginning with the regular meeting in June.

2.342 In the event of a vacancy in an office, the School Board shall elect a successor at the next regular meeting.

2.343 The President shall preside at all School Board meetings and shall enforce the provisions of the by-laws and policy manual of the school.

2.344 The Vice President shall assist the President in his or her functions and responsibilities, and shall officiate in the President's place in the event of his or her absence or by request.

2.345 The Secretary shall be the custodian of the official documents of the School Board, shall be responsible for all School Board correspondence, shall take careful minutes of each School Board meeting and present them for approval by the Board, shall keep a separate record of School Board policies compiled from the minutes which will annually become a part of the policy manual, shall deliver to each School Board member an official copy of the

proposed minutes of each meeting before the next scheduled meeting, and shall provide an informational copy of the approved minutes to the Headmaster for publication.

2.346 The Treasurer shall provide administration and oversight of the funds of Cornerstone Christian Academy, shall provide a financial report to the Board at each monthly Board meeting, and shall prepare an annual budget for Cornerstone with the Headmaster to be approved at the August Board meeting.

2.347 The Assistant Secretary Treasurer shall assist the Secretary and Treasurer in their duties.

#### **2.400 Board Member Code of Ethics and Individual Responsibilities**

2.410 Each member should faithfully try to attend all School Board meetings. Members may not be absent from more than four of the board's regularly scheduled meetings in any fiscal year. Members may not miss three consecutive regularly scheduled monthly meetings. Any absence which exceeds this allotment will be interpreted as that member's resignation from the board.

2.420 Members will prepare for board and committee meetings by reviewing supplied board materials and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills, and expertise to the Board's efforts to fulfill its responsibilities.

2.430 The Headmaster is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Headmaster and individual members of the Board, including the President, is collegial, not hierarchical.

2.440 Members shall give time and talent to the School Board joyously and prayerfully. Each member is expected to make an annual financial contribution, within their individual means, to Cornerstone Christian Academy. The demonstration of support, rather than the amount of the contribution, is of principal importance.

2.450 Members will have their school-age children in Cornerstone Christian Academy. Exceptions to this policy, under special situations, may be approved by the School Board.

2.460 Members shall direct inquiries and complaints regarding school operations to the Headmaster and shall refrain from direct involvement in day-to-day operations of the school.

2.470 Members shall support and encourage school personnel and visit the school as feasible.

2.480 Members shall refrain from inappropriately discussing School Board matters in public.

2.490 Members will commit to pray regularly for the school.

2.4100 Members shall promote the cause of Christian education in the community.

2.4110 Members shall make reasonable efforts to attend school functions, particularly those functions the Board is requested to attend.

2.4120 Members with children enrolled at Cornerstone Christian Academy shall neither ask for, nor receive, any special privilege in dealing with teachers of their children.

2.4130 Members shall treat each other and all school personnel as brothers and sisters in Christ.

2.4140 Members must avoid any conflict of interest or appearance of it with respect to their fiduciary responsibility. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to “inside” information.

2.4150 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, the member shall recuse himself or herself without comment from not only the vote but also the deliberations.

2.4160 Members shall receive no compensation for their services as a member or officer of the School Board.

2.4170 The Board will authorize reimbursement of reasonable expenses necessarily incurred in the performance of official School Board business.

2.4180 Members will respect the confidentiality appropriate to issues of a sensitive nature.

2.4190 A Board member who has children enrolled at Cornerstone Christian Academy may, using appropriate channels, bring concerns regarding staff to the Headmaster if that member is acting as a parent.

### **2.500 Board Job Description**

The job of the Board is to lead the organization toward the desired performance and assure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. These include:

2.510 Adopting written policies, which at the broadest levels address:

2.511 Ends: Organizational products, impacts, benefits, outcomes, i.e., what good, for which needs, at what cost.

2.512 Governance Process: Specification of how the board conceives, carries out, and monitors its own task.

2.513 Board-Headmaster Relationship: How power is delegated and its proper use monitored.

2.514 Executive Parameters/Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which lies the acceptable arena of executive activity and decisions.

2.520 Assuring Headmaster performance against the ends and within executive parameters. The School Board hires, manages, and evaluates one employee, the Headmaster.

2.530 Being involved in raising funds as it may from time to time deem necessary. The School Board shall be responsible for devising ways and means compatible with the policies of the Session for obtaining the funds necessary for operating the school and to determine how these funds shall be expended. The School Board shall be responsible for establishing an annual budget by the August board meeting of each year.

2.540 Establishing a vision for Cornerstone Christian Academy and engaging in long-range planning to provide for growth.

2.550 Supervising all programs, finances, and properties of Cornerstone Christian Academy.

2.560 Interviewing new families for admission.

2.561 There shall always be at least two interviewers at each prospective family interview. One interviewer must be a current Board member and the other interviewer may be a current, former, or incoming Board member, the Headmaster, or a pastor or elder of Catalina Foothills Church.

2.562 If there is any uncertainty concerning the prospective parents' spiritual compatibility or church affiliation, it is recommended that a pastor or elder be present at the interview.

**2.600 President's Role**

2.610 The job of the President is, primarily, maintaining the integrity of the Board's process. The President is the only Board member authorized to speak for the Board, other than in rare and specifically authorized instances.

2.620 The President ensures that the Board behaves in a manner consistent with its own rules and those legitimately imposed on it from outside the organization. Discussion content at meetings will be limited to those issues that, according to board policy, clearly belong to the Board to decide, not the Headmaster. Deliberations will be fair, open, and thorough, but also timely, orderly, and kept to the point.

2.630 The President has no authority to make decisions beyond policies created by the Board within ends and executive parameter/limitations policy areas. Therefore, the President has no authority to supervise or direct the Headmaster, but is expected to maintain close communication, offer advice, and provide encouragement to the Headmaster and staff on behalf of the Board.

2.640 The President will represent the Board in matters that relate to the Session. The President may delegate this authority but remains accountable for its use.

2.650 The President may appoint members and a chairperson for each Board committee. The President shall be an ex-officio member of all Board committees.

## **2.700 Board Meetings**

2.710 The School Board shall have a regular monthly meeting at a time previously agreed upon by the Board.

2.720 The School Board President may call a special meeting upon at least 72-hours notice.

2.730 The School Board President shall be responsible for the agenda for each Board meeting.

2.731 The agenda shall be distributed to the School Board members in advance of the scheduled meeting.

2.732 Agenda items may be submitted at any time to the President of the Board for consideration in future agendas.

2.733 In addition, during any regularly scheduled or special Board meeting the Board members may request an agenda item be added to an agenda at least one month away. In such case, the request will be made in the form of a motion. Upon its being seconded and passing by a majority vote, the President will include it in the future agenda.

2.740 Minutes shall be sent to Board members within 7 days after a Board meeting.

2.750 Board meetings are closed to the general public.

### **2.760 Executive Session**

2.761 The School Board will convene an Executive Session to address sensitive matters.

2.762 Executive Sessions will include voting Board members and guests who have been invited by the majority of the Board.

2.763 The Headmaster, as an ex officio member of the School Board, shall be present at all Executive Sessions with the exception of such times as the Board deals with issues directly concerning his or her employment and /or job performance.

2.764 No official business shall be transacted in the Executive Session. The time in Executive Session shall be used to discuss the sensitive matters at hand. When the Board reconvenes into open session, any action taken must be officially adopted, so that the secretary can record such decisions in the official minutes.

2.765 Board members are not to discuss the contents of Executive Session with any persons, with the exception of other Board members or a member's spouse. If a Board member chooses to share Executive Session items with his or her spouse for the purpose of prayer or counsel, that member is responsible for the confidentiality of matters discussed with his or her spouse as well.

## **2.800 Committees**

2.810 Committees will be used to help make the Board more effective and efficient. They shall not interfere with the Board's job and shall never directly delegate to the Headmaster.

2.820 Committees may be established by the School Board for the purposes of investigating, studying a problem, or providing guidance in a specific area under the Board's jurisdiction.

2.830 Board committees may not speak or act for the Board except when formally given such authority. They are not created by the Board to advise or exercise authority over staff. In keeping with the Board's broader focus, Board committees will not normally have direct dealings with current staff operations.

2.840 Because the Headmaster works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.

2.850 The Headmaster will serve as a voting member of each committee.

2.860 These policy guidelines apply to committees appointed by the Board to help the Board do its work. They do not apply to ad-hoc committees or task forces created by the Headmaster.

2.870 Board committees must be chaired by a School Board member. Committee members must be approved by the School Board before they are asked to serve.

2.880 The School Board reserves the right to accept, revise, or reject any and all of the recommendations of its committees.

2.881 Board Governance Committee

The Board Governance Committee provides continuous oversight of the bylaws, develops a roster of potential Board members based on the Board profile, nominates new officers, orients and trains Board members, evaluates the governance process and the contributions of individual Board members, and otherwise helps the Board improve in its governance.

2.882 Finance Committee

The Finance Committee is charged with developing financial policies for the School Board to enable the Board to implement the mission and vision of Cornerstone Christian Academy. In developing these policies, the Financial Committee will utilize biblical stewardship principles to structure safeguards for Cornerstone assets, to implement appropriate accounting methods, to develop meaningful budgeting of income and expense, and to provide for the present and future financial needs of the school. The Finance Committee may also advise the Headmaster on certain financial decisions. The Finance Committee is headed by the Treasurer and includes the Assistant Secretary/Treasurer and others that may be appointed by the Board.

2.883 Development Committee

The Development Committee will assist the Director of Advancement in initiating and overseeing the development program of the school including the annual fund. Members shall assist in publicity for the school and school events and assist the Covenant Parent Fellowship in their fundraising efforts. The Director of Advancement will co-chair this committee

2.884 Facilities Committee

The Facilities Committee will oversee the physical plant of the school. It will work with the School Board, the Headmaster, and the Business Manager of Catalina Foothills Church to develop and maintain buildings, grounds and school property in conformity with the School Board's plans and directives.

The Facilities Committee will be charged with developing ideas for Board review and approval. Its duties will include summarizing cost, timetable, and feasibility information. It will also follow implementation as it takes place, in order to provide timely information for the Board's review.

The Facilities Committee will work with Board and school leadership in order to oversee the ongoing maintenance and repair of school buildings, property, and grounds.

#### 2.885 Education Committee

The Education Committee will assist the Headmaster in the review, research, and recommendation of new curriculum and methodologies for the school. This committee shall consist of teachers and other members selected by the chair and approved by the Board.

### **2.900 Policy Manual**

2.910 No policy may be adopted by the School Board unless a quorum is present.

2.920 The Arché, Faculty Handbook, Parent/Student Handbook, and Athletic Handbook shall be extensions and amplifications of the Policy Manual.

2.930 A copy of the Arché, Faculty Handbook, Parent/Student Handbook, Athletic Handbook, and the Policy Manual shall be kept on file in the Headmaster's Office and be readily available on request to parents and school personnel.

2.940 The Policy Manual of the Cornerstone Christian Academy School Board shall be reviewed annually by the Board Governance Committee which will make recommendations for amendments in May.

2.950 The School Board shall amend particular policies, if necessary, at any time.

2.960 The Headmaster shall recommend to the School Board amendments that are viewed as necessary.

2.970 Only the School Board may amend school policies.

### **3.000 Board/Headmaster/Staff Relationship**

#### **3.100 Delegation to the Headmaster**

While the Board's responsibility is generally confined to establishing policies, policy implementation is delegated to the Headmaster.

3.110 All Board authority, delegated to staff, is delegated through the Headmaster, so that all authority and accountability of staff – as far as the Board is concerned – is considered to be the authority and accountability of the Headmaster.

3.111 Decisions of the Board are binding on the Headmaster.

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

3.113 Information may be requested by Board members or committees, but if such a request, in the Headmaster's judgment, requires a material amount of staff time or funds or is disruptive, it may be refused.

3.114 The Board will never give instructions to persons who report directly or indirectly to the headmaster.

3.115 The Board will refrain from formally evaluating any staff other than the Headmaster.

3.120 *Ends* policies direct the headmaster to achieve certain results; *Executive Parameters/Limitation* policies constrain the headmaster to act within acceptable boundaries of prudence and ethics.

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

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

3.123 As long as the Headmaster uses any reasonable interpretation of the Board's *Ends* and *Executive Limitations* policies, the Headmaster will not be constrained in the implementation of those policies.

3.124 The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Headmaster domains. By doing so, the Board changes the latitude of choice given the Headmaster. However, as long as any particular delegation is in place, the Board will respect and support the Headmaster's choices.

3.125 Should the Headmaster violate a Board policy, he or she shall promptly inform the Board. Informing is simply to guarantee no violations may be intentionally kept from the Board, not to request approval. Board responses, either approving or disapproving, do not exempt the headmaster from subsequent Board judgment of the action nor do they curtail any executive decision.

### **3.200 Headmaster Job Description**

As the Board's single official link to the operational organization, the Headmaster's performance will be considered synonymous with organizational performance as a whole. Consequently, the Headmaster's job contributions can be stated as performance in two areas: (1) organizational accomplishment of the provisions of Board policies on ends, and (2) organizational operation within the boundaries of prudence and ethics established in Board policies on executive parameters/limitations. See attached Headmaster Job Description.

### **3.300 Monitoring Headmaster Performance**

Monitoring Headmaster performance is synonymous with monitoring organizational performance against Board policies on ends and on executive parameter/limitations. Any evaluation of the Headmaster, formal or informal, should be derived from these monitoring data. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. A given policy may be monitored in one or more of three ways: (a) by internal report, in which the Headmaster discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

3.310 Before each monthly Board meeting, the Headmaster will prepare, present, and circulate a Headmaster's Report in a timely manner.

3.320 The Headmaster's Report will be reviewed at the monthly Board meeting.

### **3.400 Annual Performance Review**

In addition to ongoing monitoring, the officers will provide a specific opportunity for the Headmaster to present a self-evaluation and for Board members to organize the evaluation of the Headmaster's performance and have it presented in a face-to-face debriefing with the Headmaster. At this time, the Board and the Headmaster will agree on specific performance goals for the year ahead. The Headmaster's compensation package will be reviewed during or soon after this process.

3.410 A Performance Review will occur twice a year, in September and March, in the first two years of a new Headmaster's job.

3.420 Beginning in the third year, the Headmaster will be reviewed annually in March.

3.430 The Performance Review will be based on the Headmaster's Job Description (Attachment I).

### **4.000 Executive Parameters/Limitations**

The School Board is committed to increasing the professionalism and opportunities for growth of the staff of Cornerstone Christian Academy. The School Board will proactively develop limitations (or other stated parameters) on Headmaster activity. This approach frees the Headmaster from needing to delay action until the Board can approve each new initiative.

**General Guidance:** The Headmaster shall not cause or allow any practice, activity, decision, or organizational circumstance that is illegal, imprudent, or in violation of commonly accepted business and professional ethics.

### **4.100 Financial Planning**

Budgeting any fiscal period shall not deviate materially from the Board's ends priorities, risk fiscal jeopardy, or fail to show a generally acceptable level of foresight. Accordingly, the Headmaster may not cause or allow budgeting which:

4.110 Contains too little detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.

4.120 Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

4.130 Deviates materially from Board-stated priorities in its allocation among competing budgetary needs.

4.140 Is not derived from a long-term written strategic plan.

#### **4.200 Financial Condition**

With respect to the actual ongoing condition of the organization's financial health, the Headmaster may not cause or allow the development of fiscal jeopardy or loss of allocation integrity. Without budget amendment, he or she may not:

4.210 Expend more funds than have been received in the fiscal year to date.

4.220 Use any long-term reserves.

4.230 Accept money for a specified purpose which deviates materially from the Board's End priorities.

4.240 Spend or permit spending of designated funds other than for specified purposes.

4.250 Fail to settle payroll and debts in a timely manner.

4.260 Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.

4.270 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

4.280 Fail to aggressively pursue material receivables after a reasonable grace period.

4.290 Spend any gift designated or undesignated over \$500 without the approval of the Board.

4.2100 Fail to oversee and maintain the financial integrity of the Covenant Parent Fellowship.

4.2110 Fail to be actively involved in raising funds for Cornerstone Christian Academy.

#### **4.300 Asset Protection**

The Headmaster may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, he or she may not:

- 4.310 Fail to ensure that Cornerstone Christian Academy's liability insurance is intact.
- 4.320 Allow non-bonded personnel access to material amounts of funds.
- 4.330 Subject office and equipment to improper wear and tear or insufficient maintenance.
- 4.340 Unnecessarily expose the organization, its Board, or staff to claims of liability.
- 4.350 Make any purchase or commit the organization to any out-of-budget expenditure without Board consultation.
- 4.360 Receive, process, or disburse funds under controls insufficient to meet the standards of the Board-appointed auditor.
  - 4.361 Fail to deposit any contribution into the school bank account within five days of receipt.
  - 4.362 Fail to adequately note the purpose for which designated funds are received and fail to assure that they are used only for those purposes.
  - 4.363 Fail to accurately code all expenditures against approved budget categories.
  - 4.364 Fail to use Cornerstone credit cards or other credit accounts solely for Cornerstone school-related expenses. Should the Headmaster charge personal expenses to a Cornerstone credit card or other credit account, the Headmaster will reimburse Cornerstone immediately, but no later than 7 days after Cornerstone receives the invoice from the creditor containing those expenses.
- 4.370 Acquire, encumber, or dispose of real property, on the school's behalf, without Board approval.
- 4.380 Fail to establish and maintain accountability of a purchasing system, which is "teacher friendly."

#### **4.400 Compensation and Benefits**

With respect to employment, compensation and benefits to employees, consultants, contract workers, and volunteers, the Headmaster may not cause or allow jeopardy to fiscal integrity or public image. Accordingly, he or she shall not:

4.410 Change his or her own compensation and benefits.

4.420 Promise or imply permanent or guaranteed employment or obligate Cornerstone Christian Academy in any way other than that which is written in contract.

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

4.440 Establish or change compensation or benefits without the approval of the School Board.

4.450 Fail to use a formula-based compensation plan for faculty.

4.460 Fail to budget for and implement benefit programs for all full-time employees that include health and dental insurance and a retirement savings program.

4.470 Fail to budget and implement a continuing education program for full-time faculty members.

#### **4.500 Communication and Counsel to the Board**

With respect to providing information and counsel to the Board, the Headmaster may not permit the Board to be uninformed about matters essential to carrying out its policy duties. Accordingly, he or she may not:

4.510 Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, or particularly changes in the assumptions on which any Board policy has previously been established.

4.520 Fail to submit the required monitoring data in a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies being monitored.

4.530 Fail to marshal as many staff and external points of view, issues, and options as needed for fully informed Board choices.

4.540 Present information in unnecessarily complex or lengthy form.

4.550 Fail to provide a mechanism for official Board, officer, or committee communication.

4.560 Fail to deal with the Board as a whole except (1) for fulfilling reasonable individual requests for information or (2) for responding to officers or committees duly charged by the Board.

4.570 Fail to report actual or anticipated noncompliance with a policy of the Board.

4.580 Fail to advise the Board if, in the headmaster's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Headmaster.

4.590 Fail to supply for the consent agenda all items delegated to the Headmaster yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

#### **4.600 Treatment of Cornerstone Christian Academy Families**

With respect to interactions with families or potential families, the Headmaster shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality or privacy. Accordingly, the Headmaster shall not:

4.610 Use application forms that elicit information for which there is no clear necessity.

4.620 Use methods of collecting, reviewing, transmitting, or storing family information that fails to protect against improper access to the material elicited.

4.630 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.

4.640 Operate without clear policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.

4.641 Fail to enforce the dress code.

4.642 Change the existing dress code.

4.643 Enroll any student which exceeds the following class sizes without permission from the School Board:

Original class (2 classes)		Final build out plan (2,3 classes)	
K-	12, 12	K-	12,12,12 (begins 05-06)
1-	12,12	1-	12,12,12, (begins 06-07)
2-	14,14	2-	12,12,12, (begins 07-08)
3-	16,16	3-	18, 18* (begins 08-09)
4-	18,18	4-	18, 18
5-	18,18	5-	18, 18
6-	18,(18)	6-	18, (18)

The movement from 12 per class to 18 per class could be possible in either 3<sup>rd</sup> or 4<sup>th</sup> grade. The decision will be made the preceding year and will be primarily a philosophical one, not financial.

4.650 Fail to inform families of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

4.660 Fail to operate in partnership with Christian parents.

4.670 Enroll students in Kindergarten through 6th grade who individually and in their home environment are not supportive of the school's biblical orientation and policies.

4.671 Custodial Parent(s)/guardian(s) must be united in their desire to have their child(ren) taught from a Christian perspective reflective of the Statement of Faith of Cornerstone Christian Academy.

4.672 At least one parent/guardian must have a clear testimony of personal faith in Jesus Christ as Savior.

4.673 At least one parent must be a member in good standing or be in the process of becoming a member of an evangelical church. An evangelical church is defined as a church which holds to the orthodox, historical doctrines of Christianity (see article 1.400 Statement of Faith) and officially teaches individual salvation by personal faith in Christ alone. Exceptions to this may be made at the discretion of the School Board and Headmaster and should be so noted in the permanent record of the student.

4.674 Custodial Parent(s)/guardian(s) must sign the Family Commitment Form (Attachment II.)

4.680 Fail to inform parents/guardians of the Financial Assistance Program and policies of Cornerstone Christian Academy.

4.690 The Headmaster shall not fail to provide all available academic records, including testing, report cards, professional evaluations, and child study team reports to the transfer school of the students' family's choice. In the case of transfers to Pusch Ridge Christian Academy, these data must be provided prior to the parent and student interview with the admissions committee.

#### **4.700 Treatment of Staff**

With respect to the treatment of paid staff and/or volunteers, the Headmaster may not cause or allow conditions that are unfair, unsafe, unbiblical, or undignified. Accordingly, pertaining to paid staff, the Headmaster shall not:

4.710 Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.

4.720 Discriminate among employees on other than clearly job-related, individual performance or qualifications.

4.730 Discriminate against any staff member for expressing an ethical dissent.

4.740 Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *and* (2) the employee alleges that Board policy has been violated to his/her detriment.

4.741 Fail to acquaint staff with this policy.

4.750 Fail to employ teachers that meet the approved qualifications. Accordingly, all teachers and administrative personnel must:

4.751 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.

4.752 Be a member in good standing (or be in the process of becoming a member) of an evangelical church. Exceptions to this may be made at the discretion of the School Board and Headmaster.

4.753 Agree with and adhere to the Statement of Faith of Cornerstone Christian Academy.

4.754 Have obtained at least a college-level bachelor's degree from an accredited university or college and must be degreed in area in which they teach if they are full-time teachers or part-time core teachers. .

4.755 Be state certified in Arizona or be in the process of being certified as a teacher.

4.760 Fail to employ hourly staff members that meet the above qualifications found in articles 4.751, 4.752, and 4.753.

#### **4.800 Emergency Headmaster Replacement**

In order to protect the Board from sudden loss of Headmaster services, the Headmaster shall not fail to designate a temporary replacement and inform the Board of several individuals who will be familiar with Board and school administrative issues, processes, and access to files.

#### **4.900 Programs/Services**

With respect to the programs produced/services provided by the organization, the Headmaster shall not fail to ensure that these programs/services meet or exceed industry standards and are consistent with the philosophy and values of Catalina Foothills Church in program, quality and safety. Accordingly, the Headmaster shall not:

4.910 Allow accreditation to lapse once Cornerstone Christian Academy is accredited.

4.920 Eliminate or add any major category or program offerings for Cornerstone students without prior Board approval.

## **5.000 Financial Policies**

Cornerstone Christian Academy recognizes that God is the provider of all things and puts its trust in Him for the needs of the school. The School Board and staff shall strive to be good stewards of what God has given them to use for His glory and for the education of the covenant children of the school.

### **Philosophy Statement:**

“It is the intent of the board that operation income (i.e. net tuition income and fees, and CFC subsidy to the extent it reimburses school for CFC member discounts) cover all school related operating expenses (such as labor, benefits, curriculum and teaching supplies, other program expenses, facility costs, administrative and general development costs). And further, that non-tuition income sources (such as the balance of CFC subsidy, fundraising and capital campaign income) not be applied to operating expenses but instead be used in the following priority: (1) for the purposes designated by the donors; (2) for CCA debt obligations; (3) to cover operating budget deficits; (4) to establish general reserves; (5) other uses (such as program and school enhancements, teacher bonuses, endowments, etc).

Notwithstanding the previous and acknowledging that the school is not yet at full capacity, the board further resolves to allow the balance of CFC subsidy to be included in operating income until such time the school is built out to capacity, at which time, shall be included with non-tuition income for use in the priorities established above.”

## **5.100 Responsibilities and Accountability**

5.110 The School Board is responsible for devising ways and means compatible with the policies of the Session of the Catalina Foothills Church for obtaining the funds necessary for operating the school and determining how these funds shall be expended.

5.120 The Treasurer shall oversee the maintenance of the financial books of Cornerstone Christian Academy.

5.130 The Treasurer shall present a monthly financial report to the Board for approval.

5.140 Cornerstone Christian Academy is under the authority of the Session of Catalina Foothills Church, to which it is fiscally accountable. An annual accounting of the finances of the school shall be furnished to the Session in October.

5.150 The finances of Cornerstone Christian Academy shall be reviewed or audited by an independent certified public accountant approved by the Session.

5.170 The Business Manager of Catalina Foothills Church shall be responsible for all audits of school finances.

5.180 The Treasurer will establish and provide oversight for an Endowment Fund for the benefit of Cornerstone Christian Academy. An Elder of Catalina Foothills Church will act as the Trustee of the Cornerstone Endowment Fund.

#### **5.200 Financial Assistance**

The Financial Assistance Program is a resource of Cornerstone Christian Academy to guide parents who demonstrate a financial need in the pursuit of Christian schooling for their children. The program reflects the conviction of Cornerstone that Christian education should be available to all children from Christian families, and not solely those from families who can financially afford tuition.

5.210 Financial assistance is provided through school tuition organizations (primarily the Arizona School Choice Trust and the Arizona Christian School Tuition Organization) and Cornerstone Christian Academy's Financial Assistance Fund.

5.220 Full-time Cornerstone Christian Academy employees shall receive a professional courtesy discount of 50% on tuition.

5.230 Part-time Cornerstone teachers shall receive a professional courtesy discount of 25% on tuition.

#### **5.300 Fundraising**

The School Board of Cornerstone Christian Academy recognizes that fundraising is a normal part of private school education in order to acquire those resources necessary for a quality program.

5.310 Students of Cornerstone may not solicit funds for the school or sell items door-to-door without specific approval from the School Board.

5.320 The fundraising efforts of the Covenant Parent Fellowship of Cornerstone Christian Academy shall be overseen by the Headmaster.

5.330 A minimum of five percent (5%) of all fundraising and all non-designated fundraising by Cornerstone will be deposited into the Cornerstone Endowment Fund. Also, all non-designated memorial funds will be deposited into the Cornerstone Endowment Fund.

#### **5.400 Tuition and Fees**

5.410 All policies regarding student tuition and fees shall be written and reviewed by the School Board in January of each year.

5.420 There will be a discount for Catalina Foothills Church members that is determined annually in January by the School Board.

5.430 If a parent withdraws a student from school at any time during the school year, they will be obligated for tuition payments and fees for the remainder of the semester in which the student was enrolled.

If a parent enrolls a student in the school at any time during the school year after the beginning of the semester, he or she will be obligated for tuition payments and fees from the date of the enrollment to the end of that semester only on a pro-rated basis. Full tuition and fees will be paid for subsequent semesters.”

5.440 If a student’s account is 30 days (or one payment) delinquent, the student will be withdrawn from school until the account is current, or acceptable arrangements have been made with the Headmaster.

5.450 Any student whose account has been 30 days delinquent twice in one school year is not eligible for reenrollment the following school year.

5.460 All outstanding tuition fees must be paid in full on or before June 1 in order for a student to be reenrolled for the following school year.

#### **6.000 Admissions**

Cornerstone Christian Academy does not discriminate on the basis of race, gender, national, or ethnic origin. Students must score on grade level and complete the application process to be eligible for enrollment. The school does not provide enrollment to students whose special educational or physical needs cannot be met by our existing programs, services, or staff. We will enroll students whose educational needs can be met with certified teachers who do not necessarily have expertise in the area of special education or learning disabilities. We will enroll students whose emotional and social

needs do not disrupt the successful education of other covenant children already successfully enrolled.

### **6.100 Application Process**

Cornerstone Christian Academy will accept applications submitted to the school office for future enrollment at any time. These applications will be held until the admissions process begins for the requested year of enrollment. At that time, these applications will be subject to the admissions policies of Cornerstone Christian Academy.

### **6.200 Priority Enrollment**

6.210 Cornerstone Christian Academy application priorities apply only to qualified students. Qualified students are those who have passed the admissions test and have met all of the requirements for enrollment, including Board interview. Enrollment priorities can be honored for qualified students only as space is available.

6.220 Cornerstone Christian Academy prioritizes enrollment for qualified students into three categories:

6.221 *Category A Enrollment* for qualified, currently enrolled students wishing to re-enroll for the following school year. To qualify for Category A Enrollment, an application must be received in the school office on or before February 14.

Families choosing to re-enroll will be given an opportunity to secure a place on the following year's class list. The fee for this is \$250 per family or \$100 per child, whichever is greater, and includes a non-refundable administrative fee of \$50 per child. The balance of the re-enrollment fee will be applied to the following year's tuition.

6.222 *Category B Enrollment* for qualified new students who fit into the following subcategories, in this particular order:

- siblings of current Cornerstone Christian Academy students
- siblings of current Pusch Ridge Christian Academy students whose parents are current Catalina Foothills Church members
- children of current Catalina Foothills Church members
- siblings of current Pusch Ridge Christian Academy students
- children of current Cornerstone Christian Academy faculty

To qualify for Category B Enrollment, an application must be received in the school office on or before March 1.

*6.223 Category C Enrollment:* All other qualified applications for enrollment. These applications are received throughout the year. No enrollment priorities are available for those who apply after March 1.

6.230 Priority within categories is based on the date the application was received in the school office.

6.240 Classroom vacancies will be filled first from applicants from Category A, if any, then Category B, then Category C.

### **6.300 Waiting List**

Students may be placed on a waiting list, depending on space availability. Acceptance of students on the waiting list is based on date of application and priority status. Students may retain their place on the waiting list, if so desired, until space becomes available.

### **6.400 School Board Interviews**

A School Board interview is required for all families prior to acceptance. The School Board has ultimate discretion in admissions and acceptance of students.

**Cornerstone Christian Academy School Board's Year-round Agenda**

June 1	New Board members' terms begin (2.323)
June meeting	Form Board committees New Board officers' one-year terms begin (2.341).
August meeting	Treasurer and Headmaster present budget for Board approval (2.346).
September meeting	Headmaster Performance Review – first two years of new Headmaster's job only (3.400)
October meeting	State of the School summary report (which includes budget) shall be submitted, in writing, to the Session by representative(s) appointed by the Board (2.230).
January meeting	All policies regarding student tuition, fees, and discounts shall be written and reviewed by the Board (5.410)
March meeting	Governance Committee submits potential Board nominees to Board and then to Session for approval (2.321). Headmaster self-evaluation (3.400) Annual Headmaster Performance Review (3.420) Headmaster's compensation package reviewed (3.400)
April meeting	Board's annual overall performance review(2.130). Board ranks Board nominees in order they will be approached until available slots are filled (2.322).
May meeting	New Board members appointed (2.323). Governance Committee nominates new Board officers (2.340). Governance Committee reviews Policy Manual and makes recommendations for amendments (2.940).
May 31	Three-year Board members' terms end (2.323).