

Approved Version 091505

POLICY MANUAL

Board of Trustees

New Covenant Christian School

Lebanon, PA

Mission Statement: New Covenant Christian School exists to glorify God by partnering with families and churches to provide a quality education in a Christ-centered environment, and to prepare each learner for a life of following Jesus & serving in and through the kingdom of God.

Vision. NCCS will be a model Christian educational community that partners with parents and Bible-believing churches to deliver a high quality Christian education to all Christian families in the Lebanon Valley who desire such an education. NCCS will place the person, work, word, and gospel of Jesus Christ at its core, and will disciple each student in His ways, so that each one will know Christ and His word and will love Him with all their heart, mind, and soul. Caring, committed, high quality faculty will model Christ and will nurture, mentor, and challenge students through high quality, comprehensive curricular and extracurricular programs that meet students' diverse needs and expand their interests. The faculty will enable students to thoroughly and intentionally integrate Scripture, the Christian faith, and the Christian worldview with the various academic disciplines, the arts, music, drama, and sports. NCCS graduates will be lifelong learners who think critically and Christianly, and who are able to convincingly articulate the Christian faith and worldview and compassionately defend them against non-Christian ones. They will become respected servant-leaders, hard workers, and model citizens in their communities and churches.

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POLICY TYPE: ENDS

POLICY TITLE: MISSION, VISION, VALUES AND OUTCOMES

POLICY 1.0 ENDS POLICIES SHALL BE GUIDED BY MISSION, VISION, VALUES, AND OUTCOMES.

1.1 Outcomes: It is our goal that each NCCS graduate will be equipped to serve God and will embody and demonstrate the following:

1.1.1 Transformed minds able to understand the will of God for their lives;

Col. 1:9-12, Eph. 4:20-24, Rom.12:1-2

1.1.2 Spiritual maturity through integration of biblical, Christ-centered principles into daily life;

Matt. 23:37, Phil. 3:14, Heb. 6:1

1.1.3 Christian worldview that critically evaluates world cultures and events from a biblical, Christ-centered framework;

Rom. 1:18-25, Eph. 5:13

1.1.4 Christ-like attitudes of love, humility, respect, and authentic servanthood which were taught and modeled by qualified and committed faculty, staff, and administration, and thereby become respected servant-leaders, hard workers, and model citizens in their communities and churches;

Eph. 5:1-2, Luke 22:24-27

1.2 It is our goal that NCCS as an institution will embody and demonstrate the following:

1.2.1 Christ-centered education with academic standards to challenge each student to achieve their God-given individual potential.

Eph. 4 :10-14, Col. 1:16-17, Prov. 22:6

1.2.2 A school community based upon the New Covenant Core Values and Beliefs, and Principles for a Life of Faith as stated in the New Covenant Constitution.

Matt. 5, 6, 7

1.2.3 An administration, faculty, and staff which partners with parents/guardians in the training and instruction of their children.

Prov. 22:6, Deut 6:4-9

1.2.4 An ethnically diverse school body, offering an education at a cost that is least exclusionary allowing for program growth within the annual budget.

I Tim. 6:18, Rom. 10:11-12

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the New Covenant Principles for a Life of Faith as stated in the New Covenant Christian School Constitution. Unless specifically stated any deviation from the following limitations requires prior Board approval.

- 2.1 With respect to interactions with students/families or potential students/families, the administrator shall not cause or allow conditions, procedures, or decisions which are unbiblical, unlawful, unethical, unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality.
- 2.2 With respect to the treatment of current or prospective paid staff and/or volunteers, the administrator may not cause or allow conditions which are unfair, unlawful, unethical, unsafe, unbiblical, undignified or lacking appropriate confidentiality.
- 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.
- 2.4 With respect to the actual, ongoing financial condition and activities, the administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.
- 2.5 The administrator shall not allow school assets to be unprotected, inadequately maintained or unnecessarily risked.
- 2.6 In order to protect the board from sudden loss of administrator services, the administrator shall not fail to designate and inform the board of several individuals who will be familiar with board and administrator issues and processes.
- 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
- 2.8 The administrator shall not permit the board to be uninformed or unsupported in its work.
- 2.9 With respect to the programs and services provided by the school, the administrator shall not fail to ensure that these programs and services meet or exceed the standards and requirements set forth by associations of which NCCS is a member and are consistent with the philosophy and values of New Covenant Christian School in program quality and safety.
- 2.10 With respect to donors, donations, and fundraising, the administrator shall not fail to meet biblical and Generally Accepted Accounting Principles.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: TREATMENT OF STUDENTS/FAMILIES**

POLICY 2.1 With respect to interactions with students/families or potential students/families, the administrator shall not cause or allow conditions, procedures, or decisions which are unbiblical, unlawful, unethical, unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality.

Accordingly, the administrator shall not:

- 2.1.1 Elicit information for which there is no clear necessity.
- 2.1.2 Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper access to the material elicited.
- 2.1.3 Fail to provide a reasonable level of privacy, both visual and auditory, during private interactions with students/families.
- 2.1.4 Operate without clear policies as defined in the parent/student handbooks and on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
- 2.1.5 Fail to inform students/families of this policy (2.1.4) nor to provide a biblical grievance process, as approved by the Board of Trustees.
- 2.1.6 Fail to operate in partnership with New Covenant Christian School parents/guardians.
 - 2.1.6.1 Fail to show respect to students/families and potential students/families.
 - 2.1.6.2 Fail to consistently and strategically communicate with students/families.
 - 2.1.6.3 Fail to operate without a biblical discipline policy that provides for correction, instruction, accountability, grace, forgiveness and encouragement.
 - 2.1.6.3.1 Fail to follow principles of discipline as defined by the Board of Trustees.
 - 2.1.6.3.2 Expel a student which is solely an act of the Board of Trustees.
- 2.1.7 Enroll students who do not meet the school's admission requirements.
 - 2.1.7.1 Fail to follow the student enrollment policy as approved by the Board of Trustees.
- 2.1.8 Fail to comply with appropriate child abuse and sexual harassment policies as approved by the Board of Trustees.

- 2.1.9 Communicate with students/families in any threatening, abusive, unbiblical, unethical or inappropriate manner.

- 2.1.10 Fail to use best efforts to make reasonable adjustments and accommodations in the educational plan of a student at his/her parents'/guardians' request.

- 2.1.11 Fail to operate with an emergency preparedness and response plan.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF PERSONNEL

POLICY 2.2 With respect to the treatment of current or prospective paid staff and/or volunteers, the administrator may not cause or allow conditions which are unfair, unlawful, unethical, unsafe, unbiblical, undignified or lacking appropriate confidentiality.

Accordingly, the administrator shall not:

- 2.2.1 Operate without written personnel policies that clarify personnel rules for employees, provide for effective handling of grievances, and protect against wrongful conditions.
- 2.2.2 Discriminate against any employee for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3 Prevent employees from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his/her detriment.
 - Fail to make a public copy of the board policy manual available.
- 2.2.4 Fail to acquaint employees with this policy. (2.2.3)
- 2.2.5 Fail to employ teachers that meet the appropriate qualifications. Accordingly, all teachers must:
 - 2.2.5.1 Have a personal commitment to Jesus Christ
 - 2.2.5.2 Believe wholeheartedly in the value of a Christian school education for the Christian family.
 - 2.2.5.3 Hold a bachelor's degree and/or have appropriate experience in the field of responsibility.
 - 2.2.5.4 Be willing to pursue higher education and continue progress in career development.
 - 2.2.5.5 Have a strong commitment to the growth and godly nurturing of children.
 - 2.2.5.6 Have a solid devotional life and active relationship with the local church.
- 2.2.6 Provide preferential treatment for board members, employees or their children, other than explicitly stated as a condition of employment.
- 2.2.7 Fail to effectively monitor employee performance and provide timely performance reviews that are consistent with written job expectations.

- 2.2.8 Fail to consistently promote and provide for employee development and retention.
- 2.2.9 Fail to require compliance with appropriate child abuse and sexual harassment policies.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

POLICY 2.3 Financial planning for any fiscal year shall not deviate materially from the board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the administrator shall not allow budgeting which:

- 2.3.1 Contains too little information to enable credible projection of enrollment, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.3.2 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received from all sources of operating revenues.
- 2.3.3 Fails to provide reasonable funding for board development.
- 2.3.4 Does not ensure ongoing staff/teacher development and retention.
- 2.3.5 Fails to provide financial aid to qualifying families or fails to follow distribution guidelines.
- 2.3.6 Introduces changes to staff and faculty tuition discounts without board approval.
- 2.3.7 Fails to include fund raising as defined yearly by Administrator and presented by the board as a revenue component of the operating budget.
- 2.3.8 Fails to include a minimum of a 1% of total annual budget contingency fund, which may be represented as funded repair accounts. Funds may be drawn from this fund at the discretion of the administrator, with a report to the board. This policy is to be applied only after the satisfaction of all current debt (defined as current fiscal year debt, not debt incurred in previous year(s) and after board-approved salaried employee compensation targets are met according to the Board Policy Manual section regarding compensation and benefits of employees.
 - 2.3.8.1 Funds remaining at the fiscal year end will be transferred to the 5% reserve pool.
 - 2.3.8.2 When the 5% reserve is satisfied, remaining monies will be used to satisfy any debt carried over from previous years.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: FINANCIAL CONDITION & ACTIVITIES**

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

Accordingly, the administrator shall not:

- 2.4.1 Deviate from the previously approved budget.
- 2.4.2 Willfully and/or recklessly end the year with a deficit.
- 2.4.3 Accept money for a specified purpose that deviates materially from the board's Ends priorities.
- 2.4.4 Spend or permit spending of restricted funds other than for specified purposes.
- 2.4.5 Fail to settle payroll and debts in a timely manner.
- 2.4.6 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.7 Acquire, encumber or dispose of real estate.
- 2.4.8 Fail to aggressively pursue material receivables after a reasonable grace period.
- 2.4.9 Accept government funds without prior board knowledge.
- 2.4.10 Fail to evaluate full consequences of gifts prior to receipt of gift.
- 2.4.11 Fail to fund a reserve pool of 5% of total annual budget for the purpose of unforeseen expenditures, funded with the remainder of 1% contingency fund until a total of 5% of total annual budget is met. When the 5% of total annual budget is reached, the fund will be capped until such time as fund utilization begins. Funds may be drawn from this fund upon recommendation of the administrator, with board approval. This policy is to be applied only after the satisfaction of all current debt.
- 2.4.12 Spend monies in addition to line items within the operating budget in excess of \$5K per transaction / \$25K per year, without board approval.
 - Fail to provide adequate financial control over monies directed to the school in support of auxiliary budgets.
 - Allow cash resources to be less than one month averaged budgeted payroll costs.
 - Fail to notify the Board immediately if cash resources fall below the minimum resources.

- Borrow monies.
- Spend monies on non-school related interests.
- Enter into unbudgeted leases.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

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

Accordingly, the administrator shall not:

- 2.5.1 Fail to insure against theft and casualty losses to a value set by the board and against liability losses to board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 2.5.2 Allow access to funds by personnel unauthorized by the Board.
- 2.5.3 Subject the buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently or intentionally expose the organization, its board or staff to claims of liability.
- 2.5.5 Permit any purchase:
 - 2.5.5.1 Wherein normally prudent protection has not been given against conflict of interest.
 - 2.5.5.2 Without an approved purchase order in place prior to any purchase over \$100.
 - 2.5.5.3 Over \$1000 without a competitive bid or comparing prices.
- 2.5.6 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.7 Receive, process or disburse funds in a fashion that fails to establish controls sufficient to provide reasonable assurance that such receipts and disbursements are properly accounted for and protected from loss, theft or embezzlement.
- 2.5.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions. Such transactions require Board Review.
- 2.5.9 Endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 2.5.10 Allow the assets of any endowment or restricted fund to be invested in a way that is non-compliant with Board approved policy. (Refer to policies: “Donors/Donations/Fundraising” and “Financial Conditions and Activities.”)

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY ADMINISTRATOR SUCCESSION

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

Accordingly, the administrator shall not:

- 2.6.1 Fail to identify a successor who is capable of assuming administrator responsibilities on a temporary basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

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

Accordingly, the administrator shall not:

- 2.7.1 Change his or her personal compensation package and benefits.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Fail to maintain adequate documentation, including contractual employment agreements.
- 2.7.4 Create compensation obligations over a term longer than one year.
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 2.7.5.1 Incur unfunded liabilities.
 - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees.
 - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.6 Fail to offer a compensation package that is competitive when compared to private Christian schools similar in size and location.
- 2.7.7 Award non-budgeted bonuses.
- 2.7.8 Fail to inform Board of significant changes to health, life & disability benefits.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD**

POLICY 2.8 The administrator shall not permit the board to be uninformed or unsupported in its work.

Accordingly, the administrator shall not:

- 2.8.1 Neglect to submit monitoring data or perform action items required by the board (see policy 3.0 on Monitoring administrator performance in Board/Administrator Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
- 2.8.2 Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
- 2.8.3 Fail to advise the board if, in the administrator's opinion, the board is not in compliance with its own policies on Governance Process and Board/Administrator Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the administrator.
- 2.8.4 Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
- 2.8.5 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 2.8.6 Fail to provide a mechanism for official board, officer or committee communications.
- 2.8.7 Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
- 2.8.8 Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
- 2.8.9 Fail to supply for the consent agenda all items delegated to the administrator yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: EXECUTIVE LIMITATIONS**POLICY TITLE: PROGRAMS / SERVICES**

POLICY 2.9 With respect to the programs and services provided by the school, the administrator shall not fail to ensure that these programs and services meet or exceed school and/or accreditation standards and are consistent with the philosophy and values of New Covenant Christian School in program quality and safety.

Accordingly, the administrator shall not:

- 2.9.1 Fail, in partnership with parents, to provide a liberal arts based education marked by excellence and shaped by a Christian worldview.
- 2.9.2 Fail to provide a complete education that holistically molds minds, hearts, and bodies.
- 2.9.3 Eliminate or add any major category of program offerings.
- 2.9.4 Fail to evaluate the impact of class size on the learning environment.
- 2.9.5 Fail to evaluate the impact of gender, ability, and learning needs within each class.
- 2.9.6 Fail to provide an excellent pre-K program.
- 2.9.7 Fail to provide an excellent K-12 curriculum.
 - 2.9.7.1 Fail to provide a curriculum guide that outlines major objectives and units in all subjects in grades K-12.
 - 2.9.7.2 Fail to provide programs that support the goals of both college-bound and non-college-bound students.
 - 2.9.7.3 Fail to provide adequate resource allocation for visual and performing arts.
- 2.9.8 Fail to provide a broad range of extra-curricular activities, including interscholastic athletics.
- 2.9.9 Fail to schedule the school term with consideration to the laws of the State.
- 2.9.10 Fail to uphold NCCS values and goals as outlined in the governing documents (as attached).

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/DONATIONS/FUND-RAISING

Policy 2.10 With respect to donors, donations, and fundraising, the administrator shall not fail to meet biblical and general accounting principles.

Accordingly, the administrator shall not:

2.10.1 Utilize fund-raising practices that would be non-compliant with Commonwealth of Pennsylvania standards for fund-raising for non-profit organizations.

2.10.2 Establish capital fundraising goals without board approval.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: GOVERNANCE - MANAGEMENT CONNECTION

POLICY 3.0 The board's sole connection to the operational organization, its achievements and conduct will be through a titled administrator.

- 3.1 Only decisions of the board, acting as a body, are binding on the administrator.
- 3.2 The administrator is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the administrator.
- 3.3 The board will instruct the administrator through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the administrator to use any reasonable biblical world-view interpretation of these policies.
- 3.4 Systematic and rigorous monitoring of administrator job performance will be solely against the expected administrator job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.
- 3.5 The Board may require the Administrator to take any action, which shall be documented in the board minutes.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions of the board, acting as a body are binding on the administrator.

Accordingly:

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

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE ADMINISTRATOR

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

Accordingly:

- 3.2.1 The board will never give instructions to persons who report directly or indirectly to the administrator.
- 3.2.2 The board will refrain from evaluating, either formally or informally, any staff other than the administrator.
- 3.2.3 The board will view administrator performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful administrator performance.

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE**POLICY TITLE: DELEGATION TO THE ADMINISTRATOR**

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

Accordingly:

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

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: MONITORING ADMINISTRATOR PERFORMANCE

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

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which board policies are being met.
- 3.4.2 The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the administrator discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be any reasonable administrator interpretation of the board policy being monitored.
- 3.4.4 Administration compliance with all policies that instruct the administrator will be monitored at a frequency and by a method chosen by the board. The board can monitor compliance with any policy at any time by any method, but will ordinarily depend on a routine schedule such as the following:

	Policy	Method	Frequency
1.0	Ends	Internal	Annually
2.1	Treatment of Students/Families	Internal	Annually
2.2	Treatment of Staff	Internal	Annually
2.3	Financial Planning/Budgeting	Internal	Annually
	Financial Audit	External	Annually
2.4	Financial Report: Income & Expense Statement Balance Sheet	Internal	Monthly
	Enrollment	Internal	Monthly
	Cash Resources: Identify Restricted Funds/ Current Minus 2 years	Internal	Monthly
	Financial Aid	Internal	Monthly

	Non-Operational Budget Transactions (Include Student Activities)	Internal	Monthly
	Staff & Faculty Development	Internal	Monthly
	Capital Expenditures by Project	Internal	Monthly
2.5	Asset Protection	Internal	Annually
2.6	Emergency Administrator Succession	Internal	Annually
2.7	Compensation & Benefits	Internal	Annually
2.8	Communication and Support of the Board	Internal	Annually
2.9	Programs/Services	Internal	Annually
2.10	Donors/Donations/Fundraising	Internal	Quarterly

POLICY TYPE: BOARD/ADMINISTRATOR LINKAGE

POLICY TITLE: BOARD/ADMISTRATIVE DIRECTIVES

POLICY 3.5 The Board may require the Administrator to take any action, which shall be documented in the board minutes.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The purpose of the New Covenant Christian School Board of Trustees, on behalf of the New Covenant Christian School Association is to assure that New Covenant Christian School achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.

- 4.1 The New Covenant Christian School board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.
- 4.2 The job of the New Covenant Christian School Board is to represent the New Covenant Christian School Association in determining and demanding appropriate organizational performance.
- 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually (or at any time as requested by the chair or a majority of board members) and continually improves board performance through board education and enriched input and deliberation.
- 4.4 The chairperson or his/her designee assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.
- 4.5 The board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.
- 4.6 The board commits itself to the individual and collective participation of its members to insure leadership success. Board committees will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to administrator.
 - A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. The only standing board committees are those which are set forth in the governing documents. Unless otherwise stated, a committee ceases to function as soon as its task is complete. The administrator or designee will serve as a non-voting member of each committee unless otherwise stated.
 - The board aims to maintain a board of the size and composition as outlined in the governing documents.
 - The board will invest appropriate resources to enhance its ability to govern with excellence.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: GOVERNING STYLE & VALUES**

POLICY 4.1 The New Covenant Christian School board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 4.1.1 We adhere to *Principles for a Life of Faith* based on Scripture. (see Article V of the New Covenant Christian School Constitution)
- 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.3 New Covenant Christian School, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap or gender. The school's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its Association members and supporters.
- 4.1.4 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual judgments for the board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- 4.1.5 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
- 4.1.7 The board will monitor and discuss the board's process at each meeting and its overall performance annually at the May meeting. Self-monitoring will include

comparison of board activity and discipline to policies in the Governance Process and Board/Administrator Linkage categories.

- 4.1.8 Each member of the board will support the final determination of the board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.9 All board actions shall be consistent with the provisions of the governing documents.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 The job of the board is to represent the New Covenant Christian School Association in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The board will produce the link between the school and the Association.
- 4.2.2 The board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 GOVERNANCE PROCESS: Specification of how the board conceives, carries out and monitors its own performance.
 - 4.2.2.4 BOARD/ADMINISTRATOR LINKAGE: How power is delegated and its proper use monitored; the administrator role, authority, and accountability.
- 4.2.3 The board will produce assurance of administrator performance (measured by compliance with policies 4.2.2.1 and 4.2.2.2).
- 4.2.4 The board will be involved in raising funds in cooperation and coordination with the administrator.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: AGENDA PLANNING**

POLICY 4.3 To do its job effectively, the board will follow an annual agenda that completes a re-exploration of Ends policies annually (or at any time as requested by the chair or a majority of board members) and continually improves board performance through board education and enriched input and deliberation.

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of May so that administrative planning and budgeting can be based on accomplishing a one year segment of the board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the board's development of its agenda for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination, (e.g. presentations by futurists, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the board's planning cycle.
 - 4.3.2.2 The chair is encouraged, at the commencement of the board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for board consideration. Any board member desiring to recommend any matter for board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled board meeting. By an affirmative vote of a majority of the members of the board, or of those present at a meeting, additional matters may be added to the agenda of any board meeting.
- 4.3.3 Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
- 4.3.4 The board shall meet a minimum of 10 times per year.
- 4.3.5 Administrator monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
- 4.3.6 Following a review of monitoring reports received in the last year from the Administrator, his/her compensation package will be reviewed and presented to the Administrator during the month of November, with response to be given by December 31. Effective date of the Administrator's contract shall be July 1.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON'S ROLE

POLICY 4.4 The chairperson assures the integrity of the board's process and represents the board to outside parties.

Accordingly:

- 4.4.1 The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 4.4.1.1 Meeting discussion content will be only those issues that, according to board policy, clearly belong to the board to decide, not the administrator.
 - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by board policies on Governance Process and Board/Administrator Linkage, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - 4.4.2.1 The chairperson is empowered to chair board and Association meetings with all the commonly accepted responsibilities and powers of that position (e.g. ruling, recognizing).
 - 4.4.2.2 The chairperson has no individual authority to supervise or direct the administrator.
 - 4.4.2.3 The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - 4.4.2.4 The chairperson will represent the board in matters that relate to New Covenant Christian School.
 - 4.4.2.5 The chairperson may delegate this authority but remains accountable for its use.
- 4.4.3 The chairperson may appoint members and a chairperson for each board committee, unless otherwise stipulated by board policies or the organization's bylaws.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

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

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 4.5.2.2 When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself from not only the vote but also from the deliberation, without comment on the issue.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member secure employment within the organization, he or she must first resign from the board.
- 4.5.3 Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 4.5.3.1 Board members' interaction with the administrator or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of administrator or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.

- 4.5.5 Board members must meet the proper biblical qualifications as outlined in the governing documents.
- 4.5.6 Board members must be in substantial agreement with the New Covenant Christian School Principles for a Life of Faith.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES**

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

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

- 4.6.1 Attendance - As board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at board meetings is required of board members. The Board may take action to dismiss a Board member for such failure to attend or participate, according to the governing documents.
 - 4.6.1.1 By exception, and with prior approval from the Board Chair, a board member may participate in regular board meetings via phone or visual communication. Their presence will not be counted as quorum and they will not hold voting privileges.
- 4.6.2 Preparation, Participation, and Punctuality - board members will prepare for board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the board. Each member will contribute his or her own knowledge, skills and expertise to the board's efforts to fulfill its responsibilities.
- 4.6.3 Members as Individuals - the administrator is accountable only to the board as a whole, and not to individual board members. Accordingly, the relationship between the administrator and individual members of the board, including the board chair, is collegial, not hierarchical.
- 4.6.4 Volunteerism - As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all board members are expected to volunteer beyond normal meeting times according to their ability. In view of the administrator's responsibility for operational activities and results, members of the board acting as operational volunteers are subject to the direct supervision of the administrator or responsible staff person.
- 4.6.5 Contributions - Each board member is expected to contribute generously within his or her individual means to make an annual financial contribution to New Covenant Christian School. The demonstration of support, rather than the amount of the contribution, is of primary importance; members are expected to contribute only within their individual means.
- 4.6.6 Continuing Education – Each board member is expected to make appropriate annual efforts toward continuing education in governance.
- 4.6.7 Members will commit to regularly pray for the school.
- 4.6.8 Board members are responsible for the strategic and financial development of the school.

POLICY TYPE: GOVERNANCE PROCESS**POLICY TITLE: BOARD COMMITTEE PRINCIPLES**

POLICY 4.7 Board committees will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to administrator.

Accordingly:

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

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE STRUCTURE

POLICY 4.8 A committee is a board committee only if its existence and charge come from the board, regardless of whether board members sit on the committee. The only standing board committees are those which are set forth in our governing documents. Unless otherwise stated, a committee ceases to function as soon as its task is complete.

4.8.1 The Standing Committees are as defined in the governing documents

4.8.1.1 Strategic Planning.

4.8.1.2 Institutional Advancement

4.8.1.3 Nominating.

4.8.1.4 Governance

4.8.2 Ad Hoc Committees can be named by the chairman of the board to accomplish a specific task as identified by the board.

POLICY TYPE: GOVERNANCE PROCESS

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

POLICY 4.9 The board aims to maintain a board of the size and composition as outlined in the governing documents.

Accordingly:

4.9.1 No later than the October meeting, the current board will elect a board Nominating Committee.

4.9.1.1 The nominating committee shall be composed of two (2) Board members, selected by the Board whose terms are not expiring, the present PTF chairman, one additional parent of a New Covenant Christian School K-12 student elected by the PTF, the NCCS Administrator, and one Pastoral Advisor. One of the Board members shall be appointed by the Board chairman to serve as chairman of this nominating committee. The membership of this committee shall be announced to the members of the Association within one month after appointment.

4.9.1.1.1 For each vacancy on the Board, the nominating committee shall, whenever possible, prepare a slate of at least two (2) nominees to be presented at the annual Association meeting. Incumbent members may or may not be included on the slate at the discretion of the nominating committee.

4.9.1.1.2 All nominees seeking board election shall complete a personal information form, which will be reviewed by the nominating committee.

4.9.1.1.3 By no later than the February meeting, this information shall be submitted to the pastoral advisors, along with the nominee list for review and approval. The list shall then be submitted to the full board for review and approval and provided to the association at least two weeks prior to the association meeting.

4.9.1.2 Election of all board members shall take place at the annual association meeting by a written ballot vote..

4.9.1.2.1 Elections shall be conducted by the chair of the Pastoral Advisors.

4.9.2 Members of the board shall serve no more than three consecutive 3-year terms.

4.9.3 Members who serve three (3) consecutive three (3)-year terms may be nominated for board membership again after spending a minimum of one (1) year off the board.

4.9.4 Re-nomination/nomination of board members may be based upon such factors, as the board Nominating Committee deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.10 The board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.10.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 4.10.1.1 Training will be used liberally to orient new members and candidates for board membership, as well as to maintain and increase existing member skills and understandings.
 - 4.10.1.2 Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, annual fiscal audit.
 - 4.10.1.3 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 4.10.2 Costs will be prudently incurred.
 - 4.10.2.1 Up to \$500 per year for training, including expenses for board member attendance at conferences and workshops, retreats and monthly meetings.

CHANGE CONTROL LOG

091505	Formal document approved by the NCCS Board of Trustees
111705	Policy 2.5.1- Changed from “at least 100% of replacement value” to “a value set by the board”
021606	Policy 4.9.1.1- Added “the NCCS Administrator”.
021606	Policy 4.9.1.2.1- Added “and provided to the Association at least two weeks prior to the Association meeting.”
021606	Policy 4.9.1.3- “Plurality” replaced “majority” and “voting” replaced “present”.
101906	Policy 3.4- The entire schedule for monitoring the administrator’s job performance was revised.
122106	Policy 2.4.4- “designated funds” changed to “restricted funds”.
122106	Policy 2.4.11- A numbering change was made to correct duplicate policy numbers.
031907	Policy 2.5.10- Added: (Refer to policies: “Donors/Donations/Fundraising” and “Financial Conditions and Activities.”)
051707	Added Policy 2.2.3.1 “Fail to make a public copy of the board policy manual available.”
051707	Policy 2.2.8- Added “and retention.”
051707	Policy 2.3- A numbering change was made to correct a missing policy number.
051707	Policy 2.3.8- A significant revision was made. It originally read, “Fails to include a minimum of a 2% contingency fund.”
051707	Policies 2.3.8.1 and 2.3.8.2 were added.
051707	Policy 2.4.11- A significant revision was made. It originally read, “Fail to fund a minimum reserve pool of 5% of budget for emergency expenditures from excess contingency funds.”
051707	Policies 2.4.11.1 and 2.4.11.2 were not relevant and therefore deleted.
051707	Policy 2.7.6- Deleted the phrase “unless granted exceptions by the Board for specific situations.”
051707	Added Policies 2.7.6.1 and 2.7.6.2
031709	Policy 2.10.2 – Added “without board approval” to the end of policy.
081809	Policy 1.1.2 – Added the word “Christ-centered” after the word “biblical.”
081809	Policy 1.1.3 - Added the word “Christ-centered” after the word “biblical.”
081809	Policy 2.2.6 – Changed from “Fail to communicate to employees that neither board members & employees, nor their children, should be treated any differently than any other parent or student” to “Provide preferential treatment for board members, employees or their children, other than explicitly stated as a condition of employment.”
081809	Policy 2.2.7 – Changed from “Fail to have an effective process for the monitoring of the work of each employee and provide timely performance reviews that are consistent with stated job expectations and fundamentally designed to foster professional development” to “Fail to effectively monitor employee performance and provide timely performance reviews that are consistent with written job expectations.”
081809	Policy 2.3.7 – Changed from “Fails to include fund raising as a revenue component of the operating budget” to “Fails to include fund raising as defined yearly by Administrator and presented by the board as a revenue component of the operating budget.”

CHANGE CONTROL LOG

- 111511** **Policy 1.2.2.** “A school community based upon Anabaptist ideals and the NCCS Statement of Faith;”
 Changed to: “A school community based upon the New Covenant Core Values and Beliefs, and Principles for a Life of Faith as stated in the New Covenant Constitution.”
- Policy 1.2.3.** “An administration, faculty, and staff which partners with parents in the training and instruction of their children.”
 Changed to: “An administration, faculty, and staff which partners with parents/guardians in the training and instruction of their children.”
- Policy 2.0** “The administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of the Statement of Faith of New Covenant Christian School.”
 Changed to: “The administrator shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or in violation of New Covenant Principles for a Life of Faith as stated in the New Covenant Christian School Constitution,”
- Policy 2.1.6.3.2** “Expel a student except by act of the Board of Trustees.”
 Changed to: “Expel a student which is solely an act of the Board of Trustees.”
- 011712** **Policy 2.4.2** “End the year with a deficit.”
 Changed to: “Willfully and/or recklessly end the year with a deficit”
- Policy 2.7.6** “Fail to use a board-approved table and/or formula based compensation plan for all salaried positions.
 2.7.6.1. This plan would at a minimum match the average starting salary for a certified teacher at five local private Christian schools, assessed biannually, unless granted exceptions by the Board for specific situations.
 2.7.6.2. Once this is accomplished, the base will be adjusted by the federally adjusted inflation rate annually, except when operating budget prevents such increases,”
 Changed to:
Policy 2.7.6: “Fail to offer a formula based compensation package that is competitive when compared to private Christian schools similar in size and location.”
- Delete articles 2.7.6.1.and 2.7.6.2.

Policy 2.7.8. “Fail to inform Board of any changes to health, life & disability benefits.”
Changed to: “Fail to inform Board of significant changes to health, life & disability benefits.”

Policy 2.8.1. “Neglect to submit monitoring data or perform action items required by the board (see policy 3.5). . .”
Changed to: “Neglect to submit monitoring data or perform action items required by the board (see policy 3.0). . .”

Policy 2.9.6. “Fail to provide an excellent pre-school and pre-K program.”
Changed to “Fail to provide an excellent pre-K program”

032012

Policy 3.1 “Only decisions of the board, acting as a body by majority vote, are binding on the administrator.”
Changed to: “Only decisions of the board, acting as a body, are binding on the administrator.”

Policy 3.5 “The Board may, by majority vote or consensus, require the Administrator to take any action, which shall be documented in the board minutes.”
Changed to: “The Board may require the Administrator to take any action, which shall be documented in the Board minutes.”

Policy 4.5.2.3 “Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member desire employment within the organization, he or she must first resign from the board.”
Changed to: “Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a board member secure employment within the organization, he or she must first resign from the board.

Policy 4.5.6 “Board members must be in substantial agreement with the New Covenant Christian School Statement of Faith.”
Changed to: “Board members must be in substantial agreement with the New Covenant School Principles for a Life of Faith.”

Policy 4.6.1 Added:4.6.1.1. By exception, and with prior approval from the Board Chair, a board member may participate in regular board meetings via phone or visual communication. Their presence will not be counted as quorum and they will not hold voting privileges.

101612 Deleted: Policy 4.1.1.1 New Covenant Christian School’s educational philosophy is scripturally based and represents the core beliefs of the Anabaptist doctrine as expressed in the NCCS Statement of Faith (attached) as well as in the *Confession of Faith in a Mennonite Perspective – 1995* (<http://www.mcusa-archives.org/library/resolutions/1995/index.html>).

Policy 4.3.4 “The board shall meet a minimum of 10 times per school calendar year.”
 Changed to: “The board shall meet a minimum of 10 times per year.”

112012 Policy 4.4.2.2 “The chairperson has no authority to make decisions about policies created by the board within the Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the administrator.”

Changed to: “The chairperson has no individual authority to supervise or direct the administrator.”

- Policy 4.8.1** The Standing Committees are as defined in the governing documents
- Strategic Planning.
 - Financial Planning
 - Institutional Advancement
 - Nominating.
 - Governance

Deleted 4.8.1.1.1

Policy 4.9.1.1 The nominating committee shall be composed of two (2) Board members, selected by the Board whose terms are not expiring, the present PTF chairman, one additional parent of a New Covenant Christian School K-12 student elected by the PTF, the NCCS Administrator, and one Pastoral Advisor.

Changed “PTF” to “PTA”

Policy 4.9.1.2.2 “Nominations shall be presented, the ballot prepared and the election of board members shall take place in such a manner that the majority of board members are active participants in a “historic peace church.”

Deleted entire section

Policy 4.9.1.3 “Election of all board members shall take place at the annual meeting by a plurality written ballot vote of the association members voting.”

Changed to: “Election of all board members shall take place at the annual association meeting by a written ballot vote.”

021913

Addition to Policy 2.1:

2.1.11 Fail to operate with an emergency preparedness and response plan.

Policy 3.4.4 “Administration compliance with all policies that instruct the administrator will be monitored at a frequency and by a method chosen by the board. The board can monitor compliance with any policy at any time by any method, but will ordinarily depend on a routine schedule.”

Changed to: “Administration compliance with all policies that instruct the administrator will be monitored at a frequency and by a method chosen by the board. The board can monitor compliance with any policy at any time by any method, but will ordinarily depend on a routine schedule such as the following: “

GOVERNING DOCUMENTS

1. Admission Requirement Policy
2. Child Abuse Policy
3. Discipline Policy
4. Educational Philosophy
5. Grievance Policy
6. Sexual Harassment Policy
7. Statement of Faith
8. Values and Goals
9. Lifestyle Statement

NCCS Admission Policy: PreK through 12th Grade

Enrollment is open to any student without regard to race, color, and national or ethnic origin.

At least one parent or guardian must be a professing Christian and a committed regular attendee of an evangelical congregation. The parents or guardians must agree to support the NCCS Principles for a Life of Faith.

Age guidelines:

- Students applying for Pre-K must be 4 years old on or before September 1 and potty-trained.
- Students applying for Kindergarten must be 5 years old on or before September 1 and/or must have reached a developmental age of 5 as indicated by the school's readiness testing program
- Students applying for First Grade must be 6 years old on or before September 1 and/or must have reached a developmental age of 6 as indicated by the school's readiness testing program.

Placement of incoming 2nd through 12th grade students in the proper grade will be determined on the basis of transferable records and/or credits and/or the use of standardized test results, the student's characteristics, and classroom dynamics.

Students will not be accepted with educational, social, behavioral, and spiritual needs that cannot be met using the resources available to the student and the school.

All students are subject to a probationary period of up to one year.

The Admission Packet includes, but is not limited to, the following:

- Pastoral Reference
- Application
- Registration fee
- Form with parental commitment to, at minimum, do the following:
 - Support the mission, values, and educational philosophy of the school
 - Pay tuition faithfully
 - Pray regularly for the school
 - Deal with problem situations and agreements according to the principles outlined in Matthew 18:15-16
 - Cooperate with administration and faculty in all areas of discipline
 - Regularly attend at your church family
 - Support the school financially over and above tuition when possible
 - Live in harmony and unity with the beliefs of New Covenant found in the Principles for a Life of Faith (Article V of the Constitution)

All incoming families will be interviewed by the administrator or his/her designee.

The admissions application will be reviewed by the Policy Governance committee every year no later than November.

Revised/Approved 3-19-13

NCCS Child Abuse Policy

Introduction

It is the policy of New Covenant Christian School to maintain a school environment free of child abuse/neglect. No NCCS staff or faculty member, volunteer, or student may engage in any activity at any time constituting child abuse or neglect. NCCS mandated reporters (see below) must report to the Administrator any reasonably suspected child abuse or neglect, both in and out of the school setting.

Definitions

Normal, healthy human relationships between adults and children include expressions of proper care. Adults working with children are encouraged to provide a warm, supportive environment. In their physical contact with children, adults will seek to meet the child's normal physical and emotional needs. Supportive nurture is always to be guided by biblical standards of morality, ethics, and prudence.

Child abuse/neglect describes inappropriate, immoral, and/or unethical behavior of an adult toward a minor under 18 years of age, or of a child toward another child where there is a difference in power based on age, or physical, intellectual, or emotional capacity. It can be perpetrated with or without consent of the victim, can happen in a one-on-one encounter, or in a group setting. However, not all inappropriate behavior constitutes abuse/neglect. In determining whether a particular behavior constitutes child abuse/neglect, the following factors will be considered:

- Physical abuse. Physical injury inflicted by other than accidental means upon a child by another person and includes willful cruelty, unjustifiable punishment, or willful infliction of physical pain.
- Physical neglect. The negligent treatment or the maltreatment of a child by a person responsible for the child's welfare under circumstances indicating harm or threatened harm to the child's health or welfare.
- Sexual abuse. Sexual assault or exploitation of a child.
- Emotional mistreatment. Emotional abuse, deprivation, or neglect of a child. This includes the use of threats, intimidation, and acts of injustice or indignity by verbal and/or physical means (contact or non-contact) against a child.

Prevention of Child Abuse/Neglect

- Screening
 - NCCS will not hire staff/faculty who have a record of child abuse or harassment, as defined by NCCS policy. The contracting process will include an NCCS-initiated background check.
 - All staff/faculty will agree in writing with the terms of this policy.

- NCCS will foster a climate of belief (i.e., it is possible that child abuse could take place) and “freedom to tell.”
- All faculty shall:
 - Participate in appropriate training annually which will include a review of this policy and indicators of abuse/neglect and appropriate responses.
 - Promote a safe, healthy learning environment as they abide by and implement school policy.
- If a mandated reporter fails to report reasonably suspected child abuse or neglect, s/he will be subject to discipline by NCCS up to, and including, termination.
- Pertinent information on this policy will be distributed to parents and students.

Discovery and Reporting

- Mandated reports
 - At NCCS, all school employed staff and faculty are mandated reporters and must report suspected child abuse or neglect to the Administrator . A mandated reporter shall:
 - Make an oral report whenever s/he has knowledge of, or observes, a child whom the mandated reporter knows or reasonably suspects has been the victim of child abuse or neglect.
 - Make an oral report to the Administrator as soon as is practically possible and within 24 hours.
 - Prepare and submit a signed, written report thereof within 36 hours of receiving the information concerning the incident.
 - “Reasonable suspicion” means that it is objectively reasonable for a person to entertain a suspicion, based upon facts that could cause a reasonable person in a like position, drawing, when appropriate, on his or her training and experience, to suspect child abuse or neglect.
 - The reporting duties under this section are individual, and no supervisor, administrator, or Board member may impede or inhibit the reporting duties, and no person making a report shall be subject to any sanction by NCCS for making a reasonable report.
 - Reporting the information regarding a case of possible child abuse or neglect to another staff member, co-worker, or person other than the Administrator shall not be a substitute for making a mandated report to the Administrator.
 - In the case of suspect child sexual abuse, the mandated reporter is not to do an investigation, but is to notify, within 24 hours, the appropriate legal authorities who are: the Children and Youth Services of Lebanon County (during normal business hours); child abuse hotline or childline, or other appropriate legal authorities.

- Student reports of child abuse

Any NCCS student who suffers abuse from a NCCS staff/faculty member, volunteer, or student, or knows of a situation where it has occurred, is to report to a NCCS mandated reporter, who will call in another mandated reporter to witness

the student’s information. Having received information, the mandated reporters will then make a report and sign it.

- Contents of reports
 - Reports of suspected child abuse or neglect shall include, if known:
 - The name, address, telephone number, and job title of the mandated reporter
 - The child's name and address, present location, grade, and birthday
 - The names, addresses, telephone numbers, birthdays of others living in the home, and occupation(s) of the child's parent(s) or guardian(s)
 - The information that gave rise to the reasonable suspicion of child abuse or neglect and the source or sources of that information
 - The name, address, telephone number, and other relevant personal information about the person or persons who might have abused or neglected the child.
 - The mandated reporter shall make a report even if some of this information is not known or is uncertain to him or her.

- Protection from liability for erroneous reports
 - A mandated reporter or other individual whose report turns out to be false shall not incur liability for reports made in good faith. Liability will not incur unless it is proven that a false report was knowingly submitted or made with "reckless disregard of the truth or falsity of the report."

Reporting and Investigation

- During the reporting and investigation process, care must be exercised to protect the alleged victim(s), the alleged perpetrator(s), and the reporter(s) by restricting information access to those who need and have the authority to know.

- The reporters will deliver reports to the Administrator, unless the Administrator is implicated. If the Administrator is implicated, they will forward reports to the Board Chair.

- Upon receiving a report, as soon as reasonably possible, the Administrator will:
 - Contact the Board Chairman
 - Determine, in consultation with the Board Chair, who will lead the investigation.
 - If the alleged offense took place in the school setting or in school relationships and is of a criminal nature, NCCS will immediately inform the appropriate authorities and cooperate in that agency's investigation and receive their findings.
 - If the alleged offense took place outside the school setting or outside of school relationships, NCCS will refer the investigation to the appropriate authorities, but will continue to confer with those leading the investigation, where appropriate.
 - Where appropriate, NCCS will continue to confer with outside parties involved in the investigation of faculty, staff or students alleged to have engaged in or been a victim of child abuse or harassment.

- Take appropriate remedial action
 - In consultation with the Board Chair, suspend the service/attendance of the alleged perpetrator(s) for some or all of the investigative period. NCCS employees will be suspended with pay. Alleged perpetrators who are students will not be permitted to attend class, but will not be penalized academically during the investigative process.

- Take steps immediately to ensure the safety and privacy of the reporting person(s) and the alleged victim(s) and perpetrator(s).
 - Notify the victim's parents as soon as reasonably possible about the allegations and the investigation process, where appropriate, unless directed otherwise by Children and Youth Services.
 - Provide referrals for counseling and referrals for care to the alleged victim(s), near victim(s) and perpetrator(s).
- Review investigative findings in consultation with the Board Chair.

Consequences

- If the investigation indicates that reasonable grounds do not exist to believe that abuse has occurred, the Administrator will notify the Board Chairman of this, and a statement of exoneration will be given to NCCS parties wrongly accused of child abuse.
- If inappropriate behavior is substantiated but does not constitute harassment, abuse, or neglect, the perpetrator will be subject to appropriate disciplinary consequences.
- If the investigation indicates that reasonable grounds do exist to believe that abuse has occurred, the Administrator will submit a copy of the report to the Board Chair.
- The Administrator, Board Chair, and/or investigative team (if so directed) may consult and/or report to legal counsel and/or the appropriate authorities (such as the police and child welfare agency).
- The Administrator, in consultation with the Board Chair, shall notify appropriate parties of his/her recommendation to the Board regarding the substantiated allegation. The final decision on termination or expulsion shall be made by the Board, but it is expected that:
 - Any parties who provide services to the school (including administrators, staff, teachers, teacher substitutes, non-staff coaches, and volunteers who serve regularly) who are found to have engaged in child abuse/neglect, shall be terminated.
 - Non-board-contracted parties found to have engaged in child abuse/neglect shall be prohibited from providing further services for NCCS.
 - NCCS students found to have engaged in child abuse/neglect shall be expelled.

Revised/Approved 5-21-13

NCCS DISCIPLINE POLICY

NCCS RIGHTS AND RESPONSIBILITIES

Everyone has:

1. **the right to live safely**
2. **the right to learn**
3. **the responsibility to be polite**
4. **the responsibility to be honest**
5. **the responsibility to use time wisely**

OVERVIEW

An atmosphere of love, understanding, and encouragement prevails at NCCS. We see this as an important preventative to many discipline problems. Faculty members take seriously their responsibility to establish a sense of trust and respect between themselves and their students. Parents, administrators, and teachers work together in helping children overcome any behavioral problems.

Corrective discipline normally involves reflective “Think Papers”, loss of privileges, logical consequences, and time-out. We are concerned that children take responsibility for their actions and establish inner guides to self-discipline.

Any student who is persistent in misbehavior is subject to expulsion by the Board, in consultation with the administrator, if in their opinion, the child’s misbehavior is detrimental to the operation of the school.

Each classroom teacher has a discipline policy in place. It includes clearly stated guidelines and limits, as well as consequences. Teachers are careful to balance the negative consequences with positive incentives and rewards when students follow the classroom discipline policy.

TIME-OUT (Pre-K – 5th Grade)

Children learn to behave in constructive ways through a teaching/learning process. Time-Out provides a structured way to work at that with the younger children in pre-K through 5th grades. When children in pre-K – 5th refuse to cooperate with their teacher’s classroom discipline, or are disrespectful while at lunch, recess, or morning supervision, they will need to spend time in Time-Out with a staff member.

While in Time-Out, the child may be asked to write out his/her anger or other feelings he/she might have, and then help to make a plan of how to express those feelings in more constructive, cooperative ways. For those children who do not yet write, they may be asked to draw a picture

expressing their feelings. They will then be helped to make a plan of what to do in a constructive way should a similar situation take place.

Children who do not respond positively to time out will be sent to the office for administrative intervention.

DISCIPLINARY RESPONSES (Grades 6 – 12)

The following discipline responses have been established to provide for an objective and consistent method of dealing with student behavior. These responses are based on the frequency and severity of each occurrence. Most student behavioral issues at NCCS occur at the first level. The classroom teachers often handle items of this nature without administrative intervention. All discipline is administered with the purpose of developing student maturity and maintaining a safe, effective, and Christian learning environment.

Progressive Student Discipline Policy – Related to Detentions

- **Step 1: Detention**
 - Students may receive 3 detentions per quarter without entering Step 2 of the progressive discipline continuum. At the end of the quarter their detention tally returns to zero.
 - On the 4th detention in a quarter, students move to Step 2 of the progressive discipline continuum and detentions are no longer forgiven at the beginning of a new quarter.
- **Step 2: In-School Suspension**
 - When a student moves to Step 2 of the progressive discipline continuum, a parent-guardian-host family/student/administration meeting will be convened and a behavioral contract created. Adherence to the contract's expectations will result in a student's return to Step 1 of the progressive discipline continuum. Failure to abide by the contract's expectations will result in continuing through the progressive discipline continuum and the drafting of a new behavioral contract.
 - The 1st detention at Step 2 (which is also the 4th detention at Step 1) results in a regular detention.
 - The 2nd detention at Step 2 results in a half-day in-school suspension.
 - The 3rd detention at Step 2 results in a full-day in-school suspension.
 - The 4th detention at Step 2 results in a move to Step 3 of the progressive discipline continuum.
- **Step 3: Out-of-School Suspension**
 - When a student moves to Step 3 of the progressive discipline continuum, a parent-guardian-host family/student/administration meeting will be convened and a new behavioral contract created. Adherence to the contract's expectations will result in a student's return to Step 2 of the progressive discipline continuum. Failure to abide by the contract's expectations will result in continuing through the progressive discipline continuum and the drafting of a new behavioral contract.
 - The 1st detention after entering Step 3 (which is also the 4th detention at Step 2) results in a full-day out-of-school suspension.
 - The 2nd detention after entering Step 3 results in a move to Step 4 of the progressive discipline continuum.

- **Step 4: Board Review**
 - When a student moves to Step 4 of the progressive discipline continuum, a parent-guardian-host family/student/administration and then board meeting will be convened. The student will receive a minimum of two days out-of-school suspension pending board review.
 - Entrance into Step 4 may result in expulsion from the school.
 - The administration retains the right to consider each case on an individual basis.

Level I

Actions that interfere with the orderly operation of the class or school

The classroom teachers will first handle disruptions that interfere with the orderly operation of their classrooms. Every effort will be made to utilize logical consequences to solve student problems without the need for administrative involvement. On the first offense a verbal reprimand should be given. On subsequent offenses a special assignment or withdrawal of privileges should be enacted. Some examples of these could include, but are not limited to, written assignments, alternative seating, think-papers, or after-school detention with the teacher. Parental contact should be made before administrative involvement. Once administration is involved, the student progresses to Level 2 interventions.

Examples of these violations may include, but are not limited to, the following:

1. Inappropriate use of electronic devices
2. Disruptive behavior in classrooms, assemblies, or field trips
3. Eating outside of cafeteria
4. Failure to return required forms
5. Failure to return school-loaned materials
6. Littering
7. Loitering
8. Running or shouting in the halls
9. Tardiness to school or class
10. Misuse of parking facilities
11. Not being in assigned area
12. Being Unprepared for class
13. Dress code violations
14. Failure to follow school procedures
15. Unauthorized use of school equipment
16. Using Coarse language
17. Teasing
18. Continued misuse of or failure to have a hall pass
19. Other actions of a similar nature

Level II

Actions that are frequent or serious enough to disrupt the learning climate of the class or school

The administration will be contacted for this type of student violation. Administrative intervention could include two to three after-school detentions, or one-half to three days of in-school suspension

based on the frequency and severity of the violation. Parental notification will be made. A parental conference could be requested.

Examples of these violations may include, but are not limited to, the following:

1. Continuation of Level I misconduct
2. Cheating
3. Cutting class
4. Lying
5. Defacing school property
6. Spitting
7. Misconduct on field trips
8. Failure to serve detention
9. Forgery
10. Insubordination or disrespect
11. Leaving school without permission
12. Intimidating fellow students
13. Throwing food
14. Truancy
15. Using profanity
16. Other actions of a similar nature

Violations could result in the suspension of extra-curricular activities, based on the policies of the activity.

Level III

Actions directed against persons or property, but are limited to the degree that they endanger the health or safety of others.

The administration will be contacted immediately for this type of student violation. Administrative intervention could include one to three days of in-school or out-of-school suspension based on the frequency and severity of the violation. Parental notification will be made and a parental conference will be requested.

Examples of these violations may include, but are not limited to, the following:

- Continuation of Level II misconduct
- Student harassment directly or indirectly
- Fighting
- Theft
- Possession or use of knives or other forms of weapons (real or toy), lighters, or matches
- Improper physical contact between the sexes
- Threatening or intimidating school personnel
- Other actions of a similar nature

Violations could result in the suspension of extra-curricular activities, depending upon the policies of the activity.

Students receiving out-of-school suspension will be suspended from all extra-curricular activities during the time of the suspension.

Level IV

Actions directed against persons or property, or which pose a direct threat to the safety of the individual or others in the school.

The administration will be contacted immediately for this type of student violation. Administrative intervention will include parental contact and immediate removal from the school for a minimum of three school days. The Administrator and School Board will convene within the time of the suspension to determine the disciplinary action to be taken. This could include a total of ten days of out-of-school suspension or complete expulsion from New Covenant.

Examples of these violations include, but are not limited to, the following:

1. Continuation of Level III misconduct
2. Assault or battery
3. Major vandalism
4. Arson
5. Bomb threats
6. Possession or use of a dangerous weapon
7. Possession of drugs, drug paraphernalia, alcohol, or tobacco of any kind
8. Other actions of a similar nature

Students receiving out-of-school suspension will be suspended from all extra-curricular activities during the time of the suspension.

OUT-OF-SCHOOL SUSPENSION (Grades K-12)

This step is used in a situation where a student has posed a physical threat to themselves, other students or property either deliberately or impulsively. The suspension may be for up to ten days (2 weeks of school). Students will be held accountable for any work missed during this time period. This is meant to be both a reflective “cool down” time for the student and the consequence of poor choices and unacceptable behavior which bring social separation for a time. Parents will be contacted as soon as possible to discuss the student’s behavior and any need for additional action.

Revised/Approved 1-27-14

Educational Philosophy

Note: As a mission- and vision-driven educational community, New Covenant Christian School bases its educational philosophy squarely upon its official Mission and Vision Statements and the NCCS Principles for a Life of Faith, set forth in the Constitution.

General Statement of Educational Philosophy:

- NCCS recognizes that Christian parents have the God-given right and responsibility to educate their children and to bring them up in the nurture and admonition of the Lord. It is the Christian school's role to work as a support and partner with parents and the family's church to help parents to fulfill their responsibility.
- 1. NCCS operates within the context of the Christian worldview, resulting in a quality education that prepares students for a life of servanthood and skill.
- 2. New Covenant Christian School embodies the core values and beliefs as stated in Article II of the Constitution. The school, in partnership with parents, families, congregations, and the community of faith, is committed to providing an education that is biblically sound, academically excellent, and personally challenging.
- 3. Our purpose is to equip students for life beyond high school with academic preparation for post-secondary education and with practical life skills and work ethics. We prepare students for a life of ongoing learning and continual Christian service while utilizing their God-given talents, developed to their fullest potential.

Action Steps- How We Put Our Educational Philosophy Into Practice:

1. We teach students to clearly and compassionately communicate their faith to the world around them.
2. We hire only Christian staff who are qualified to meet the spiritual needs of our students.
3. We consider a student for acceptance into New Covenant Christian School only if at least one parent/guardian evidences acceptance and commitment to essential biblical doctrines and regular church attendance. Exceptions can be made with board approval.
4. We partner with Christian parents, who have the primary responsibility for their children's education.
5. We, as an administration and staff, work on behalf of the parents to instruct and to educate their children.
6. We listen to parents' comments and suggestions and endeavor to meet all reasonable parental requests.
7. We encourage regular parental communication with teachers and administration and involvement through volunteering in the classrooms, the cafeteria, as field trip drivers/chaperones and participation in fundraising activities, attendance at athletic and other events, and so on. Parental prayer and financial support are also crucial.
8. We encourage homeschooled students to participate in NCCS classes and extra-curricular activities.
9. We provide appropriate and challenging curricula, resources, materials, experiences, and opportunities that will encourage and maximize the academic potential of each student.
10. We make available a multi-faceted curriculum that includes the arts, music, athletics, technology and other areas to engage and challenge the students.
11. We employ curricula designed to develop students' communication skills, problem-solving skills, and understanding of other cultures to prepare students to participate in a multicultural society.

12. We provide curricula which teach career and family/home skills, emphasizing the importance of higher education, personal responsibility, stewardship, a strong work ethic, and Christian leadership and service.
13. We strive to meet the needs of diverse learners through appropriate adaptations and with the help of the Intermediate Unit Learning Support Staff.
14. We endeavor to recognize and accommodate individual learning styles and abilities while challenging students to meet their potential.
15. We employ faculty members who make curricula flexible to incorporate teachable moments.
16. We provide opportunities for students to showcase talents and use spiritual gifts. (Rom. 12:6-8, I Cor. 12)
17. We teach conflict resolution skills and a peace-making attitude, which are modeled by faculty and expected from students. (Luke 6:27-31, 35-36, Heb. 12:14-15, I Pet. 3:8-11)
18. We seek to build Christ-like character by nurturing integrity, mutual respect, self-discipline and accountability. (James 3:17-18)
19. We give students opportunities to reflect on personal application of biblical truth and to nurture a growing relationship with Christ.
20. We expect our faculty to seek to know Christ and model Christ-likeness through commitment to personal devotions, staff devotions, and Christian fellowship.
21. We expect our faculty to represent Christ in all relationships with students, family, and community. (I Tim. 4:12-15) Teacher's lives should demonstrate Christian values such as faithfulness, holiness, peace, servanthood, endurance, and humility. (Phil 2:3, 5-6)
22. We encourage faculty members to pray with and for students, family, and community. (Phil 4:6-7, Acts 1:14, James 5:13-16)
23. We strive for an environment in which faculty members, students, and parents are accountable to each other to promote Christ-like character.
24. We encourage communication through newsletters, parent-teacher conferences, phone calls and notes to parents concerning praises and problems.
25. We require mission trips and community-related service experiences intended to motivate a lifestyle of servanthood and outreach. (Matt 5:14, Phil. 2: 4-7, Mark 16:15)
26. We strongly encourage family involvement and service to the school.

New Covenant Christian School (NCCS) was founded by a group of Brethren and Mennonite parents interested in having their children educated in a school that would provide a high quality academic education in a school that operated by and embraced their Anabaptist beliefs.

Developed by the pastoral advisors from the local Church of the Brethren and the Mennonite churches at the request of the NCCS School Board. (Adapted from the pamphlet "*Anabaptism: The Basic Beliefs*", published by the Canadian Mennonite Brethren Board of Faith and Life, Winnipeg, Manitoba, Canada, © 1993)

Revised/approved: 2-18-14

Grievance Policy

Procedure for handling faculty and/or patron concerns about board and/or administrative decisions.

The NCCS Board of Trustees and administration will make every effort to fully process each of its decisions. Due diligence will always be practiced.

In keeping with the Matthew 18 principle, a complete and honest attempt must be made to settle complaints and misunderstandings between the persons concerned before involving the administration and Board.

If, however, a patron or faculty member is still seriously concerned about a Board and/or administrative action, the aggrieved person may approach the Board according to the following steps:

- Arrange a hearing with the Administrator in which the decision in question will be explained as clearly as possible.
- Should concern with the decision still be evident, the Administrator will arrange for the aggrieved person to meet with the Executive Committee of the Board. In preparation for that meeting, the aggrieved person shall submit his complaint in writing to the members of the Executive Committee.
- The Executive Committee shall determine whether or not the complaint needs to be presented to the Board of Directors. The Executive Committee shall operate in accordance with the guidelines set forth in Article VII, Number 8 of the Constitution.
- If it is necessary to take the complaint to the Directors, the aggrieved person shall submit his complaint in writing two weeks in advance of the Trustees' next meeting.

Revised/approved: 2-18-14

NCCS School Personnel Sexual Harassment Policy

God calls each person in the ministry of NCCS to a life of holy living. The Scriptures contain countless references that command believers to flee immorality of every kind. Ephesians 5:3 & 4 states that "among you there must not be even a hint of sexual immorality, or of any kind of impurity, or of greed because these are inappropriate for God's holy people. Nor should there be obscenity, foolish talk or coarse joking, which are out of place, but rather thanksgiving." However, we live in a broken and fallen world, and the opportunity for sin to enter our school's life is real. This policy serves to remind us of this and to provide the procedures to follow if God's standard should be broken.

It is the policy of the New Covenant Christian School to maintain a workplace free of sexual harassment. Such harassment is absolutely prohibited and is subject to appropriate disciplinary action.

Definition of Sexual Harassment

Sexual harassment occurs when unwelcome sexual behavior creates a hostile work or study environment and includes, but may not be limited to, conduct that involves unsolicited sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. In particular, sexual harassment occurs if:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or of creating an intimidating, hostile, or offensive working environment.

(Equal Employment Opportunity Commission: official definition)

What to do if you Experience or Observe Harassment

If you believe in good faith that there has been a violation, the following steps should be taken:

1. Make a verbal and signed written report as soon as possible, but not later than 5 business days following the violation, to the Administrator. If the Administrator is implicated, a report shall be made to the Board Chairman for consideration by the Board's Executive Committee.
2. Include the name of the person involved, dates, times, location and nature of instance(s) of harassment, and any physical evidence such as letters or taped phone conversations.

All reports of harassment will be investigated within 72 hours, confidentially and thoroughly. A written report of the investigation will be made to the Executive Committee of the Board which will make a determination concerning whether reasonable grounds exist to believe that harassment has occurred.

Consequences for Sexual Harassment

Disciplinary action up to and including discharge, will be taken where it is determined that sexual harassment did occur. The executive committee decision may be appealed to the Board of Trustees by either party.

Protection Against Retaliation

NCCS will take no adverse action against any employee who in good faith complains of sexual harassment and will protect the employee against reprisal from other employees.

Revised/Approved 2-18-14

NCCS Student Sexual Harassment Policy

New Covenant Christian School is committed to maintaining an academic environment in which all individuals treat each other with dignity and respect and which is free from all forms of intimidation, exploitation and harassment, including sexual harassment. Employee to student and student to student sexual harassment is strictly prohibited. This school is prepared to take action to prevent and correct any violations of this policy. Anyone who violates this policy will be subject to discipline, up to and including termination or expulsion.

Definition of Sexual Harassment

Sexual harassment occurs when unwelcome sexual behavior creates a hostile work or study environment and includes, but may not be limited to, conduct that involves unsolicited sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. In particular, sexual harassment occurs if:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or of creating an intimidating, hostile, or offensive working environment.

(Equal Employment Opportunity Commission: official definition)

It is also considered to be sexual harassment if there is an understanding (implicit or explicit) that grades or other similar evaluation of academic work, or the nature or amount of academic work required, will be influenced by the student's response to sexual requests or overtures.

What to do if you Experience or Observe Harassment

Students who feel that they have observed or been subjected to conduct of a harassing nature should promptly report the matter to a staff member, teacher, or administrator. Any employee who receives such a complaint must report it to the Administrator within 24 hours. All reported complaints will be promptly investigated within 72 hours of receiving the report.

Protection Against Retaliation

It is against the school's policy to discriminate or retaliate against any student or other person who has filed a complaint concerning harassment or has testified, assisted, or participated in any manner in any investigation proceeding or hearing concerning harassment.

Consequences for Sexual Harassment

Any employee or student found to be responsible for sexual harassment in violation of this policy will be subject to appropriate disciplinary action up to and including termination or expulsion. The severity of the disciplinary action will be based upon the circumstances of the infraction.

Revised/Approved 2-18-14

Philosophy of Education/Exposition

A quality education, which prepares students for a life of servanthood and skill, stems from the Christian worldview within which New Covenant Christian School operates. New Covenant Christian School's educational philosophy is scripturally based and represents the core values and beliefs as written in Article II of the New Covenant Christian School constitution. The school, in partnership with parents, families, congregations, and the community of faith, is committed to providing an education that is biblically sound. Our purpose is to prepare students for a life of ongoing learning and continual Christian service while utilizing their God-given talents developed to their fullest potential.

New Covenant Christian School holds academic excellence at its core. The school believes that education, together with a firm Christian foundation, will prepare students to go forth into all nations and walks of life, in order that their lives glorify God, their Creator (Matthew 28:19-20). The continuum of pre-Kindergarten through 12th grade affords an opportunity to integrate academic knowledge and biblical truths to prepare students to live in a secular world while holding steadfast to their Christian faith.

Each student is valued and respected as God's creation with unique cultural and ethnic experiences and diverse developmental and learning strengths. Each student is encouraged, challenged and nurtured to reach his or her highest potential academically and vocationally while developing and using his/her God-given talents. The school recognizes each student's uniqueness and strives to provide opportunities to meet future educational, vocational, employment, ministry and/or family life needs. Academics are balanced with elective and extracurricular offerings including music, art, life skills, sports and community service. Students will be held accountable to the guidelines and principles of education, learning and conduct as developed by the school and enforced by the faculty and administration (Titus 3:10). Upon completion of their academic years, students will be equipped for a lifetime of service both to community and to Christ.

The faculty will be qualified and committed to excellence in teaching and life-long learning. Faculty strive to represent Christ as the Master Teacher. Their lives demonstrate Christian values such as faithfulness, peace, servanthood, endurance and humility (Philippians 2:3, 5-6). They accept the responsibility to build character, teach self-control, be just, resolve conflicts and demonstrate compassion in all situations (II Timothy 2:2-3; Titus 2:6). Students are nurtured to wholeness as faculty build relationships and partnerships with students, families and with the community.

In sum, New Covenant Christian School purposes to:

1. Teach the Holy Scripture, to nurture faith in God and in the Bible as the inerrant Word of God, and to encourage students to make it their constant companion and rule of life.
2. Teach the doctrinal truths as outlined in the New Covenant Christian School Constitution and to apply them along with other biblical principles to every part of life and to safeguard students against false doctrinal teachings.

3. Develop in the students an appreciation for the school's Christian heritage and to emphasize nonresistance, conflict resolution, reconciliation, peacemaking and nonconformity to the world, which embody a Christ-like attitude.
4. Strengthen in the student, who has reached the age of accountability, the conviction that he/she is responsible to God for his/her life and that the way he/she lives is an expression of his/her inner character.
5. Teach that growth in the Christian life depends upon a personal commitment to Jesus Christ as Savior and Lord and fellowship with God through reading the Bible, prayer, corporate worship and Christian service.
6. Develop spiritual insights in each student, to facilitate discovery, development and the use of his/her unique talents for the glory of God, and to help him/her to accept others with differing talents.
7. Train each student in the academic subjects and disciplines necessary for a life of meaningful work and service; to furnish those who desire a post-secondary education with the knowledge, discipline and skills necessary for success; and to encourage each student to become a life-long learner.
8. Develop each student to his/her fullest God-given potential so that he/she may develop the skills necessary for faithfully living out God's vocation for him/her and give "extra-mile" service to his/her fellow man.
9. At the elementary level, emphasize the development of the student's personality pattern after the image of Christ.
10. At the secondary level, emphasize the clarification of biblical ethics and to encourage each student to embrace them as his/her own.
11. Provide children with opportunities for growth in the social skills required for Christ-like involvement and engagement in today's society.
12. Enable students to adequately understand and appreciate the privileges and responsibilities of living in a democracy.
13. Promote appreciation for our creativity in the arts and for the arts' uniquely divine origin.
14. Encourage students to understand and appreciate cultural patterns different from those of their own.
15. Provide opportunity for the learning of physical skills necessary to participate in sports.
16. Encourage lifelong physical conditioning through sports and other physical activities.

1. Essential Doctrines and Core Beliefs

- We will incorporate Christian doctrine and Core beliefs into all subject areas through classroom instruction, devotions, chapel speakers, and other teaching opportunities.

- We will give students opportunities to reflect on the personal application of biblical truth and to nurture a growing relationship with Christ.
- We will teach students to clearly communicate their faith to the world around them.
- We will hire staff qualified to meet the individual spiritual needs of students.
- We will consider a student for entrance to NCCS only if one parent/guardian evidences acceptance of and commitment to essential doctrines. Exceptions may be made with board approval.

2. High quality education

- Appropriate and challenging curriculum, resources, materials, experiences, and opportunities will encourage and maximize the academic potential of each student.
- Classes that address the arts, music, athletics, technology and other areas of student interest will create a multi-faceted curriculum.
- Curricula will include communication skills, problem-solving skills, and understanding of other cultures to prepare students to participate in a multicultural society.
- Curricula will include career and family/home skills, emphasizing the importance of higher education, personal responsibility, stewardship, a strong work ethic, and Christian leadership and service.
- We will strive to meet the needs of diverse learners through appropriate adaptations and with the help of the Intermediate Unit Learning Support Staff.

3. Nurturing and academic environment

- The school will hire qualified Christian staff.
- Teachers will make curriculum flexible to incorporate teachable moments.
- Curriculum will provide opportunities for students to showcase talents and use spiritual gifts.
- Conflict resolution skills will be taught, and a peace-making attitude will be modeled by staff and expected from students.
- Mutual respect and self-discipline will be valued and fostered.
- Staff will seek to know Christ and model Christ-likeness through commitment to personal devotions, staff devotions, and Christian fellowship.

4. Partnership with family and community

- Teachers will pray with and for students, family, and community.
- Staff will represent Christ in all relationships with students, family, and community.
- Staff, students, and parents will be accountable to each other to promote Christ-like character.
- The school will provide the opportunities for family involvement and service to the school.
- Newsletters will be one form of communication, but teachers will also communicate through phone calls and notes to parents concerning praises and problems.
- Mission trips and community-related service experiences will motivate a lifestyle of servanthood and outreach.

New Covenant Christian School
Lifestyle Statement

New Covenant Christian School is a religious, non-profit organization representing Jesus Christ throughout our local community.

New Covenant Christian School requires all persons actively involved with the school to be born-again Christians, living their lives as Christian role models (Rom. 10:9-10; I Tim. 4:12; Luke 6:40). This includes all members of the Board of Trustees, employees, coaches, and volunteers. This group shall hereby be known as the New Covenant Community. All members of the New Covenant Community will conduct themselves in a way that will not raise questions regarding their Christian testimonies. A Christian lifestyle should reflect the biblical perspective of integrity and appropriate personal and family relationships, business conduct and moral behavior. The New Covenant Community is expected to demonstrate a teachable spirit, an ability to share love for others, a willingness to live contentedly under authority, and a commitment to follow the guidelines outlined in Matthew 18:15-35 for conflict resolution.

The New Covenant Christian School Faculty-Staff Handbook and Constitution require the New Covenant Community to maintain a lifestyle based on biblical standards of moral conduct. Moral misconduct, which violates the bona fide occupational qualification for the New Covenant Community to be Christian role models, includes, but is not limited to, promiscuity, homosexual behavior and/or sexual orientation, bisexuality, polygamy, transgender identity, or any other violation of the unique roles of male and female. (Exodus 20:14; Leviticus 18:7-23; 20:10-21; Deuteronomy 5:18; Matthew 5:27-28; 15:19; Romans 1:21-27; 1 Corinthians 6:9-20).

New Covenant Christian School believes that the term "marriage" has only one meaning: the uniting of one man and one woman in a single, exclusive covenant union, as delineated in Scripture (Gen 2:18-25) and that God intends sexual intimacy to occur only between a man and a woman who are married to each other and that God has commanded that no intimate sexual activity is engaged in outside of marriage. (Genesis 1:27-28; 2:21-24, Matthew 19:4-9; Mark 10:5-9; Ephesians 5:22-33).

That to preserve New Covenant Christian School's function and integrity all members of the New Covenant Community must be born-again Christians, living their lives as Christian role models (Rom. 10:9-10; I Tim. 4:12), maintaining a lifestyle based on biblical standards of conduct. Failure to do so may result in progressive discipline, dismissal of employment, or loss of volunteer privileges. It is the goal of New Covenant Christian School that all members of the New Covenant Community will have a lifestyle where "...He might have the pre-eminence." Col. 1:18.

I declare that as a follower of Christ, I am not engaging in and commit to not engage in inappropriate sexual conduct. Inappropriate conduct includes, but is not limited to, such behaviors as the following: heterosexual activity outside of marriage (e.g. premarital sex, cohabitation, extramarital sex), homosexual activity, sexual harassment, and sexual abuse or improprieties toward minors as defined by Scripture and federal or state law.

I declare that the above statement is factual and true. My signature below indicates that I meet the moral integrity standards and Christian role model lifestyle requirements of this Christian school.

Signature

Date

Administrator's Signature

Date

Revised by the New Covenant Christian School
Board of Trustees 5/16/2017

Reference Documents

- Board Calendar
- Nominations Process

Board Calendar

July

- Election of board officers, conducted by the Chair or the Pastoral Advisors
- Board member orientation
- Administrator report
- Approve minutes
- Financial report
- Strategic Plan review

August

- Committee assignments (absolute deadline is October)
- Administrator report
- Approve minutes
- Financial report

September

- Ensure that members of Nominations committee are announced to the Association
 - Administrator report
 - Approve minutes
1. Final budget approval (or should this be October?)
 2. Preliminary planning for fall Association meeting
 3. Association agenda items must be announced to the Association (at least 2 weeks prior to meeting)
 4. Financial report

October

5. Last minute planning for Association meeting
6. Administrator report
7. Approval of minutes
8. Financial report
9. Report on policy 2.6 regarding administrator succession
10. Assign ad hoc committee to complete administrator review, to be reported to board at November meeting

November

1. Approval of minutes
2. Administrator report
3. Administrator review and review/presentation of Administrator's compensation package as per policy 4.3.6
4. Financial report
5. Review Admissions Form (no later than November)

December

1. Approval of minutes
2. Administrator report
3. Receive response from Administrator regarding compensation package and plans to continue employment at New Covenant (no later than December 31) with term to begin on July 1 as per policy 4.3.6
4. Financial report

January

1. Approval of minutes
2. Administrator report
3. Financial report

February

Approval of minutes
Administrator report
Financial report

March

Approval of minutes
Administrator report

Invite potential board nominees to attend the beginning minutes of board meeting so the board members can meet them and ask questions. The Pastoral Advisors must have approved the list of candidates prior to them meeting the board.

Financial report

April

1. Preliminary planning of spring Association meeting
2. Association agenda items and bios for board candidates must be announced to the Association (at least 2 weeks prior to meeting)

3. Administrator report
4. Approve minutes
5. Final approval of candidates for board membership
6. Financial report (preliminary budget report)

May

Approval of minutes
Administrator report
Last minute preparation for spring Association meeting
Financial report
Preliminary Budget Approval

June

Approval of minutes
Administrator report
Require newly elected board members to attend to begin to learn how the Board of Trustees meetings function
Financial report
Board orientation (assuming new members are there)

Other items to insert

Strategic plan review
Policy review process
Budget cycle
Development committee input

Nominations Process

Process:

Response to Invitation
Interview
Introduction
Vote
Orientation
Functioning Board Member

Response to Invitation Phase:

Nomination Committee identifies and invites verbally (or with a letter) viable candidates to respond (via phone or e-mail etc) showing their level of interest. Administrator (or designee) will share information with interested candidates on an as needed informal basis. This can happen via phone or e-mail.

If the candidates are still interested they will be invited to an informal social (get to know you) gathering.

This will include the following:

A tour of the school/general information
Brief overview of policy and governance
Who are we? And school history
Food will be provided and atmosphere should be warm and inviting. Board members can be there.
At this time the *potential* candidates will be given the OFFICIAL invitation to apply for the board
Provide written response to invitation*
Receive completed response*
Committee reviews completed responses*
Pastoral Advisors need to approve slate
Committee forwards viable qualified candidates only to board

Interview Phase:

Viable candidates chosen by Board (at this point candidates will have been screened and approved as qualified)

If candidates are still interested:

Formal, structured Q&A with board.

Board members need to be identified to participate in this phase.

Board approves slate of candidates

Introduction Phase

Paper (bios) introduction in the newsletter

Board places slate of respondents before Association Members

Vote at Annual Association meeting

Orientation

At this time board members have been voted in and a more detailed orientation needs to occur.

This should include: In depth overview of board policy, how the board works, and goals and objectives of NCCS.