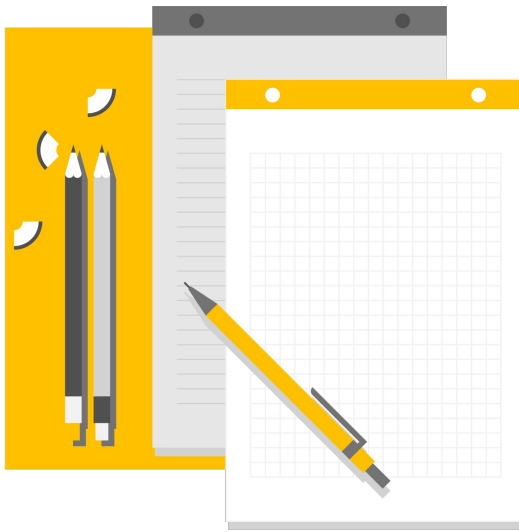


SESSION 4

Policy & Governance Lab

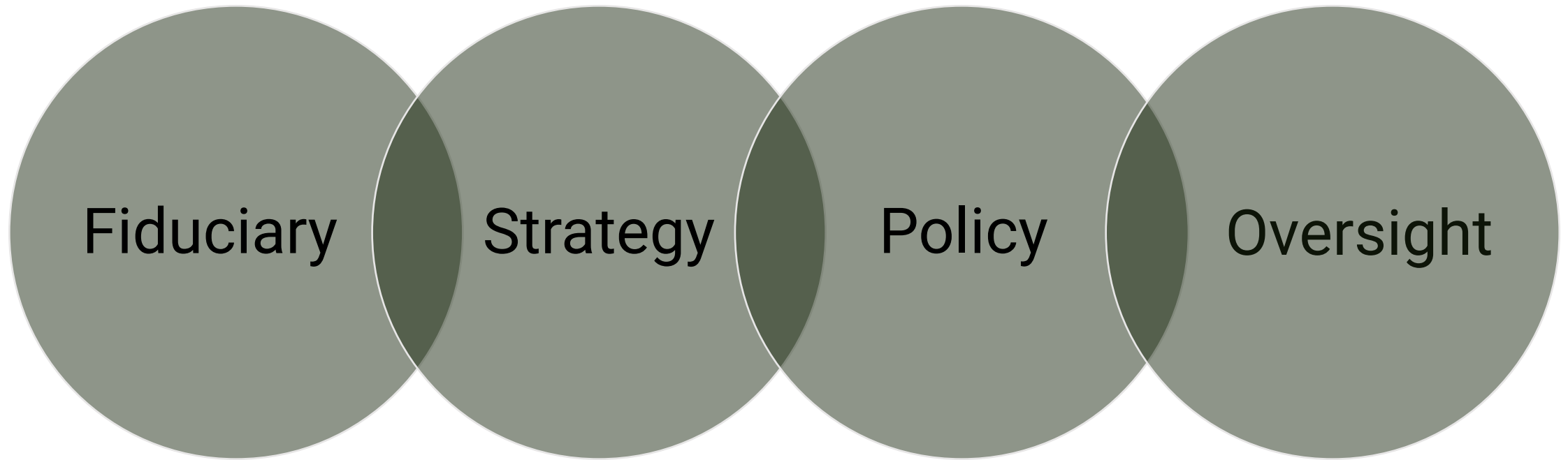
Objectives



- Understand the term governance
- Reflect on what kind of board you are
- Review the governing board roles and responsibilities at a high level
- Audit existing school materials

Board governance can be defined as the framework of roles, rules and processes that ensure an organization is achieving its purpose.

Role of the Governing Board



Key Documents



RELEVANT STATE
& FEDERAL LAWS



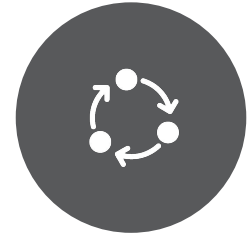
ARTICLES OF
INCORPORATION



BYLAWS



POLICY MANUAL



PROCEDURES

Board Size and Terms

- Best practice to have at least 9 members and up to 15 (startup boards will often have fewer members)
- Have an odd number of members to avoid tie votes
- Enough members to get work done efficiently through committees
- Staggering terms of 3 years, with a maximum of 3 terms (9 years total)
- Aim to overturn no more than 1/3 of the board every year

Best Practices and Common Mistakes

Best Practices

- Cultivate Board Talent Diversity
- Document Actions Appropriately
- Hold Director/CEO Accountable
- Provide an On-Boarding Process
- Provide External Counsel
- Have Flexible Policies

Common Mistakes

- Friends & Family on the Board
- Unfamiliar with Nonprofit Corporate Law
- Small Board Size
- Lack of Oversight
- Non-Transparent Bylaws or Policies

Committees

Committees support *efficiency* and *effective decision-making*

- Efficiency – detail work conducted in small meetings staffed with experts
- Effective decision making – committee recommendations are robust and well-informed

Recommended committee structure

Individual Responsibilities

- Being knowledgeable in what the organization does and how it does it
- Actively participating in discussions and actions by making independent judgments
- Understanding the legal duties of a nonprofit board
- Promoting the organization's purpose and plans within the school and broader community
- Complying with code of ethics

Reflection Time

- Do you feel the role of board members as a collective vs board members as individuals is clear?
- Do you have confidence that the board truly understands its structure, limits, and expectations as outlined in your documentation?

Oversight

A primary function of a governing, oversight for Christian school boards will focus on the following areas:

- Operational
- Academic
- Financial
- Spiritual

Operational Oversight

Board Operations

- Are all filings completed and submitted to maintain the organization's status?
- Do the activities, governing documents and communications reflect the mission?
- Have there been any issues with policy or legal compliance?
- Does the board composition meet the needs of the board?
- What additional training is needed?

School Operations

- School operational oversight is the responsibility of the Head of School.
- The board's role is to establish high-level outcomes through its strategic plan and provide authority to the Head of School to deliver.
- The board's oversight exists within the framework of executive oversight as established in board policy and within the performance evaluation of the Head of School.

Academic Oversight

- Are we meeting the mission and vision of the school to provide excellence in Christian education?
- Are we achieving the board and school goals as set in the strategic plan?
- How well are our students performing and what instruments are used to measure spiritual development and academic performance?
- Are we attracting and retaining students?
- How well is the staff performing and how are they evaluated?
- Are we attracting and retaining staff?
- What is the level of parent involvement?

Sample Student Outcomes Policy

The Outcomes Committee will ensure a Valley Christian student will be able to:

- Demonstrate Biblical Literacy, articulate the need for a Savior and how Jesus saves, defend and promote a Biblical-worldview, and live out one's place in God's story and kingdom with justice, mercy, and humility
- Develop and use one's God-given abilities, and appreciate the innovation and creativity displayed in God's creation, others, and oneself
- Analyze with discernment and strive for academic excellence
- Interact locally and globally, and recognize and understand the order, cultures, and diversity within God's Creation, particularly within His family
- Comprehend and convey truth effectively as a speaker, listener, writer, artist, and performer

Excerpted from Valley Christian School Board Policy Manual

Financial Oversight

Annual Budget Adoption

- Revenues based on estimated enrollment and tuition revenue at the proposed rate
- Recommended amount of tuition assistance if applicable
- A detailed expenditure plan that aligns to the projected enrollment and expected outcomes

Tax Compliance

- Completion, approval and filing of the IRS Form 990
- Executive compensation setting
- Related party transactions
- Payroll withholding and remittance

Financial Reports for Review

- Annual audited or officially reviewed financial statements
- Quarterly statement of income and expense to budget comparison along with a balance sheet and current debt
- Regular monthly or quarterly development updates
- A yearly review of insurance policies
- Form 990 prior filing
- Report any IRS liabilities
- A review of investments and proposed changes that are in line with the investment policy

Spiritual Oversight

- Mission and vision statement reviewal
- Board member mission and vision alignment and passion
- Policy and practices consistency

Board Evaluation

- It's a helpful practice for board members to undertake a self-evaluation annually to take stock of their continued commitment and fit for board service.
- The key areas of evaluation include:
 - Board activity
 - Mission and purpose
 - Governance/partnership alignment
 - Board organization
 - Board meetings
 - Board membership
 - Administrative and staff support

Coaching & Self-Leadership Break

All guests return @ 5:10pm
to Main Hall