

BOARD OF TRUSTEES POLICY MANUAL

(To be voted upon by members at the Annual Meeting on June 18, 2015 at the Kingdom School Institute held at Prestonwood Christian Academy.)



**SOUTHERN BAPTIST ASSOCIATION OF CHRISTIAN SCHOOLS
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Draft 2: Revised 2/17/15

SBACS Mission:

The Southern Baptist Association of Christian Schools promotes Kingdom education, spiritual formation, biblical worldview orientation, and academic excellence through discipleship, teaching, godly mentoring, and fellowship so that the next generation might impact their society for Christ.

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POLICY TYPE: LEGAL AUTHORITY
POLICY TITLE: CHARTER

CHARTER OF SOUTHERN BAPTIST ASSOCIATION OF CHRISTIAN SCHOOLS

Pursuant to the provisions of the Tennessee Nonprofit Corporation Act, as codified in Tennessee Code Annotated 48-52-1010 *et seq*, the undersigned adopts the following charter:

1. The name of the corporation is Southern Baptist Association of Christian Schools.
2. This corporation is a public benefit corporation.
3. The corporation is a religious corporation.
4. The corporation's registered office and its principal office is 6109 Stillmeadow Drive, Nashville, Davidson County, Tennessee 37211. The mailing address is P. O. Box 3407, Brentwood, Tennessee 37024-3407. The registered agent at that office is John R. Chandler.
5. The names, addresses, and zip codes of the incorporation are:

Frank Webb, 111 Sunset Drive, Mount Juliet, Tennessee 37122
Daniel Kellum, 3509 Thorne Hill Drive, Antioch, Tennessee 37013
John R. Chandler, 6109 Stillmeadow Drive, Nashville, Tennessee 37211
6. The corporation is not for profit.
7. The corporation does have members.
8. The corporation is organized and operated exclusively for religious and educational purposes. No part of the net earnings of the corporation shall inure to the benefit of any individual. No substantial part of the activities of the corporation shall be carrying on of propaganda, or otherwise attempting, to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distributing of statement), any political campaign on behalf of any candidate for public office.
9. The assets of the corporation shall be dedicated to the purposes of the corporation. Upon dissolution of the corporation and after paying or make provision for the payment of all liabilities, the assets shall be distributed to an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1954, (or corresponding section of any future United States Internal Revenue law).
10. The initial directors of the corporation are listed on Attachment #1 to this charter that is to be incorporated by reference into this charter.

Dated: January 3, 1995

INCORPORATORS:

Frank Webb

Daniel Kellum

John R. Chandler

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

ARTICLE I – NAME

The name of this organization shall be the Southern Baptist Association of Christian Schools and shall also be referred to by the acronym SBACS and the Association.

ARTICLE II – PURPOSE

The Association's purpose shall be to provide for the fellowship and exchange of information among Christian schools, to communicate the purposes of Kingdom education, and to enhance the image of Christian education throughout the world.

ARTICLE III – PERIOD OF DURATION

The period of duration of the Association shall be perpetual.

ARTICLE IV – MISSION STATEMENT

The Southern Baptist Association of Christian Schools promotes Kingdom education, spiritual formation, biblical worldview orientation, and academic excellence through discipleship, teaching, godly mentoring, and fellowship, so that the next generation might impact their society for Christ.

ARTICLE V – VISION STATEMENT

The Southern Baptist Association of Christian Schools will create a nationwide system of Christian Schools that embraces Kingdom education and unites homes, churches, and Christian schools in support of producing true disciples that will reach and change the world for Christ.

ARTICLE VI – FAITH STATEMENT AND CORE VALUES

The Association agrees with and adheres to the Baptist Faith and Message as its Faith Statement. The Association has six core values: Truth, Kingdom Education, Intellectual Development, Christian Leadership, Potential in Christ, and Operational Integrity.

ARTICLE VII – MINISTRY GOALS

The Association's goals are threefold: (1) promote Kingdom education through discipleship, teaching, spiritual formation, biblical worldview orientation, and academic excellence; (2) establish new Christian schools through churches and communities; and (3) show parents, pastors, and leaders the compelling need for the Kingdom education of future generations.

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

ARTICLE VIII – MEMBERSHIP

Institutional Membership:

Institutional membership shall be open to any Christian education organization or Christian school, preschool through high school, which is in agreement with and adherence to the Baptist Faith and Message. Member schools shall not discriminate on the basis of race, national, or ethnic origin in the admission of students nor in their employment practices.

Individual Membership:

Individual membership shall be open to any individual that espouses the Association's purposes and is in agreement with and adherence to the Baptist Faith and Message. Individual members are defined as being employed by a Christian education organization, Christian school, and/or members in good standing of a Southern Baptist church.

Honorary Membership:

The Board of Trustees, upon recommendation by the Executive Director and/or a Trustee, may select Honorary Members by majority vote. These members are conferred for life.

Fees and Dues:

The fees and dues are assessed for institutional and individual members for the current scholastic year and shall be set by the Board of Trustees on or before August 1. Institutional Membership dues and fees are assessed based on school enrollment as of September 1. Individual Members pay Individual Membership dues. Honorary Members are not assessed dues. □

ARTICLE IX – VOTING

Eligibility:

Each Institutional Member is entitled to one delegate and vote. Each delegate must be an active member.

Quorum:

A quorum for institutional membership for the transaction of business shall consist of a majority of the Board of Trustees for Board business unless specifically stated otherwise in the Board of Trustees Policy Manual. A quorum for the Institutional Membership is twelve Institutional Members at the bi-annual meetings, but there must be a majority of Board members present.

Majority Vote:

A vote of more than fifty percent of the delegate votes with a majority of Board of Trustees present constitutes a majority vote and shall be binding, unless specifically stated otherwise in the Board of Trustees Policy Manual.

Proxy Vote:

Proxy voting may be permitted if a majority of the Board of Trustees are present and approve the proxy votes.

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

ARTICLE X – MEETINGS AND ORGANIZATION

Fiscal Year:

The fiscal year shall be from August 1 through July 31.

Bi-Annual Meetings:

The Association shall meet bi-annually to conduct business at a time and place selected by the Board of Trustees. The summer meeting is at the annual KSi meeting and the winter meeting is to be determined annually by the Board of Trustees and Executive Director.

Special Meetings:

Special meetings may be called by the majority of the Executive Committee or by petition of twenty-five percent of the Institutional Members to the Executive Committee. Special meetings must be called for a specific purpose that must be promulgated to the membership at the same time as the notice of the meeting. Notice of the special meeting must be given at least thirty days prior to the meeting.

Parliamentary Authority:

When consistent with these By-Laws, Robert’s Rules of Order Newly Revised shall be parliamentary authority for all matters of procedure.

ARTICLE XI – BOARD OF TRUSTEES

Trustee Definition:

The Board of Trustees is the corporation’s governing body. It is ultimately responsible for the management of the corporation. The term “Trustee” shall refer to a member of the Board of Trustees. At their election, Trustees must be active members of a Southern Baptist church and agree with and adhere to the Baptist Faith and Message. Trustees must continue during their tenure to be a member in good standing of a Southern Baptist church.

Trustee Governance:

Association affairs shall be overseen by a Board composed of seven or more individuals who will operate this policy governance ministry under the policies and procedures of the Board of Trustees Policy Manual.

Trustee Election Procedures:

The election of Trustees shall be at the summer meeting. The Board of Trustees shall solicit, vet, and provide the ballot of nominees and officers that may include those seeking additional terms. Nominees for the Board of Trustees must have the unanimous vote of all Board members to be placed on the ballot. A majority vote is required at the summer meeting for election and a majority of the Board. Terms are three years and are renewable by a vote of the membership.

Trustee Office Terms:

Terms of office shall run from the beginning to the end of a fiscal year. Trustees shall be elected for a term of three years. Terms of Trustees shall be staggered such that no more than three trustees shall be elected at any one time, unless more are required to fill vacancies. New Trustees shall be installed after their election at the summer meeting and shall formally take office on August 1. The Past President shall serve at least one full year beyond the end of his or her presidency. □

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

Trustee Duties:

The Trustees shall establish policy; shall oversee business; shall hold the Executive Director and Staff accountable for their performance, and shall provide an annual ballot of nominees for Board members and officers. The Trustees will serve on standing and/or ad hoc committees at the direction of the President.

Trustee Removal of Office:

Any Trustee may be removed from office for cause by a vote of three-fourths of the Board of Trustees.

Trustee Replacement:

In the event of a vacancy, the President shall appoint, with Board approval, a member to fill any vacancy. An appointed Trustee shall fill the remaining term of the person he or she replaces.

Trustee Voting:

Actions of the Board of Trustees shall require a majority vote of those present to approve or ratify unless otherwise stated in the Board of Trustees Policy Manual. A majority quorum of Trustees shall be required for any meeting or any vote taken at a meeting to be valid. □

ARTICLE XII – OFFICERS

Officer Definition:

The term “Officer” shall refer to an individual elected by the Board of Trustees to be an Officer. Officers may only be members in good standing on the Board of Trustees who agree with and adhere to the Baptist Faith and Message.

Officer Positions:

The Officers shall be President, Vice President, Secretary and Treasurer. The Executive Committee shall be comprised of the Officers. The Executive Committee shall assist the President in planning and reporting on work; prepare the annual budget; and assist with any other business assigned to it by the President. It shall meet at least two times a year at the call of the President. Executive Committee members shall be reimbursed from Association funds for the Executive meetings occurring between the bi-annual meetings of the Association. One meeting shall be held prior to the summer meeting.

Officer Election Procedures:

The election of officers shall be at the summer meeting of the Board of Trustees. Nominations shall come from the President or other members of the Board of Trustees, with the prior consent of the nominee. Secret ballot voting for a particular office shall be required if two or more names are proposed.

Officer Terms of Office:

Terms of office shall run from the beginning to the end of a fiscal year. Officers shall serve for a term of three years. New officers shall be installed at the next regular meeting of the Association □ and shall formally take office on August 1. The President and Vice President may not be elected for more than two consecutive terms. The □ President shall be ineligible for election to either office for a period of one year following his/her second consecutive term; however, the Vice President is eligible for election to the presidency.

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

President Office:

The President shall chair meetings; represent the Association as needed or appoint a representative; oversee business between meetings; moderate meetings of the Board of Trustees; be an ex-officio member of all committees; and oversee the Executive Director's activities.

Vice President Office:

The Vice President shall fulfill the duties of the President in the President's absence, and serve as parliamentarian. The Vice President shall coordinate all scholarship information for Association schools.

Secretary Office:

The Secretary shall keep record of Association and Board of Trustees business; maintain a file of activities and be responsible for official Association correspondence.

Treasurer Office:

The Treasurer shall serve as the key leader on all financial management policy matters. The Treasurer shall ensure that all Trustees regularly receive appropriate and comprehensive financial statements from the Executive Director.

Officer Removal:

Any Officer may be removed from office for cause by a three-fourths vote of the Board of Trustees.

Officer Replacement:

The Vice President shall assume the office of President if that office becomes vacant. In the event of another vacancy, the President shall nominate and the Board of Trustees shall approve a member of the Board of Trustees to fill the vacancy.

ARTICLE XIII– TRUSTEE BOARD AUTHORITY AND RESPONSIBILITY

Board Authority:

The Board of Trustees shall exercise authority as set forth by the Board of Trustees Policy Manual. This Policy Manual shall take precedent over all other organization statements, documents and policies.

Board Responsibility:

The Board shall have responsibility to carry out all functions permitted by the Board of Trustees Policy Manual. The responsibilities shall include but are not limited to the following: safeguard the unique purpose of the Association as a Southern Baptist organization and periodically review the mission and purpose; select the Executive Director who shall be the organization's chief executive officer and set appropriate conditions of employment, including compensation; and support the Executive Director and yearly assess the Executive Director's performance; approve the annual budget and regularly monitor the organization's financial condition; support the efforts of the organization's Executive Director in the solicitation of new members; develop and maintain scholarship programs for students attending Association schools; identify the needs and wants of Association member schools; aid in the development of alternative sources of funding above and beyond membership dues to advance the purpose of the Association; and determine short and long term organizational goals.

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

Standing Committees:

The Association shall have four standing committees: Finance Committee, Nominating Committee, Search Committee, and Governance Committee. The Finance Committee will review financials on a monthly basis and assist the Executive Director and Business Manager in the development and monitoring of the annual budget. The Nominating Committee shall be comprised of all Board members and the nominating process will begin at least four months prior to the summer meeting of any given year. The Nominating Committee shall nominate members for appointment to the Board of Trustees to fill positions and offices that will become vacant at the end of the existing term of a Board member. The nominations shall be confirmed prior to presenting the nominee's name. The committee shall report at the annual meeting concerning nominations for trustees. The Search Committee shall serve to fill the vacancy of the Executive Director. The Governance Committee will meet in person or by phone conference four times a year to review the Strategic Plan and its ongoing progress.

Ad Hoc Committees:

The President may appoint ad hoc committees for a stated purpose and a specific length of time. Ad hoc committees shall investigate specific interests, and report implementation actions to the Board and, if directed by the Board, to the membership at large.

ARTICLE XIV – EXECUTIVE DIRECTOR

Executive Director Position:

The Southern Baptist Association of Christian Schools shall employ an Executive Director to fulfill the Association goals. The Executive Director shall serve at the pleasure of the Board and shall fulfill those duties prescribed by the Board. The Executive Director shall be a member of a Southern Baptist church and agree with and adhere to the Baptist Faith and Message.

Executive Director Authority:

The Executive Director shall be the organization's Chief Executive Officer (CEO) and the Chief Advisor to and Executive Agent of the Board of Trustees. The Executive Director's authority is vested through the Board of Trustees and includes responsibilities for the Association's operational and managerial affairs. The Executive Director is responsible for leading the Association, implementing all Board policies, consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions, and serving as the organization's key spokesperson. The Executive Director has the authority to execute all documents on behalf of the Association and the Board of Trustees consistent with Board policies and the best interest of the Association. The Executive Director shall serve ex-officio, in voice and vote, on all Board committees.

Executive Director Responsibilities:

The Board of Trustees shall determine the Executive Director's duties. The Executive Director shall be responsible for the management of the Association; attend all Board meetings except those concerning remuneration and evaluation; serve as an ex officio of all committees; be responsible for ensuring operation within the approved budget; oversee and appraise the performance of all staff; be a member in good standing of a Southern Baptist church; and declare allegiance and unconditional acceptance of the Association's Statement of Faith, the Baptist Faith and Message.

Executive Director Compensation:

The Executive Director shall be appointed for such term, upon such salary conditions, and with such benefits as established by the Board of Trustees. The Executive Director's contract shall be developed prior to appointment to the position that will include duties of the position, term of appointment, salary conditions, benefits, conditions of employment, severance conditions, and any other items as determined by the Board.

POLICY TYPE: LEGAL AUTHORITY

POLICY TITLE: BYLAWS

Executive Director Termination:

The Executive Director shall be terminated for just cause upon a three-fourths majority vote of all Board of Trustees.

ARTICLE XV – PROFIT DISTRIBUTION AND ASSET TERMINATION

All net earning or profits of the Association shall be held and used by it for the furtherance of the purposes for which the Association is formed, as stated in the Charter and By-Laws and no part of the net earnings or profits of the corporation shall inure to the benefit of any member or other individual or be distributed among the members of the Association or other individuals. No member of the Association shall receive at any time any dividend, profit, or other payment from the Association by reason of his membership therein; but, a member of the Association may be employed by the Association and for services rendered by such member, the Association may compensate him or her. Upon dissolution of the Association, the property and assets of the Association shall not be distributed to its members or other individuals. After paying all of the debts, expenses and other obligations of the Association, and any refunds or fees and charges which may be proper, all other property and assets held by the Association at its dissolution shall be transferred and paid over to an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1954, (or corresponding section of any future United States Internal Revenue law as designated by the vote of the majority of the members present and voting at a meeting of such members duly called and held.

ARTICLE XVI – ADDITIONAL OPERATING PRINCIPALS

Additional operational procedures and other information to be used in the operation of the Association shall be documented in the Association's Board of Trustees Policy Manual. This manual is written and maintained by the Board of Trustees. Releases or revisions of the manual will carry a version and date stamp that will be referenced in the minutes of the Board meetings where the revisions are approved. A copy of the most recent revision will be maintained at the Association's office and on its webpage.

ARTICLE XVII – AMENDMENTS

These By-Laws may be amended at any meeting of the full Association by a two-thirds vote of those delegates present, provided that the amendments have been submitted in writing to the Board of Trustees, Institutional Members at least thirty days prior to the meeting, and a majority of Trustees are present. All amendments shall go into effect immediately upon ratification, unless the amendment itself states otherwise.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES GOVERNING STYLE AND VALUES

POLICY 1.1 The Board of Trustees shall govern in accordance with its Charter, By-Laws, and Policy Manual 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 Executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) being proactive rather than reactive.

1.1.1 The Board believes that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth. Accordingly, we believe:

1.1.1.1 That providing a Christian, faith-based education is essential to the achievement of Southern Baptist Association of Christian Schools' mission.

1.1.1.2 The Board will ensure that the entity, Southern Baptist Association of Christian Schools, be a private, independent, Christian ministry.

1.1.2 The Board will cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will be the initiator of policy, not a reactor. 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.

1.1.3 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.

1.1.4 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.

1.1.5 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the July meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Executive Director Linkage monitoring and assessing the Mission, Vision, Core Values, and Strategic Plan.

1.1.6 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.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES GOVERNING STYLE AND VALUES

- 1.1.7** Proposals should be in advance through the Board President as to its placement on the agenda. The Board President has the authority to defer the recommendation to the Executive Director or establish an ad hoc committee to research and evaluate the proposal.
- 1.1.8** The normal procedure for handling changes to Board policy will be for the Board to consider the proposed changes with advance notification and discuss the recommendation before a vote at a duly called Board meeting.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES COST OF GOVERNANCE

- POLICY 1.2** The Board will invest appropriate resources to enhance its ability to govern with excellence.
- 1.2.1** Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 1.2.1.1** Training and retraining will be used to orient new members and candidates for Board membership, as well as to maintain and increase existing member skills and understandings. Orientation by the Board President and the Executive Director to policy and procedure will occur at the outset. Periodic training will occur for the Board as directed by the Board President. Bi-annual Board meeting in winter and summer will be budgeted.
 - 1.2.1.1.1** Under the guidance of the Executive Director and the Board President, new Board members will be given training in the history of the Association, principles of policy governance, and a copy of the Board of Trustees Policy Manual.
 - 1.2.1.1.2** The Executive Director shall keep the President of the Board informed of training opportunities for the Board and assist in the planning of such events as conferences or conventions as deemed appropriate, and on-site annual training.
 - 1.2.1.2** Outside monitoring assistance may be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, annual fiscal audit.
 - 1.2.1.3** Outreach mechanisms will be used as needed to ensure the Board's ability to listen to viewpoints and values such as surveys and feasibility studies.
 - 1.2.2** Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - 1.2.2.1** Line item budgets for training, including attendance at conferences and workshops, retreats, and monthly meetings will be established.
 - 1.2.2.2** Line item budgets for surveys, focus groups, and opinion analyses will be established.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES AGENDA PLANNING

POLICY 1.3 To do its ministry effectively, the Board will follow an annual agenda that completes a re-exploration of Ministry Statements annually, examination of progress towards and update of the Strategic Plan, and continually improves Board performance through Board education and enriched input and deliberation.

1.3.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term goals (see Appendix C: Agenda Calendar).

1.3.2 The cycle will start with the Board's development of its agenda for the next year.

1.3.2.1 Methods of gaining ownership input, as well as governance education, and education (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.

1.3.2.2 The President is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The President 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.

1.3.2.3 Before actions by the Board are requested or recommended, the Board and committees shall be provided with adequate data and supporting documentation at least one week prior to the meeting date to assist the Board in sound decisions consistent with established goals.

1.3.2.4 The Board will generally follow Roberts Rules of Order. Rules may be suspended at any meeting of the Board by a majority vote of members present.

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

1.3.4 Executive Director remuneration will be decided during the winter Board meeting after a review of monitoring reports to include progress the Strategic Plan goals, objectives, and ministry statements received in the last year from the Executive Director and completion of the Board's Executive Director evaluation.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES PRESIDENT ROLE

POLICY 1.4 The President assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

- 1.4.1** The President directs the Board to behave consistently with its own rules.
 - 1.4.1.1** Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide, not the Executive Director.
 - 1.4.1.2** Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 1.4.2** The President ensures that making decisions falls within topics covered by Board policies on Governance Process and Board/Executive Director Linkage, except where the Board specifically delegates portions of this authority to others.
 - 1.4.2.1** The President is empowered to chair Board meetings with all the commonly accepted power of that position.
 - 1.4.2.2** In carrying out the role of the President, he is expected to make decisions consistent with policies created by the Board within ministry goals and executive limitations policy areas.
 - 1.4.2.3** The President 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.
 - 1.4.2.4** The Board President must sign all employee contracts.
 - 1.4.2.5** The President may delegate this authority but remains accountable for its use.
- 1.4.3** The President shall ensure that an annual program for Board members' continuing education be established consistent with the cost of governance policy (see 1.2).
- 1.4.4** The President may appoint members and a chairperson for each Board committee unless otherwise stipulated by Board policies or the organization's bylaws.
- 1.4.5** At times the President shall encounter sensitive matters in a scheduled meeting. At such times, the Board may call an executive session. Executive sessions shall have in attendance all Board members present at said meeting and the Executive Director of the school. No official business shall be transacted in the executive session. Rather the time is spent discussing the sensitive matter. When the Board reconvenes, any action required as a result of the executive session shall be enacted in accordance with normal and regular Board policy.
- 1.4.6** The President of the Board shall shape the tone of each meeting and keep its image clearly before the Board at all times. The agenda's main issues shall be the focus of the meeting.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES CODE OF CONDUCT

POLICY 1.5 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.

- 1.5.1** 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.
- 1.5.2** Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 1.5.2.1** On an annual basis, the Board will review and sign the Code of Ethics (Appendix D).
 - 1.5.2.2** 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.
 - 1.5.2.3** 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 the vote.
 - 1.5.2.4** Board members, who desire employment within the organization except for part-time athletic coaching, must first resign the Board.
 - 1.5.2.5** Board members must not use their positions to obtain employment for family members or close associates.
 - 1.5.2.6** Board members should not request preferential treatment for family members or close associates concerning job opportunities.
 - 1.5.2.7** Members will disclose their involvements with other organizations, with vendors, or any other Associations that might produce a conflict.
- 1.5.3** Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 1.5.3.1** Board members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 1.5.3.2** 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.
 - 1.5.3.3** Board members should direct all inquiries or concerns about the Association to the Executive Director. If needed, they may speak with the Board President.
 - 1.5.3.4** Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 1.5.4** Board members must meet the biblical qualification of servant leaders as stated in 1 Timothy 3:8-10, 12, and 13.
- 1.5.5** Board members are to be born-again Christians who model Christ, strive for excellence, demonstrate a servant's heart, serve in harmony with one another, and engage only in activities consistent with biblical truth, regularly attend a Bible-believing church, and adhere to the Association's Statement of Faith.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES INDIVIDUAL RESPONSIBILITIES

POLICY 1.6 The Board commits itself to the individual and collective participation of its members to insure leadership success.

- 1.6.1** 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. Members may not be absent from more than one of the two Board's regularly scheduled meetings in any fiscal year. Members may not miss two consecutive regularly scheduled meetings. The third consecutive absence will be interpreted as that member's resignation from the Board.
- 1.6.2** Prayer: Board members will pray for the Association.
- 1.6.3** Preparation, Participation, and Punctuality: Board members will prepare for Board and committee meetings and will participate productively in discussions, always within the established boundaries of discipline. Each member will contribute his own knowledge, skills, discernment, wisdom, and expertise to fulfill its responsibilities.
- 1.6.4** 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 Executive Director's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Executive Director or responsible staff person.
- 1.6.5** Contributions: Each Board member is expected to contribute generously within his individual means to make an annual financial contribution to the Association. The demonstration of support, rather than the amount of the contribution, is of primary importance.
- 1.6.6** Continuing Education: Each Board member is expected to make appropriate annual efforts toward continuing education in governance.
- 1.6.7** Emails: Policy issues should be the business of regular meetings. The Internet is not the place for the discussion of issues with the exception of committees doing Board business. In such cases, the full committee should be included. Otherwise, business should be conducted from the Boardroom. The Board of Trustees and the Executive Director will use the internet for the following reasons:
 - 1.6.7.1** Update the Board of future meetings, agendas, emergencies, etc.
 - 1.6.7.2** Follow up on issues if directed from the Board in a previous meeting.
 - 1.6.7.3** Make prayer requests.
 - 1.6.7.4** Address an issue is the prerogative of the Board President only. All concerns or issues should be addressed by email to the President only. It will be his determination as to whom the Board member will be directed or if it will be placed on the agenda.
- 1.6.8** Lifestyle Policy: The Association adheres to the Baptist Faith and Message.
 - 1.6.8.1** Any Board member or officer to be removed shall be entitled to appear and be heard at such a meeting of the Board.
 - 1.6.8.2** A Board member shall tender a resignation if the member no longer supports the Association and its policies.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES COMMITTEE STRUCTURE

POLICY 1.7 The only Board committees are those established by the Board. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Committees defined here are Standing Committees. The President shall appoint members to these committees annually. The Executive Director or designee will serve as an ex officio member of each committee.

1.7.1 Finance Committee

1.7.1.1 Product: Properly review and report on the financials, adherence to applicable financial rules and regulations, provide accountability, give direction in the procedures of financial policy annually, assist in annual budget development and through a three year capital improvement plan.

1.7.1.2 Personnel: Board Treasurer (Chair), Two At-Large Members of the Board (preferably with finance and budget experience), Executive Director (ex officio), and Business Manager (ex officio).

1.7.1.3 Calendar: As stated.

1.7.1 Nominating Committee

1.7.2.1 Product: Board succession, Board training, New Board member recruitment, and election of officers and members.

1.7.2.2 Personnel: Board President (Chair), all Board members, and Executive Director (ex officio).

1.7.2.3 Calendar: As stated.

1.7.3 Search Committee

1.7.3.1 Product: Serve as the Search Committee for the current or future vacancy of the Executive Director.

1.7.3.2 Personnel: Board President (Chair), all Board Members. Executive Director will serve ex officio, if applicable.

1.7.3.3 Calendar: As needed.

1.7.4 Governance Committee

1.7.4.1 Product: Meet quarterly to monitor Strategic Plan and stated policies and procedures.

1.7.4.2 Personnel: Board Vice President, Three At Large Members, and Executive Director (ex officio). The Committee chair will be selected by the Board President from among the four Board members listed. The President will seek to have representation for all committees on the Governance Committee.

1.7.4.3 Calendar: At least quarterly.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES COMMITTEE PRINCIPLES

POLICY 1.8 Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Executive Director.

- 1.8.1** Board committees are to help the Board do its job, never to exercise authority over the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation, verification of policy performance, and monitoring. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
- 1.8.2** Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
- 1.8.3** Board committees cannot exercise authority over the Executive Director or staff unless specifically delegated by the Board. Because the Executive Director works for the full Board, he will not be expected to obtain approval of a Board committee before an executive action.
- 1.8.4** Board committees are to avoid over-identification with organizational parts rather than the whole.
- 1.8.5** 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 Executive Director.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES NOMINATIONS, ELECTION AND TERM LIMITS

POLICY 1.9 The Board Nominating Committee will properly screen and nominate for Board consideration individuals to fill vacancies on the Board and additional members to the Board. The Nominating Committee shall consist of the President as chair, all Board members, and the Executive Director (ex officio).

1.9.1 The President shall serve as chair and solicit suggestions for nominations and manage the officer nominations and selection process.

1.9.1.1 Prospective Members

1.9.1.1.1 The Nominating Committee will receive prospective Board nominees from both Board members and the Executive Director.

1.9.1.1.2 The Executive Director and Chair of the Nominating Committee shall, at the committee's direction, meet, interview, and provide a Board profile for completion by the potential prospects.

1.9.1.1.2.1 The Nominating Committee will appraise each prospective Board member's candidacy using the biblical qualifications of servant leaders as stated in 1 Tim. 3:8-10, 12, and 13 as a guideline.

1.9.1.1.2.2 Individuals may not be nominated or serve if they are employees of Southern Baptist Association of Christian Schools.

1.9.1.1.2.3 The Board Nominating Committee should take into account that a candidate for the Board: knows Jesus Christ as his personal Lord and Savior; is in good standing with a local Southern Baptist church; is in full agreement with the Baptist Faith and Message; is able to provide visionary leadership; is godly and works co-operatively with others; is humble in accepting and using authority; allows others to lead; commits time to Board meetings and assignments; and is willing to devote time to the study of Board governance.

1.9.1.1.3 The Nominating Committee shall discuss and pray for the submitted prospects.

1.9.1.1.4 The Nominating Committee will review the Board profiles, criminal background check, and references and recommend a committee interview with the prospect or notify the candidate of the reason that they are no longer being considered.

1.9.1.1.5 The Nominating committee will qualify potential Board nominees by unanimous vote and present the list of qualified candidates to the Board for approval. Candidates not chosen by the Nominating Committee shall be notified.

1.9.1.1.6 The approved candidates shall attend the annual July meeting for approval by the full membership.

1.9.1.1.7 The Board of Trustees will, by unanimous vote (100%), elect the qualified nominees to be presented to the full membership in the summer meeting for a vote.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD OF TRUSTEES NOMINATIONS, ELECTION AND TERM LIMITS

- 1.9.1.1.9** The Executive Director and the Chair of the Nominating Committee will meet with new Board members, review the history of the Association, the principles of governance, and present them with a Board of Trustees Policy Manual.
- 1.9.1.1.10** New Board members will attend the next scheduled meeting and serve the three-year term that follows.
- 1.9.1.2** Renewal of Board Members and Officers

 - 1.9.1.2.1** In November, the President of the Board shall oversee the online self-evaluation of the full Board via a written self-evaluation document, discussion, and agreement with the Code of Ethics. Its goal is the evaluation of the Board and officer performance for the previous calendar year and the prayerful consideration of improvement and succession. Two issues will be discussed:
 - 1.9.1.2.1.1** Their evaluation of their performance during their term.
 - 1.9.1.2.1.2** Their commitment and desire to serve another term.
 - 1.9.1.2.2** The Board President will summarize and tally the full Board evaluations and inform the Nominating Committee by email within one month. In the January meeting, the President will report to the full Board the results of the evaluations, any vacancies, and Board members who desire to serve for another term.
 - 1.9.1.2.4** At the July meeting, the Board shall:
 - 1.9.1.2.4.1** Renew Board members who desire to serve an additional term.
 - 1.9.1.2.4.2** Approve or disapprove of re-election of current officers in their year of rotation.
 - 1.9.1.2.5** Members of the Board shall serve three-year renewable terms upon the vote of membership. These members may serve as long as they desire unless removed. The President shall make sure that there is a full Board assessment of their commitment and performance before accepting additional terms as a Board member and/or officer.

POLICY TYPE: ENDS MINISTRY STATEMENTS

POLICY TITLE: MISSION, VISION, CORE VALUES, FAITH STATEMENT, STRATEGIC PLAN

POLICY 2.0 Ministry Statement: This ministry exists to establish and support Christian schools that propagate Kingdom education. Kingdom education is defined as “the life-long, Bible-based, Christ-centered process of leading a child to Christ, building a child up in Christ, and equipping a child to serve Christ.” It involves the integration and application of biblical truths provided in the Bible to areas of Christian worldview, educational programs and activities, and personal developmental and maturity. The following statements will direct the ministry:

POLICY 2.1 Purpose Statement: The Association’s purpose shall be to provide for fellowship and the exchange of information among Christian schools, to communicate the purposes of Kingdom education, and to enhance the image of Christian education throughout the world

POLICY 2.2 Mission Statement: The Southern Baptist Association of Christian Schools promotes Kingdom education, spiritual formation, worldview orientation, and academic excellence through discipleship, training, godly mentoring, and fellowship so that the next generation might impact their society for Christ.

POLICY 2.3 Vision Statement: The Southern Baptist Association of Christian Schools will create a nationwide system of Christian Schools that embrace Kingdom education and unite homes, churches, and Christian schools in support of producing true disciples that will reach and change the world for Christ.

POLICY 2.4 Ministry Goals: The Association’s goals are threefold: Promote Kingdom education through discipleship, teaching, spiritual formation, biblical worldview orientation, and academic excellence; Establish new Christian schools through churches and communities; and show parents, pastors, and leaders the compelling need for the Kingdom education of future generations.

POLICY 2.5 Core Values: As SBACS endeavors to fulfill its Mission and Vision of the Association, the ministry is characterized by the following Core Values:

2.5.1 Truth

Scripture is the revealed Word of God and is taught as truth, which is then integrated into every learning experience. The Association believes that all truth is God’s truth; man is created in the image of God; man must confront the issue of sin and redemption; man can know God as revealed in Christ and made present through the Holy Spirit; man can have a personal relationship with our Lord Jesus Christ; man can live honestly and responsibly; and man can fulfill God’s plan for their lives.

2.5.2 Intellectual Development

The Christian mind should be the best mind, enlightened by the mind of Christ and one that integrates God’s principles with academic pursuits. The Association encourages that students are challenged to develop a biblical worldview and are well prepared in all academic disciplines with an emphasis on accurately interpreting the Word of God, mastering communication skills, showing proficiency in mathematics and science, understanding history and God’s role in it, appreciating literature and the arts, reasoning and thinking critically, finding, analyzing, evaluating, and appropriately using information, integrating faith and learning in all academic disciplines, developing innovative curriculum and programs, and teaching Bible as an essential core subject in the academic curriculum.

POLICY TYPE: ENDS MINISTRY STATEMENTS

POLICY TITLE: MISSION, VISION, CORE VALUES, STRATEGIC PLAN, FAITH STATEMENT

2.5.3 Christian Leadership

The Board of Trustees, Executive Director, and staff shall be committed followers of Christ, leading from a biblically integrated perspective. Those engaged with the Association's governance, leadership, and teaching will model Christ in their teaching and leading; reflect and support the mission and core values; understand and focus on achieving the Association's Mission and Vision; exhibit love, justice, humility, service, and sensitivity relevant to a diverse community; and implement in all cultural contexts a thoroughly biblical philosophy of leadership and education.

2.5.4 Potential in Christ

Every life experience aims to enable leaders and students to reach their full potential in Christ. The Association will focus on providing programs and services appropriate for the Kingdom schools and educators, establishing awareness of the school's and student's relationship and responsibility to society, making disciples, preparing God's people for works of service, and thinking and processing information in the context of a biblical worldview.

2.5.5 Operational Integrity

The day-to-day operational practices are a consistent model of integrity, efficiency, and accountability. These biblical values shall be consistently implemented taking the high road to policy development and accountability in Board governance, managing people resources ethically and justly, managing and monitoring Association finances with integrity and disclosure, conducting straightforward and Christ-like relations with the government and its agencies, creating ethical, clear, and open strategies in business, development, marketing, and personnel, conducting fair and consistent management, reflecting honesty, openness, and fairness in stakeholder relations, maintaining high academic standards with internal and external evaluation, and initiating a plan of consistent evaluation and assessment for continuous improvement.

2.5.6 Kingdom Education

Kingdom Education is a life-long, Bible-based, Christ-centered process of leading a child to Christ, building a child up in Christ, and equipping a child to serve Christ. We believe that God has ordained three basis institutions—the church, the family, and the government—for the benefit of all humankind. The family exists to propagate the race and to provide a safe and secure haven in which to nurture, teach, and love the younger generation. The church exists to minister to individuals and families by sharing the love of God and the message of repentance and salvation through the blood of Jesus Christ. The government exists to maintain cultural equilibrium and to provide a framework for social order. The Christian school serves as a bridge in uniting these institutions within the community in the fulfillment of Kingdom Education (Deut. 6:7-9). Kingdom Education is a campaign for righteousness. This campaign into which we are called is as straightforward as the Gospel itself. Our goals are: to bring people to Christ; to deepen the walk of those who have been nominal believers; to clearly introduce the doctrines of His Lordship, sin, repentance, forgiveness, and justification by faith to those who don't know God or those who only know Him as a 'Friend' and Creator; to point everyone to the resurrection and to judgment in the next world; to encourage young people and their parents to live by His standard of holiness and obedience to the Lord; to encourage intensive scriptural study and application of His Word to all areas of life; to motivate the

POLICY TYPE: ENDS MINISTRY STATEMENTS

POLICY TITLE: MISSION, VISION, CORE VALUES, STRATEGIC PLAN, FAITH STATEMENT

people of God to practical actions in their communities and our nation in defense of righteousness; and to inspire those who are working at the Association to love one another in a way that is pleasing to Him and displays to all the love of Christ. Let Kingdom Education burn within the hearts of every member of the Association, and let it take root in each office, class, program, and activity of this ministry.

POLICY 2.6 Faith Statement

The Association ascribes to the Baptist Faith and Message as its Faith Statement. All members are expected to adhere to its principles.

POLICY 2.7 Strategic Plan:

The SBACS Strategic Plan shall not deviate from the Board's Ministry Statements or fail to be derived from a multi-year plan.

- 2.7.1** The Governance Committee will meet at least quarterly by meeting, phone conference, or email to review with the Executive Director the progress of the Strategic Plan including a annual review of Ministry Statements.
- 2.7.2** The Strategic Plan will be a minimum of five years and on a rolling annual basis.
- 2.7.3** The Strategic Plan will cover all major aspects of the school such as governance, Board and staff development, finances, spiritual culture, Association development, institutional achievement, etc.
- 2.7.4** The Strategic Plan progress shall be communicated quarterly through the Governance Committee to the full Board by meeting or email.
- 2.7.5** In the development of the next Strategic Plan, sufficient input from the leadership of all members should be considered through surveys, interviews, and electronic communication from all stakeholders. Upon collection of the above information, a strategic planning meet will be scheduled for the winter or summer meeting. The development of the next Strategic Plan will be a full Board responsibility.

POLICY TYPE: BOARD/EXECUTIVE DIRECTOR LINKAGE

POLICY TITLE: BOARD OF TRUSTEES GOVERNANCE - MANAGEMENT CONNECTION

POLICY 3.0 The Board's connection to the operational organization, its achievements and conduct will be through a titled Executive Director. The Board of Trustees shall appoint an Executive Director to administrate the day-to-day affairs of the Association and to hire and direct the support staff.

- 3.1** Only decisions of the Board, acting as a body by majority vote, are binding on the Executive Director.
 - 3.1.1** Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.
 - 3.1.2** In the case of Board members requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or is disruptive.
 - 3.1.3** The Executive Director should provide all requests made by Board sanctioned committees that are necessary to complete Board sanctioned topics in a timely fashion. If time restraints, budget, or staff resources are an issue, the committee should be informed of the concern
- 3.2** The Executive Director 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 Executive Director.
 - 3.2.1** The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
 - 3.2.2** The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
 - 3.2.3** The Board will conduct an annual written performance evaluation that will be based on the progress of Ministry Statements, Executive Limitations, the Strategic Plan, and Annual Goals and Objectives.
- 3.3** The Board will instruct the Executive Director through written policies that prescribe the organizational ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use a reasonable interpretation of these policies understanding his accountability to the Board.
 - 3.3.1** The Board will develop policies instructing the Executive Director 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. The Board-developed ends policies, annual goals and objectives, and the Strategic Plan will become the responsibility of the Executive Director for implementation using any reasonable interpretation of these items understanding his accountability to the Board.
 - 3.3.2** The Board will develop policies that limit the latitude the Executive Director 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 Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make decisions, take actions, establish practices and develop activities.

POLICY TYPE: BOARD/EXECUTIVE DIRECTOR LINKAGE

POLICY TITLE: BOARD OF TRUSTEES GOVERNANCE - MANAGEMENT CONNECTION

- 3.3.4** The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between the domain of the Board and the domain of the Executive Director. By doing so, the Board changes the latitude of choice given to the Executive Director. However, as long as any particular delegation is in place, the Board will respect and support the Executive Director choices.
- 3.3.5** Should the Executive Director violate a Board policy, he 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 Executive Director from subsequent Board judgment of the action nor does it necessarily curtail any executive decision.
- 3.3.6** The Association's program shall be operated in all areas according to written policies.

 - 3.3.6.1** Board Policies: Board policies (Charter, By-Laws, Policy Manual, and Strategic Plan) shall consist of written statements officially adopted by the Board of Trustees to govern its own operation and to serve as guides for administrative action. These statements should be specific giving clear direction and guidance to the Executive Director, but broad enough to allow for the use of administrative skill and discretion in making decisions.
 - 3.3.6.2** Staff Policies: The Executive Director shall further develop a written policy system of operation by expressing directions to the staff in the form of written statements called the Staff Handbook. The policies should be within the boundaries of Board Policies and the Statutes of the state that the home office resides.
- 3.4** The Board will produce assurance of Executive Director's performance via ongoing monitoring and an annual written performance evaluation based on Executive Limitations, written policies and the specific goals and objectives of the Strategic Plan. The written performance evaluation will be completed by each Board member, compiled by the Board President, and the results shared with the Executive Director at a meeting with the President and Vice President of the Board.

 - 3.4.1** Monitoring is simply to determine the degree to which Board policies are met.
 - 3.4.2** The Board will acquire monitoring data by one or more methods: (a) by internal report, in which the Executive Director 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 Executive Director interpretation of the Board policy being monitored or specific Board stated standard.
 - 3.4.4** All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

POLICY TYPE: BOARD/EXECUTIVE DIRECTOR LINKAGE

POLICY TITLE: BOARD OF TRUSTEES GOVERNANCE - MANAGEMENT CONNECTION

- 3.4.5** An update of the Executive Director’s Annual Goals and Objectives shall be given to the Board President by the Executive Director in November prior to the Board evaluation of the Executive Director.
- 3.4.6** An annual written evaluation of the Executive Director will be conducted by the full Board, compiled by Board President, and reviewed with the Executive Director by the President and Vice President of the Board in the winter meeting.

 - 3.4.6.1** The President will summarize the Executive Director’s evaluation for the full Board in the winter meeting.
 - 3.4.6.2** Appropriate decisions regarding the Executive Director’s remuneration will be determined.
 - 3.4.6.3** The Executive Director will submit to the Board a summary of objectives for the next year in the summer meeting to be reviewed by the Board.
- 3.4.7** The Executive Director’s salary and benefits package will be based upon these principles in providing for his physical and spiritual needs:

 - 3.4.7.1** Principle of Responsibility: An individual in a position of great responsibility and rules well is due respect and remuneration (I Timothy 5:17-18). The Executive Director is in a position accountable for and responsible to the Board of Trustees for the entire ministry. The Executive Director presides (rules well) and labors (responsibility far exceeds any other position) in the fulfillment of his position.
 - 3.4.7.2** Principle of Caring: I Corinthians 9:9 states that God cares about wages for His servants as we should.
 - 3.4.7.3** Principle of Sharing: In I Corinthians 9:11, the Bible indicates that those being ministered to have a reciprocal responsibility to minister material goods to those who have ministered to them.
 - 3.4.7.4** Principle of Provision: In I Timothy 5:18, the Bible says that “thou shall not muzzle the ox that treads out the corn”. To do so is to weaken the vessel that is providing sustenance for you therefore weakening the ministry.
 - 3.4.7.5** Principle of Worth: In I Timothy 5:18 and Luke 10:7, the Bible teaches that labor is the foundational principle for all compensation.

POLICY TYPE: FINANCIAL DIRECTIVES

POLICY TITLE: BOARD OF TRUSTEES ACCOUNTING PROCEDURES

- POLICY 4.1** Financial planning for any fiscal year shall be consistent with the Board's Ministry Statements, protect the fiscal conditions of the Association, and be derived from a multi-year plan. An annual budget is to be prepared by the Audit Committee and recommended to the Board for approval.
- 4.1.1** Budgeting and monthly reports shall include statements of revenue and expense, balance sheet, and cash flow. Supporting documentation should include capital expenditures, credible budget projections, capital and operational items, cash flow, bad debt, and disclosure of planning assumptions.
 - 4.1.2** All expenditures for assets with a useful life of three plus years and a cost of \$5,000 or more are defined as capital assets. All expenditures for assets with a useful life of three plus years and a cost of \$1,000-\$4,999 are defined as capital expenses. All unbudgeted capital assets will be reviewed by the Audit Committee and approved by the Board. The Finance Committee must approve any capital expenditure, \$35,000 or more, before commitment unless the Board has preapproved.
 - 4.1.3** All employees shall have a written performance evaluation measured against written goals, objectives, and action plans as part of a review of compensation.
 - 4.1.4** The Executive Director shall annually review and seek approval in a timely fashion any proposed change that will impact the budget.
 - 4.1.5** The Executive Director, in conjunction with the Finance Committee, is expected to make changes necessary to accomplish the annual budgeted net income.
 - 4.1.6** The Executive Director will provide for the creation of a budget with net income of \$0 or better, including depreciation, unless otherwise approved by the Board of Trustees.
 - 4.1.7** The Finance Committee must approve all debt, contract, and other payment arrangements, such as rents and leases in excess of 12 months.
 - 4.1.8** The Executive Director will not allow unrestricted cash balances to fall below 30 days of average operating expenses per day without informing the Finance Committee.
 - 4.1.9** A finalized budget is to be completed by the July Board meeting.
 - 4.1.10** In the preparation of the budget, previous practice regarding compensation and benefits shall not be changed without Board approval. The staff benefit package is designed to assist in a lifetime income. Health, life and disability insurance offer long term benefits in the event of sickness, death and disability. The 403b retirement program rewards longevity and assists in maintaining experienced staff.
 - 4.1.11** The financial function shall be conducted in accordance with Generally Accepted Accounting Standards and with the expectation that all local, state, and federal ordinances, regulations, and laws, including those of the IRS and the Department of Revenue of the state the Executive Director resides in shall be followed. It is the expectation that the Executive Director shall make available to SBACS the needed expertise to accomplish this directive.
 - 4.1.12** A qualified public accounting firm shall conduct an annual audit of financial results in accordance with Generally Accepted Auditing Standards. The firm and the scope of the annual audit shall be recommended by the Finance Committee and approved by the Board.
 - 4.1.13** Annual and long-term fundraising goals, processes, and targeted expenditures by and on behalf of the Association shall be reviewed by the Finance Committee and approved by the Board in advance of being conducted or incurred.

POLICY TYPE: FINANCIAL DIRECTIVES

POLICY TITLE: BOARD OF TRUSTEES ACCOUNTING PROCEDURES

- 4.1.14** The Executive Director is authorized to receive gifts that are unrestricted in any amount and restricted gifts for purposes consistent with the mission, vision, and values up to \$10,000. The Finance Committee will review the purpose of restricted gifts in excess of \$10,000 prior to acceptance of the gift.
- 4.1.15** The Finance Committee will conduct an annual self-assessment to include a review with compliance of policy.

POLICY TYPE: FINANCIAL DIRECTIVES

POLICY TITLE: BOARD OF TRUSTEES ASSET PROTECTION

Policy 4.2 The Executive Director shall adequately maintain and protect the Association's assets.

- 4.2.1** The Executive Director is expected to have written administrative policies and procedures available upon request by the Finance Committee that provides appropriate checks and balances to protect the assets and revenues.
- 4.2.2** All cash and cash equivalent investments of assets must be in a form approved by the Finance Committee and reviewed quarterly.
- 4.2.3** All financial institutions (banks, investment advisors, etc.) shall be approved by the Finance Committee and reviewed on an annual basis.
- 4.2.4** The Executive Director shall see that insurance coverage protects the assets, on-going operations, and Board members. This coverage shall be reviewed annually by the Finance Committee and changes approved by the Board.
- 4.2.5** An amount equal to 50% of annual operating income shall be set aside on the balance sheet to anticipate repairs and maintenance to facilities, assets, and future capital expenditure needs. Amounts are to be removed from this account only by recommendation of the Finance Committee and approval by the Board.
- 4.2.6** The Executive Director must have Board approval to do the following:
 - 4.2.6.1** Acquire, encumber, or dispose of real property.
 - 4.2.6.2** Accept government funds.
- 4.2.7** The Executive Director will be responsible for the following:
 - 4.2.7.1** The Executive Director shall notify the Board President of a contingent liability arising from a threatened or actual legal proceeding for all claims.
 - 4.2.7.2** The buildings, grounds, and equipment shall be protected from improper wear and tear.
 - 4.2.7.3** The Executive Director shall not negligently expose the organization, Board, or staff to claims of liability.
 - 4.2.7.4** The Executive Director shall protect intellectual property, information, and files from loss or significant damage.
 - 4.2.7.5** The Executive Director shall not allow for use of the facilities until all insurance coverage and documentation has been provided. The Board must approved commitments of more than twelve months.
 - 4.2.7.6** The Executive Director shall oversee the maintenance safekeeping, and destruction (when applicable) of files, books, and records.
- 4.2.8** The Executive Director will not seek gifts, payments, fees, services, privileges, or pleasure trips without a business purpose, loans, or other favors from persons doing business with SBACS or accept referral fees, commissions, or anything of value from a consumer or supplier in exchange for referral of third parties to the consumer or supplier.

POLICY TYPE: EMERGENCY EXECUTIVE DIRECTOR SUCCESSION

POLICY 5.0 In order to protect the Board in the event of a sudden loss of Executive Director services, the Executive Director shall not fail to designate and inform the Board of several individuals who will be familiar with Board and Executive Director issues and processes. The Board President will review these processes in July of each year prior to the Executive Director's November self-evaluation.

5.1 The following shall be the Pre-Succession Processes:

5.1.1 The current Executive Director should have a monthly "To Do List" updated annually to give direction and instruction to the Interim Executive Director designee. This "To Do List" is kept in the Emergency Succession red folder and updated annually.

5.1.2 The current Executive Director will have contact numbers for posting job placements with ACSI, Inter-Cristo, and SACS in the Emergency Succession red folder.

5.1.3 The current Executive Director will have a candidate list updated annually in the Emergency Succession red folder. The President will be given an updated copy each January and make known its contents to the Search Committee if needed.

5.1.4 The current Executive Director should have communication for potential Executive Director candidates.

5.1.5 A job description should be prepared and updated for Executive Director position.

5.1.6 The Executive Director will survey other institutions annually that have done succession for direction and update the Board.

5.2 The Succession Schedule is as follows:

5.2.1 The President will choose a designee for the short-term to assume the day-to-day role of the Executive Director immediately. The designee understands that the interim period will be as long as is necessary to make the selection of a new Executive Director. This may extend and include the next year's contract period.

5.2.2 Association Files of the Executive Director will be transferred to Assistant to the Executive Director to assist with the transition. The Executive Director's passwords will be in the Emergency Succession red folder. The Board President will have a copy updated annually.

5.2.3 The President will call a Board meeting to review this succession plan and nominate a Search Committee to begin the replacement process.

5.2.4 The Board of Trustees will meet and enact the Search Committee. The committee will be comprised of the President and all Board members. The President will share the Executive Director recommendations and consider others from the Board.

5.2.5 The Search committee has four duties: contact ACSI and other possible organizations to acquire prospects to fill the position of Executive Director; review and update, if needed, the current profile for the office of Executive Director; make the profile available to prospective candidates, and interview prospects upon the Board determining the set criteria.

POLICY TYPE: EXECUTIVE DIRECTOR PRINCIPLES AND JOB DESCRIPTION

POLICY 6.0 The Executive Director shall adhere to the following principles and job description in accordance with all practices, activities, decisions, and organizational circumstances lawfully, prudently, and in accordance of commonly accepted business and professional ethics and in harmony with the Mission, Vision, Core Values, Faith Statement, and Strategic Plan of the Southern Baptist Association of Christian Schools.

6.1 The Executive Director's Ministry Operational Principles:

- 6.1.1** With respect to interactions with churches and schools, the Executive Director shall administrate in procedures and decisions that which is safe, dignified, biblical, and that affords appropriate confidentiality and privacy.
- 6.1.2** With respect to the treatment of current or prospective paid staff and/or volunteers, the Executive Director will administrate conditions that are fair, lawful, safe, biblical, dignified, and affords appropriate confidentiality.
- 6.1.3** Financial planning for any fiscal year shall not deviate from the Board's Ministry Statements and shall be derived from a multi-year plan.
- 6.1.4** With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or deviation of actual expenditures from Board priorities established in the Ministry Statements.
- 6.1.5** The Executive Director shall ensure that the Association's assets are protected and adequately maintained.
- 6.1.6** In order to protect the Board from sudden loss of Executive Director's services, the Executive Director shall maintain and update annually the Emergency Succession Plan.
- 6.1.7** With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall maintain the fiscal integrity and Christian testimony of the Southern Baptist Association of Christian Schools.
- 6.1.8** The Executive Director shall keep the Board informed and supported in its work in a timely manner.
- 6.1.9** With respect to the programs and services provided by the Association, the Executive Director shall ensure that these programs and services meet or exceed industry standards for excellence and are consistent with the philosophy and core values of the Southern Baptist Association of Christian Schools in program excellence.
- 6.1.10** With respect to donor, donations, and fundraising, the Executive Director shall cause all facets of fundraising and donor acknowledgments to be done in accordance to biblical stewardship principles and Board defined goals and applications.
- 6.1.11** The Executive Director will provide clear policies as defined in the Staff Handbook as to what may or may not be expected from the service offered, a biblical grievance process, and a means to inform the Board when internal grievance procedures have been exhausted.
- 6.1.12** The Executive Director will direct the course of the Board-developed Strategic Plan towards the Board's Ministry Statements derived from a multi-year plan.
- 6.1.13** The Executive Director shall seek to provide a Christ-centered environment for the Association's employees as characterized by the Board of Trustees.
- 6.1.14** The Executive Director shall not knowingly discriminate on the basis of race, color, national, and ethnic origin in the administration of the Association's policies, employment, donations, and other programs.

POLICY TYPE: EXECUTIVE DIRECTOR PRINCIPLES AND JOB DESCRIPTION

- 6.2** The Executive Director Detailed Job Description
- 6.2.1** The Executive Director directs the Association in all areas of ministry, providing leadership, vision, direction, guidance, oversight, and influence as a Kingdom educator. The Executive Director will advance the mission and vision of the Association on behalf of the schools, churches, and people served.
 - 6.2.2** The Executive Director will be compensated as follows: salary between \$65,000 and \$85,000 dependent upon qualifications, hospitalization for an individual at 80% or 80% individual and 50% family for a family, ten sick and personal days, three emergency funeral leave days, retirement at 3% for years 1-4, 5% for years 5-9, 7% for years 10-14, and 10% for 15 years or more, office hours from 8:00-4:00 not inclusive of travel, vacation days include all national holidays, Thanksgiving week, two weeks at Christmas, Good Friday and the week after, and two weeks of summer vacation.
 - 6.2.3** The Executive Director will be a born-again committed believer; in agreement and adherence to the Baptist Faith and Message, have a mature and clear faith walk; be an active member of a Southern Baptist Church; have a passion for Kingdom education; possess entrepreneurial, development, and marketing skills; and have an ability to communicate well both verbally and in written form.
 - 6.2.4** The Association prefers that the Executive Director have a minimum of a Master's Degree in Education or a related field; have a minimum of ten years of experience; be strong in Christian School leadership and teaching; and be willing to relocate in a Southeast major city like Orlando, Atlanta, Raleigh, etc. for stronger Southern Baptist Convention support.
 - 6.2.5** The Executive Director should be able to communicate and cast the vision and mission of Kingdom education to school worldwide; develop resources and information to assist schools, churches, and homes; train, consult, and counsel existing schools; encourage churches and communities in starting new schools; write, travel, and speak on the need for Kingdom education schools; position the Association as the voice of schools within the Southern Baptist denomination; and create an awareness in the Southern Baptist denomination and public of the need for biblical worldview education.
 - 6.2.6** The Executive Director will promote Kingdom education and biblical worldview education at every opportunity; interface with and provide avenues of influence within various Southern Baptist entities like the Southern Baptist State Conventions, Lifeway, NAMB, GuideStone Funds, Southern Baptist seminaries, Southern Baptist colleges, and Southern Baptist churches.
 - 6.2.7** The Executive Director will maintain a national directory of all known Southern Baptist schools, members and non-members; promote memberships each year to increase the Association's impact and influence; explore new services, programs, and resources to add value to the Association's membership; visit Kingdom education schools; and contact the Association's schools to connect, discover needs, and update any closing and opening of schools.
 - 6.2.8** The Executive Director will promote and improve existing programs to Kingdom education schools, churches, and families; develop new programs and identify new resources for schools, churches, and families; and seek out and create sponsorships and partnerships with individuals, firms, and organizations that will provide resources like LifeWay, GuideStone Funds, KSi, Kingdom Education Ministries, Joshua Expeditions, Precept Ministries, Enrollment Catalyst, SBTC,

POLICY TYPE: EXECUTIVE DIRECTOR PRINCIPLES AND JOB DESCRIPTION

FLBC, TBC, BSCNC, Cedarville University, and Liberty University.

- 6.2.9** The Executive Director will create and conduct workshops, seminars, and events to provide education, training, professional development, awareness, and networking for schools and church leaders, employees, parents, and church members; and secure grants and gifts to provide funding for Association schools to access training and staff development in spiritual formation, academic growth, marketing, development, and best practices.
- 6.2.10** The Executive Director will identify and solicit donors to support the Association while maintaining existing donors; discover and enlist sponsors and partners who will contribute to services for Association's member schools; and oversee the Association's publications, website, and other online media and promotional materials.
- 6.2.11** The Executive Director will provide consulting services to schools and churches; identify individuals and firms who can provide useful information as Association consultants; and help schools identify, recruit, and place senior level administrators.
- 6.2.12** The Executive Director will help identify and recruit new Board members; set up Board meetings in conjunction with the Board President that provides the venue, agenda, minutes, and financial reports.
- 6.2.13** The Executive Director will develop annual budgets with Board Finance Committee, provide budget management, and prepare financial reports; ensure all incomes are collected and all expenses, employee taxes, and other liabilities are paid; recruit, hire, supervise, and terminate as needed Association employees, consultants, and partners; maintain human resource records as required; ensure that the Association complies with federal, state, and local laws; maintain necessary financial records, bank accounts, credit accounts, and donor records; negotiate and execute contracts on behalf of the Association with input and/or approval from the Board; and maintain insurance for general liability, Board, and Executive Director liability.

APPENDIX A

POLICY TITLE: BOARD OF TRUSTEES MEMBER ROTATION

2012-2015

**Richard Hardee
Don Mayes**

2013-2016

**Chuck Gillian
Tom Rider
Larry Taylor**

2014-2017

**Olivia Elmore
Sonny Sherrill**

APPENDIX B

POLICY TITLE: BOARD OF TRUSTEES OFFICER ROTATION

2014-2015

Larry Taylor-Past President

2014-2017

Sonny Sherrill-President

Don Mayes-Vice-President

Richard Hardee-Secretary-Treasurer

APPENDIX C

POLICY TITLE: BOARD OF TRUSTEES AND COMMITTEE CALENDAR OF EVENTS

DATE:	BOARD OF TRUSTEES (Nominating Committee & Search Committee)	FINANCE COMMITTEE	GOVERNANCE COMMITTEE
July	<ul style="list-style-type: none"> -Attend bi-annual meeting in Dallas, Texas at Prestonwood Christian Academy. -Sign Code of Ethics. -Finalizes Trustee candidates and Officers for new fiscal year. -Attend Full Membership Meeting in Dallas, Texas at Prestonwood Christian Academy to approve Trustee terms, officers, budget, strategic plan, and fee schedule. 	<ul style="list-style-type: none"> -Review June financials and projected budget for upcoming meeting. -Present finalized budget for Trustees at bi-annual meeting for approval. -Have Executive Director present upcoming budget for full membership at Annual July Meeting. -Oversee Audit process and 990 preparations. 	<ul style="list-style-type: none"> -Meet at bi-annual meeting to review the 4th Quarter of Strategic Plan. -Gives Annual Strategic Plan report to Board of Trustees at bi-annual meeting and does annual review of Ministry Statements. -Have Executive Director give Strategic Plan update to Full Membership at Annual July Meeting.
August	<ul style="list-style-type: none"> -No meeting is scheduled. -New Trustees and Officers assume positions. -New fee schedule takes effect. 	<ul style="list-style-type: none"> -No meeting is scheduled. 	<ul style="list-style-type: none"> -No Meeting is scheduled.
September	<ul style="list-style-type: none"> -No meeting is scheduled. -Institutional fees are assessed based on enrollment. 	<ul style="list-style-type: none"> -Review August financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
October	<ul style="list-style-type: none"> -No meeting is scheduled. -Board President emails online Executive Director and Board Self-Evaluations due back by December 1. 	<ul style="list-style-type: none"> -Review September financials and for current year. -Finalize action plans to address Management Letter from auditors. 	<ul style="list-style-type: none"> -Reviews 1st Quarter of Strategic Plan by phone or email and submits report to Board President.
November	<ul style="list-style-type: none"> -No meeting is scheduled. -Executive Director prepares State of Association Report, completes Annual Self-Evaluation, and submits to Board President for review by Dec. 1. -Executive Director completes Self-Evaluation and returns to Board President by Dec. 1. -Board President shares update of Strategic Plan from Governance Committee. 	<ul style="list-style-type: none"> -Review October Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
December	<ul style="list-style-type: none"> -No meeting is scheduled. 	<ul style="list-style-type: none"> -Review November Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
January	<ul style="list-style-type: none"> -Attend bi-Annual meeting of Board of Trustees in held in Orlando, Florida. -Meet to review Executive Director and Board Self-Evaluation findings. -Review financials and Strategic Plan from Governance and Finance Committees. -Do additional strategic planning. -Discuss Board and Officer rotation, vote on Board renewals, consider possible candidates for vacancies, and vote on possible candidates. -Results of positions will be presented for vote at the July Full Membership Meeting. 	<ul style="list-style-type: none"> -Review December Financials at winter meeting in Orlando. -Present Current Financials at mid-point of year to Board of Trustees at winter meeting. 	<ul style="list-style-type: none"> -Governance Committee meets at bi-annual meeting to review 2nd Quarter of Strategic Plan. -Governance Committee gives mid-point report of Strategic Plan report to Board of Trustees.
February	<ul style="list-style-type: none"> -No meeting is scheduled. 	<ul style="list-style-type: none"> -Review January Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
March	<ul style="list-style-type: none"> -No meeting is scheduled. -Executive Director presents Annual Goals and Objectives for upcoming year in light of the Board and Executive Director evaluations to Board President and Vice President. The President will communicate to Board. 	<ul style="list-style-type: none"> -Review February Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
April	<ul style="list-style-type: none"> -No meeting is scheduled. -Board President will present any changes for Board renewal and Board officer vacancies and votes will be done by phone or email. 	<ul style="list-style-type: none"> -Review March Financials by phone or email. 	<ul style="list-style-type: none"> -Meet to review 3rd Quarter of Strategic Plan by phone or email with Executive Director.
May	<ul style="list-style-type: none"> -No meeting is scheduled. 	<ul style="list-style-type: none"> -Review April Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.
June	<ul style="list-style-type: none"> -No Meeting is scheduled. 	<ul style="list-style-type: none"> -Review May Financials by phone or email. 	<ul style="list-style-type: none"> -No meeting is scheduled.

APPENDIX D

POLICY TITLE: BOARD OF TRUSTEES CODE OF ETHICS

As a member of the Board of Trustees, I shall do my utmost to represent the Southern Association of Christian Schools by adhering to the following commitments:

1. I shall be committed to my responsibilities as a member of the Board, realizing it is a God-given ministry and deserves my best attention, preparation, and energies (Col. 3:23). In everything, I shall seek primarily to bring honor and glory to God and to His son, Jesus Christ (I Cor. 10:31).
2. I shall maintain my fellowship with God by regular prayer, study of the Bible, meditation, personal cleansing, and consistent fellowship with believers in a local church.
3. I shall pray daily for the Association and its Executive Director, and Staff.
4. I shall govern my relationships and duties as a member of the Board by the principle of love for one another (I Cor. 13, I Jn. 3:11). I shall fulfill my responsibilities with honesty and integrity, respecting the confidentiality of privileged information.
5. I shall focus my efforts on the mission of the Association and not on my personal goals and agenda.
6. I shall represent all Association schools honestly and equally and refuse to surrender my responsibilities to special interest or partisan groups.
7. I shall avoid any conflict of interest or the appearance of impropriety that could result from my position, and shall not use my Board membership for personal gain or publicity, or that of friends.
8. I shall recognize that a Board member has no authority as an individual and that decisions can be made only by a majority vote at a Board meeting. I shall take no private action nor make personal promises that might compromise the Board or administration.
9. I shall support the majority decisions of the Board, maintaining a positive spirit while retaining the right to seek changes in such decisions through ethical and constructive channels.
10. I shall carry out my responsibility, not to administrate the Association, but, together with my fellow Board members, see that it is well operated, recognizing that tasks related to the day to day operation of the Associate, such as making judgments about staff, are not part of my responsibility.
11. I shall refer all concerns to the appropriate individual and will act on such concerns by taking the item to the Board ONLY after failure of an administrative solution and after consultation with the Association's Board President (Matt. 18).
12. I shall encourage and respect the free expression of opinion by my fellow Board members and others who may appear before the Board.
13. I shall support and protect the Executive Director and staff in proper performance of their duties.

Board of Trustees Annual Affirmation of Service

1. I will seek to fulfill this Code of Ethics.
2. I will continue to support our mission, purpose, and leadership.
3. I will be faithful to the scheduled meetings during the course of the year.
4. I intend to contribute financially to our organization and will help open doors to friends who may be interested in contributing.
5. I have reviewed and will abide by the policies of the Board of Trustees Policy Manual and Conflict of Interest Policy (See Code of Conduct page 15).
6. I agree with and adhere to the Baptist Faith and Message.
7. If anything should occur during the year that would not allow me to keep these intentions of being a positive contributor to our Board, I will take the initiative to talk to the President of the Board about voluntary resignation.

_____ I am able to affirm all of the above items and look forward to continued service.

_____ Given my current circumstances, I am unable to affirm all of the above and request that the Board accept my resignation effective and seek a replacement who can meet all expectations of Board members.

Signed: _____ Date: _____

Please return your copy to the Board Secretary in the envelope provided. Thank you!