

**Quisqueya Christian School,
Board of Trustees Policy Manual**

Revised: June 2009

**Quisqueya Christian School
Port-au-Prince, Haiti, West Indies
Board Policy Manual**

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Constitution

PREAMBLE

We, the Board of Directors, in response to the biblical commandment for the Christian education of our children and believing that this Christian education can best be accomplished in a Christian school, hereby make and adopt the following Constitution for the organization and operation of Quisqueya Christian School.

Adopted: Added, November 16th meeting, officially voted on Jan. 19, 2005

ARTICLE I – NAME:

The name of this organization shall be “Quisqueya Christian School.”

Adopted: not changed from original – officially noted as accepted at the January 19, 2005 meeting

ARTICLE II –VISION AND MISSION:

Vision Statement:

To prepare and equip students to impact their world for the glory of God.

Mission Statement:

Quisqueya Christian School’s mission is to equip students with the necessary academic and spiritual training that prepares them to impact their world for the glory of God. Quisqueya Christian School shall provide a biblically integrated program based on and correlating with the American system of education.

Adopted: November 16, 2005

ARTICLE III – CORE VALUES

Section 1 **Right Relationship:** We will seek to bring students into a proper relationship with God through evangelism and discipleship; and we will cultivate a Christian community in fellowship with God and with one another, respecting God’s creation and the authorities that God has placed over us.

Section 2 **Right Living:** We will teach and follow the Word of God as our final authority and prayerfully seek direction from it, so that we may grow in wisdom and in Christ-likeness.

Section 3 **Right Attitude:** We will commit to and lead our students in attitudes that value excellence, initiative, curiosity, service, compassion, and life-long learning.

Section 4 **Right Thinking:** We will seek clarity of thinking, and teach students to think rationally, logically, creatively, critically, and with discernment.

Section 5 **Right Communication:** We will seek to be effective communicators, and guide our students to be literate, coherent, and communicate effectively through speaking and writing.

Section 6 **Right Action:** We will teach students to seek and apply God’s truth to their lives, thereby empowering them to live lives of integrity and good stewardship.

Adopted: December 13, 2006

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ARTICLE IV – PURPOSE

The school has been established for families who desire for their children a US accredited, Christian education based on an American curriculum. Because of the school's mission statement, the students whose families profess an evangelical Christian faith receive priority in admissions; the school welcomes Christian families who are supportive of the principles and values of QCS. The school is also committed to assisting in the educational needs of missionary families who are serving in Haiti and are part of the evangelical missionary community.

Adopted: January 19, 2005

The school shall be conducted in accordance to Christian principles and behavior in order to assure a Christian character and wholesome environment for learning and living in this Christian community. The school shall endeavor to enable students to understand, interpret, and analyze from a Christian worldview, with the goal of helping them to integrate and apply this perspective into their values and lifestyles.

Adopted: February 23, 2005

ARTICLE V – STATEMENT OF FAITH

Section 1. We believe in the verbal inspiration of the Bible, equal in all its parts and without error in its origin; the only infallible rule of faith and practice. (II Timothy 3:15-17; II Peter 1:20-21)

Section 2. We believe in one God, eternally existent in three Persons – Father, Son and Holy Spirit – who created man by a direct, immediate act. (Matthew 3:16-17; II Corinthians 13:14; Matthew 28:19; John 1:1-3; John 4:24; John 14; John 10:30)

Section 3. We believe in the deity of Jesus Christ, His pre-existence, incarnation, virgin birth, sinless life, substitutionary death through His shed blood, bodily resurrection and ascension to the right hand of the Father and His personal return. (Mark 1:1; Colossians 1:15-20; Luke 1:30-35; Romans 5:8; I John 2:2, I John 4:10; I Peter 3:21-22; Hebrews 9:28)

Section 4. We believe that the whole human race fell into sin in Adam, the head and progenitor of mankind, and that, because of sin, man is depraved and in need of individual salvation by grace alone, through faith in the shed blood of the Lord Jesus Christ. (Genesis 1:26-27; Genesis 3:1-24; Romans 5:12-19; Romans 3:10-18; Romans 3:23-26, I Peter 2:24; Colossians 1:13; Ephesians 1:7)

Section 5. We believe in the reality and personality of Satan, the enemy of God and man. (Genesis 3:1-5; Matthew 4:1-3; II Corinthians 4:4; Job 1:6-12)

Section 6. We believe in the resurrection of the saved and the lost; they that are saved unto eternal blessedness in God's presence, and they that are lost unto eternal damnation in the Lake of Fire. (John 10:28; I Corinthians 15:20-23; Matthew 25:34; Ephesians 1:13-14; II Thessalonians 1:7-9; Jude 6, 7; Revelations 20:10-15)

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Section 7. We believe in the spiritual unity of all believers in the Lord Jesus Christ, growing daily in grace and in knowledge of the Lord, constantly being filled with the Holy Spirit Who indwells every believer, separated from worldly practices and attitudes, and giving witness of His saving grace. (Acts 2:41-46; Ephesians 1:22-23; Colossians 1:18; Ephesians 4:11; I Corinthians 12:12-27; John 16:12-15; Titus 3:1-9)

Section 8. We believe that until Jesus Christ returns, the mandate for every Christian, everywhere, is to proclaim boldly, in words and actions, the Good News of Salvation. Through the transformed lives of Christians, empowered by the Holy Spirit, others will see the reality of this new life found in Christ. As it is stated in the Great Commission, we are to “go and make disciples of all nations, baptizing and teaching them to obey everything that Christ has commanded.” (Romans 12:2; Matthew 28:19-20, John 20:21; Acts 1:8; II Corinthians 5:20)

Adopted: January 19, 2005

ARTICLE VI – CHRISTIAN PHILOSOPHY OF EDUCATION STATEMENT

The statements below are Biblical truths that direct all aspects of school life: philosophy of education, policies and programs, staff hiring, student admissions, discipline, curriculum choices, and activities.

The goals of Christian education at QCS include (1) providing an excellent Biblically-based education which encompasses spiritual, social, and academic development; (2) assisting parents in fulfilling their God-given responsibilities regarding their children’s education; (3) guiding students in the development of their God-given potential towards becoming spiritually mature and discerning individuals who have and live a Christian worldview.

All truth is God’s truth, and we view the educational process as a means God uses to reveal Himself to the student. Thus, the basis for QCS’s educational philosophy and program is the Bible. God has revealed Himself to mankind in a general way through creation, nature and His mighty acts. He has revealed Himself in a special way through His son, Jesus Christ, and through His authoritative and inerrant Word, the Bible. Therefore, the entire school program is to reflect Biblical principles and values.

“All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the man of God may be thoroughly equipped for every good work.”
2 Timothy 3:16,17

God has given children to their parents with the responsibility for their academic and spiritual training. QCS exists primarily to assist parents in fulfilling this divine responsibility to train their children to obey God in every area of life.

The mandate for Biblically integrated Christian education comes from God’s command that children are to be taught to love God and give Him preeminence in their lives.

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Love the Lord your God with all your heart and with all your soul and with all your strength. These commandments that I give you today are to be upon your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up. Deuteronomy 6:5-7

In order to help students develop their God-given intellectual potential, QCS endeavors to be used by the Holy Spirit to help students develop and practice a Christian worldview. QCS will present opportunities for students to choose a personal faith relationship with Jesus Christ so that He can be their Savior and Lord. It is our desire that the students, under the guidance of the Holy Spirit, will fulfill God's will for their lives and contribute to the Kingdom of God.

Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is – his good, pleasing and perfect will. Romans 12:2

Adopted: March, 2005

Basic Objectives of QCS Based on its Christian Philosophy of Education

- I. QCS will integrate Biblical values and principles into the curricular and co-curricular activities of the school life by:
 - A. Making staff members aware of methods and occasions for presenting and integrating Biblical values and principles.
 - B. Trying to select texts and materials that integrate Biblical values or principles and identifying conflict points within any material that may violate Scriptural teaching.
 - C. Selecting certified, qualified teachers and staff who are dedicated to the integration of Biblical values and principles in their teaching and life styles.
 - D. Giving opportunities for student discernment and decision-making based on Biblical values and principles.
 - E. Developing activity policies based on Biblical values and principles.

- II. QCS will assist parents in fulfilling their God-given responsibility of educating their child (children) by:
 - A. Providing a quality academic curriculum
 - B. Providing qualified Christian faculty and staff
 - C. Providing clear and timely information to the parents concerning student progress and potential

- III. QCS will encourage students to discover and develop their God-given potential with a Christian mindset, values, perspectives, and life style by:
 - A. Presenting the Gospel and providing opportunities for each student to enter into a personal relationship with Jesus Christ
 - B. Encouraging consistent spiritual growth
 - C. Providing consistent Christian examples that demonstrate the Lordship of Christ

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- D. Providing testing and guidance services for the purpose of evaluation, self-information and career guidance.
- E. Encouraging and providing an atmosphere of service.
- F. Teaching students to accept responsibility for their actions.
- G. Providing a Biblically based discipline program that encourages personal self-control, self-discipline, and respect for themselves and others.

Adopted: March, 2005

Biblical Concepts Taught at QCS

In addition to our Statement of Faith, we believe and teach the following concepts:

1. God is the creator and sustainer of all things; He is the source of all Truth. Genesis 1:1; Colossians 1:15-17; Hebrews 1:3; Psalm 119:16
2. God is sovereign, maintaining control over the physical universe and the affairs of mankind. Daniel 2:21; 4:34, 35
3. God has revealed Himself in a general way in creation and in a special way through His only Son, Jesus Christ, and His authoritative and inerrant Word, the Bible. Psalm 19:1; Romans 1:20; Hebrews 1:1,2
4. God created man in His own image in a special act of creation; consequently, man is responsible to God for his actions. Genesis 1:26,27; 2:7
5. Man is born spiritually dead, a sinner separated from God. Romans 3:23; 5:12
6. Salvation is a work of God's grace and is appropriated by our repentance and faith in Christ Jesus as personal Savior. Ephesians 2:8,9; I John 1:9
7. Knowledge of Jesus Christ and the Bible is essential to proper spiritual, emotional, social and physical growth. Moral standards and a value system consistent with the Bible best prepare a student for fulfilling his responsibilities as a member of society. Psalm 119:9-11
8. Man's purpose in life is to render glory to God in all things for he was created to glorify God and have fellowship with Him. He is given responsibility over God's creation, to care for it, to replenish it and to subdue it. Mathew 5:16; Genesis 1:28

Adopted: November 8, 2006

ARTICLE VII - CUSTODY

The school (QCS) is not owned by any particular mission or church group. Rather, its "owners" are best represented by those who are part of its community. The Board of Trustees is the "moral custodians" of the school who represent the best interests of the owners.

Adopted: January 19, 2005 with a note that an article is needed to relate to the ownership of the school in regards to land title and the individuals whose names are on these papers.

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ARTICLE VIII – BOARD OF TRUSTEES

Section 1. The Board of Trustees shall be a self-perpetuating body with the authority and the responsibility to establish policies of the school according to the principles expressed in the Constitution and Bylaws.

Section 2. The board shall consist of nine (9) members. A majority of the board shall consist of evangelical expatriate missionaries.

Adopted: December 8, 2004

Section 3. The officers of the board shall include the following: chairman, vice-chairman, secretary, and treasurer. No officer may also serve simultaneously as PAC president. Board officers serve one-year terms and are elected annually.

Section 4. Terms of service as a board member shall be three years, beginning the day after the last official day of the school year; however, appointments may be made by board action for shorter durations to fill unexpired terms. The first elected term of a new board member will consist of a one-year probationary status, followed by the remaining two years of the three-year term. An appointment of less than four (4) months does not count as a consecutive year.

Adopted in total, February 18, 2009

Section 5. Each May, by a five-ninths (5/9) majority vote, board members shall be elected for the coming year.

Section 6. The names of the proposed new board members shall be presented at a meeting of the board at least two (2) weeks before a vote is taken.

Adopted in total, January 19, 2005

ARTICLE IX – CONSTITUTION

Section 1 The Constitution is the charter and governing document for the school, effective as to the Board of Trustees, the administration, staff, students, parents and all other parties dealing with and for the school.

Section 2 To amend the Constitution or Bylaws, a quorum of eight (8) members of the board shall be necessary with a minimum of six (6) affirmative votes for passage. The proposed amendment shall be presented at a meeting of the board at least two months before a vote is taken on said amendment.

Adopted: February 23, 2005

ARTICLE X – ASSETS AND LIABILITIES OF THE SCHOOL

Section 1 The Quisqueya Christian School is a non-profit corporation.

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Section 2 The assets of the school shall pertain in their entirety to the school as a society and not to any individual member thereof. As such, said assets are indivisible.

Section 3 Except as expressed in the Bylaws, Article IX dissolution of the school, no other individual, associations, society, partnership, corporation, company or government shall be granted any right of ownership in or direction of the school.

Section 4 Liabilities of the school shall be guaranteed by the assets thereof.

Adopted: February 23, 2005

This Constitution is hereby amended and approved this twenty-second day of June, two thousand five, by the sitting Board of Trustees of Quisqueya Christian School.

Mario Nicoleau, Chairman

Brad Johnson, Vice-Chairman

Edwin Dening, Treasurer

Jim Koster, Secretary

Howard Van Dam

Margaret Clark

Johanne Buteau

Tim Banks

Yvette Cadet

Ralph Tribié

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ARTICLE I – BOARD OF TRUSTEES:

Section 1 – Qualifications for board members are as follows:

- a. Shall be a born again committed Christian; are mature Christians who are daily growing in their personal relationship with Christ (a written testimony of one's faith will be submitted to the board);
- b. Are actively involved in a Bible believing church;
- c. View their service on the Board of Trustees as a ministry and a calling from God;
- d. Understand and are committed to a Biblical world view and a Christian philosophy of education;
- e. Shall agree to sign a statement declaring agreement with the QCS Constitution and personal belief in the school's Statement of Faith;
- f. Shall not have a spouse nor child presently serving on the board;
- g. Shall not be an employee of the school, and preferably shall not be the spouse of an employee.

Note: It is preferable, but not mandatory that the member have a child or children currently attending QCS.

Adopted: February 23, 2005, Revised: May 11, 2005

Section 2 – Duties of the board shall include:

- a. establishing the school's governance policies, which included, but is not limited to, "End" policies, Executive Limitation policies, Board-Director policies, and Board Governance policies;
- b. providing the necessary leadership and vision that will guide the school in its on-going operation, development and growth.
- c. overseeing all financial matters including the adoption of an annual budget;
- d. appointing the director as the CEO, who will carry out the policies and mandates of the board.
- e. establishing the job description of the director.
- f. holding the director accountable for implementation of board policies and the daily operations of the school.
- g. completing other such duties as needs shall dictate
- h. serving as "custodians" for the owners of the school and to connect with this group to give updates and receive feedback;
- i. Monitoring the success of the school in fulfilling its mission.
- j. shall be the final authority in board level appeals. (this line adopted: May 11, 2005)

Section 2, letters a-g were adopted on February 23, 2005. Letters h & i were adopted on May 25, 2005

Section 3 - Officers shall be elected by a five-ninths (5/9) majority vote of the new board each September (*see calendar*) or as soon thereafter as practical.

Section 4 - A leave of absence of up to four (4) months may be granted to board members, upon their request in writing, without forfeiting their position; however, any board member who miss three (3) consecutive regularly scheduled board

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meetings without said leave of absence are subject to forfeiture of their position. It is preferable to have no more than one board member absent at a time, with no more than two board members on leave at any time.

Section 5 - The board shall meet at regularly scheduled times upon the notice of the chairman and not less than once each two (2) months. Special meetings may be called for urgent business. A verifiable attempt is to be made to notify all members of any meeting. Under normal circumstances, a quorum of five members shall be necessary to do business. Meetings may also be called by a majority of the members, provided all members are notified of the meeting.

Section 6 - The director shall be notified of, and attend all meetings, of the board unless the board is in the process of evaluating the director. Other school personnel may be requested to join the board at their meetings at the board's and director's discretion.

Section 7 - The board shall follow the current edition of Robert's Rules of Order

Adopted: February 23, 2005, section 4(b – second sentence) added 10 May 2006

ARTICLE II – THE CHAIRMAN OF THE BOARD OF TRUSTEES

Section 1. The chairman of the board shall be responsible to call board meetings whenever necessary, and at least once each two (2) months.

Section 2. The chairman shall preside over all meetings of the board. If he/she is absent, the vice-chairman shall preside, and if the vice-chairman is absent, the secretary shall preside.

Section 3. Each member of the board (including the chairman) shall have one vote, except in the case of tie votes when the chairman is authorized to cast an additional vote.

Section 4. The chairman is empowered to execute the board's authority in business transactions, but may not contract obligations without specific authority from the board.

Section 5. The chairman shall be an ex-officio member of all committees.

Section 6. The chairman shall set the board meeting agenda, in consultation with the director.

Adopted: February 23, 2005

ARTICLE III – THE VICE CHAIRMAN OF THE BOARD OF TRUSTEES

Section 1. The vice-chairman of the board shall preside at board meetings when the chairman is absent.

Section 2. The vice-chairman shall automatically ascend to the chairmanship if the chairman of the board vacates his office.

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Section 3. The vice-chairman is to be a member of the school's long range planning committee

Adopted: May 11, 2005

ARTICLE IV - THE SECRETARY OF THE BOARD OF TRUSTEES

Section 1. The secretary shall be responsible to ensure that records of the minutes of all board meetings are kept. Copies of these are to be distributed to all members and to the administration prior to, or at, the next regular meeting.

Section 2. The secretary shall be responsible to conduct all correspondence on behalf of the board and shall maintain a complete file consisting of said correspondence and reports of officers and committees. (Correspondence pertaining to financial transactions shall be the responsibility of the treasurer. Correspondence pertaining to the daily school administration shall be the responsibility of the administration.)

Section 3. The secretary shall be responsible to keep current the original record copy of the Constitution and its Bylaws reflecting all amendments to said document.

Section 4: The secretary shall be responsible to see that copies of the Constitution are available for the board members, staff and interested parents.

Adopted: May 11, 2005

ARTICLE V – THE TREASURER OF THE BOARD OF TRUSTEES

Section 1. The treasurer shall see that an accurate record is maintained of all monies received and disbursed, and shall provide and present a financial report to the board as designated, but at least once each calendar quarter.

Section 2. The treasurer shall see that all school receipts are deposited in financial institutions approved by the board and that all securities and other evidences of ownership of real and personal property are habitually kept in safe place approved by the board.

Section 3. The fiscal year for the school shall be August 1 – July 31. There shall be an annual verification and revision report of all financial accounts as of October 1st of the following fiscal year (or at such other time(s) as the Board may direct) by an accountant (or qualified individual, not in any way affiliated with the school.) A full audit shall be conducted every three years. A complete financial statement related to these reports/audits shall be prepared and presented to the Board.

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Section 4. The treasurer shall be responsible to see that a current record of the tangible assets of the school be kept.

Adopted: May 11, 2005

ARTICLE VI – THE MEMBER REPRESENTING THE PARENT ADVISORY COUNCIL (PAC)

Section 1. The member representing the PAC will have all the rights and responsibilities of the Board membership, except that his/her term of office is one year. He/she may serve no more than 3 consecutive terms and must be elected to each as stipulated in section 3 below.

Section 2. The member representing the PAC will have a primary responsibility of liaison to and communication between the Board of Trustees and the elected PAC Committee.

Section 3. The member representing the PAC is to be selected as follows:

- a. The PAC Committee will annually submit to the board three (3) or more nominees for the position of PAC representative with such nominees coming from the school's parent constituency,
- b. All nominees are to meet the school's constitutional qualifications for Board of Trustees membership,
- c. The Board of Trustees shall elect the PAC representative from those nominees or may request additional nominees,
- d. Upon election, the member shall be both a member of the Board of Trustees and a member of the PAC committee until the end of that school year.

Adopted: May 11, 2005

ARTICLE VII – COMMITTEES OF THE BOARD

Section 1. The board shall appoint such standing and/or special committees as it deems necessary to assist in its operation.

Section 2. All committees shall include at least one board member who is not necessarily the chairman of the committee, but does become the liaison with the board.

Section 3. The function of the committees is to operate and evaluate in designated areas and make recommendations to the board. They function without power or administrative authority except when given a specific task by board action. Their purpose is to do the "footwork" and research for the board.

Section 4. Nominees for a board committee are to be reported to the board with the board reserving the power of appointment

Section 5. The committee chairman is responsible to annually file (in July) a copy of the committee minutes with the board secretary

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Section 6. The following committees shall be standing: Policy Committee, Trustee/ Nominating Committee, Director Evaluation Committee, Long Range Planning Committee, Promotions Committee, Finance Committee, and Executive Committee. The chairman shall be an ex-officio member of all committees. The director shall be an ex-officio member of all committees with the exception of the Director Evaluation Committee.

Adopted: May 11, 2005, section 6 changed 10 May 2006,

ARTICLE VIII – ADMINISTRATION

A. The Director

Section 1. The director shall be appointed by the board and evaluated in writing by them on an annual basis. He/She shall be responsible to the board for the immediate direction, administration, and operations of the school. His/Her responsibilities shall include but are not limited to the following:

- a. Establishing the operational policies of the school according to the board policy manual.
- b. Supervising the operations team and coordinating the principal team.
- c. Enforce policies and directives of the board.
- d. Lead the school to attain its stated “ends” as set by the board.
- e. Oversee the daily operations of the school.
- f. Make recommendations to the board.

Section 2. The director shall be responsible to the board for the protection, maintenance and proper use of the property of the school.

Section 3. The Director shall be authorized to hire all contracted staff and establish job descriptions that fit within the school’s organizational structure. The Director shall also secure temporary services whenever necessary.

Section 4. The director shall be authorized to see that a system of permanent records of all students, which will meet internal, transfer and graduation requirements, is maintained.

Section 5. The director shall be responsible to the board to account for all monies received and disbursed; and will, through his/her representatives, maintain an accurate record of all such transactions. He/She may make no expenditures outside of the approved budget without authorization from the board. Emergency expenditures maybe made, up to the amount stipulated at the time of annual budget adoption.

Section 6. The director shall represent the school in the area of public relations and publicity.

Section 7. The director shall work with the board chairman, who establishes board-meeting agendas.

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Section 8. The director shall be expected to sign a statement declaring his/her willingness to obey the QCS Constitution and the Board Policies. He/She must also sign a statement declaring agreement with the QCS Statement of Faith.

Section 9. The director may delegate his/her duties to other personnel, other than those duties, which lead the school to attain its stated ends as set by the board.

Section 10. The director will be responsible for maintaining all legal requirements for Quisqueya Christian School.

Adopted: May 11, 2005, section 3 edited 10 May 2006

B. Other Administrators

Section 1. All administrators (i.e. principal team and operations team) positions may be established, filled or changed by the director.

Section 2. All principals and operations managers shall be under the authority of and directly responsible to the director. The principal team is comprised of the director and all the principals. The operations team is comprised of the director and all those related to managing the operations of the school.

Section 3. Principals shall be appointed by the director and evaluated in writing by him/her on an annual basis. They shall be responsible to the director for the direction, coordination and supervision of the educational activities and staff of their division. Their responsibilities shall include:

- a. being the educational leaders,
- b. supervising all educational personnel in their division (s),
- c. overseeing the student body in their division(s),
- d. establishing and enforcing standards of conduct and discipline in their division (s),
- e. enforcing policies and directives of the board,
- f. making recommendations to the principal team,
- g. maintaining permanent records which meet internal, transfer and graduation requirements,
- h. working with recruitment personnel in the hiring of teaching staff.

Section 4. The operations team shall be appointed by the director and evaluated in writing by him/her on an annual basis. They shall be responsible to the director for the direction, coordination and supervision of the facilities and staff of their divisions. Their responsibilities shall include, but are not limited to:

- a. Financial management,
- b. Plant Management,
- c. Office Management

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Section 5. All principals and operations managers shall be required to sign a statement declaring their willingness to obey the QCS Constitution and their agreement with the Statement of Faith.

Section 6. With the director's approval, the principal team and the operations team may fill staff positions within their areas of responsibilities.

Adopted: May 11, 2005

C. Teachers and Other Staff

Section 1. Teachers and other staff shall be hired by the director, on the advice of the principal team or the operations team, based on their professional fitness, personal character and devotion to Biblical principles of life. They shall be born-again, committed Christians living in harmony with the Statement of Faith, mission and vision statements.

Section 2. Teachers and other staff shall be under the authority of and directly responsible to their respective administrator (principal or operations management).

Section 3. All school personnel shall be expected to sign in agreement with the QCS Statement of Faith; and also sign a statement declaring their willingness to comply and cooperate with QCS regulations and guidelines.

Adopted: May 11, 2005

D. Parents and Students

Section 1. Applicants who will be considered for admissions to QCS:

- a. At least one parent or guardian for each applicant must give a clear testimony of faith in Jesus Christ as his or her personal Savior.
- b. Applicants for grades 7-12 must sign a statement of agreement with the QCS doctrinal statement, understanding that it is the basis for all school curriculum and operations.
- c. Applicant's parents or guardians must sign a statement of agreement with the QCS doctrinal statement, understanding that it is the basis for all school curriculum and operations.
- d. Applicant's family must regularly attend and be actively involved in a Christian church.
- e. As part of the application process applicants will submit a spiritual reference letter from their pastor/priest.
- f. Every student must have acceptable academic capabilities, a satisfactory behavior record at his/her former school, and a willingness to attend and abide by the rules of the QCS Student Handbook.
- g. Applicant's parents or guardians must agree to support school policies and procedures.

Section 2. Applicants who will not be considered for admissions to QCS:

- a. Students, whose families attend church, that deny the deity of Jesus Christ.
- b. Students who have been expelled or have an unsatisfactory behavior record.

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- c. Students whose education needs cannot be adequately met with QCS's current program and facilities.
- d. Students whose grade point average is below 2.0.
- e. Students applying for grades 7-12 who do not personally desire to attend QCS.

Adopted: February 14, 2007

Section 3. Admission Guidelines

- a. Eligibility for enrollment shall include adequate oral and written English language skills. The administration, in consultation with the teachers, is to evaluate the student's over-all proficiency to determine his/her capability to function successfully at grade level before making recommendations to the Admissions Committee.
- b. The admissions committee shall have final authority for approval or rejection on all student admissions. Appeals may be made to the board.
- c. In filling student vacancies, priority shall be given to the qualified children of staff and qualified children of the evangelical community.

Section 4. Adherence to School Policies

- a. The director is responsible to supply all the necessary documentations for parents and students.
- b. Student's parents shall promise to abide by the policies of the school.
- c. Students are expected to follow the official rules and regulations of the school.

Adjusted: June 22, 2005

Section 5. Appeal Procedure

A parent wishing to appeal the decision of a school staff member must (in accordance with Biblical principles – Exodus 18; Matthew 18) follow the chain of command. The Board of Trustees decision is final.

Adopted: May 11, 2005 Adjusted: February 14, 2007

ARTICLE IX – CLOSURE AND/OR DISSOLUTION OF THE SCHOOL

Section 1. In the event of temporary closure of the school by a majority action of the board, the board is instructed to request an organization (s) or individual (s) of like mind to assume guardianship over the school's Haitian and/or United States assets.

Section 2. Should it ever become necessary to dissolve the school by board action, the net assets thereof, after liquidation of all liabilities, shall be transferred to an organization (s) to be chosen at that time, preferring that the assets be used for educational purposes.

Adopted: May 11, 2005

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This document is hereby amended and approved this twenty-second day of June, two thousand five, by the sitting Board of Trustees of Quisqueya Christian School.

Mario Nicoleau, Chairman

Brad Johnson, Vice-Chairman

Edwin Dening, Treasurer

Jim Koster, Secretary

Howard Van Dam

Margaret Clark

Johanne Buteau

Tim Banks

Yvette Cadet

Ralph Tribié

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Ends Policies for Quisqueya Christian School

POLICY 1.0 Mission Statement: To prepare and equip students to impact their world for the glory of God.

POLICY 1.1 QCS will provide students with rigorous academic instruction designed to develop the skills for a lifetime of continued learning, in an orderly atmosphere structured to support the moral, social, physical and spiritual development occurring simultaneously in the Christian home. All instruction will be based upon a Christian world view and designed to equip all students spiritually, mentally, intellectually, and physically for every good work to which the Lord calls them. (Eph. 2:10; Rom. 12:2).

POLICY 1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing QCS's mission.

POLICY 1.3 In partnership with the larger community, QCS commits to prepare and equip all students so that they may:

- a) progress academically, intellectually, spiritually, and personally;
- b) graduate prepared to compete and succeed in post-secondary education and work;
- c) be inspired to impact their world for the glory of God;
- d) be critical and creative thinkers, able to integrate and apply their knowledge, skills, and interests.

POLICY 1.4 Recognizing that the following skills and abilities are developed through the partnership among school, family, church, and community, all students will practice behaviors that exhibit good character, self-awareness, and responsible decision-making.

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E-1

Policy Title: Programs and Staff

POLICY 1.1 QCS will provide students with rigorous academic instruction designed to develop the skills for a lifetime of continued learning, in an orderly atmosphere structured to support the moral, social, physical and spiritual development occurring simultaneously in the Christian home. All instruction will be based upon a Christian world view and designed to equip all students spiritually, mentally, intellectually, and physically for every good work to which the Lord calls them. (Eph. 2:10; Rom. 12:2).

Accordingly, in the programs and teaching at all levels, as well as through extracurricular activities and examples set by staff, QCS strives to prepare and equip students to impact their world for the glory of God by:

- 1.1.1 Teaching all subjects in the curriculum as parts of an integrated whole from a biblical world and life view. (II Timothy 3:16-17).
- 1.1.2 Providing a clear model of biblical Christian life through the school staff and School Board members (Matthew 22:37-40)
- 1.1.3 Encouraging every student to begin and develop a personal relationship with God the Father through Jesus Christ (Matthew 28:18-20).
- 1.1.4 Emphasizing grammar, logic, and rhetoric in all subjects. (Grammar is to be understood as the fundamental rules and data of each subject. Logic is to be understood as the ordered relationship of particulars in each subject. Rhetoric is to be understood as the means by which the grammar and logic of each subject may be expressed clearly.)
- 1.1.5 Encouraging every student to develop a love for learning and to achieve maximum academic potential.
- 1.1.6 Fostering an atmosphere whereby students learn to love their classmates, teachers, and others in the community.
- 1.1.7 Providing an orderly and secure atmosphere conducive to maintaining this mission.
- 1.1.8 Modeling to students their responsibility to be good overseers of God's creation.

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- 1.1.9 Reinforcing basic principles of Christian discipleship such as modesty, daily devotions, memorization of Bible verses, participation in a local church and tithing.
- 1.1.10 Instilling in students a habit of local volunteerism through the implementation of a community service projects program.

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E-2

Policy Title: Value of Biblical Application

POLICY 1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing QCS's mission.

Accordingly, we hold true:

- 1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.
- 1.2.2 That Christian schools exist to support parents and the church in fulfilling the parents' biblical responsibility to educate children.
- 1.2.3 That teaching God's Word, and teaching how to apply God's Word, is essential to education.
 - 1.2.3.1 All truth is God's truth.
 - 1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 1.2.3.3 This world was created by God and is under God's sovereign control.
 - 1.2.3.4 Because of mankind's rebellion against God, sin entered the world. There is a spiritual battle waging that affects all of life and all of creation.
 - 1.2.3.5 Through Christ and in the power of the Holy Spirit, God's redemptive plan is being carried out to completion, transforming every aspect of our lives.
 - 1.2.3.6 Every individual is of value; all are uniquely created in the image of God.
 - 1.2.3.7 A personal relationship with Christ is essential to restore our broken relationship with God. Through our repentance and God's forgiveness Christ becomes our Lord and Savior, and we in gratitude, seek to live in daily obedience to Him.
 - 1.2.3.8 All Christians are called to be "salt and light" (Matthew 5:13-16) and to impact their world for the glory of God.

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- 1.2.4 That the curriculum should be permeated with God’s Word, including teaching on...
 - 1.2.4.1 God’s created world.
 - 1.2.4.2 Human history and God’s activity in it.
 - 1.2.4.3 Humanity, its cultures, and how we are to live in the world.

- 1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all staff should...
 - 1.2.5.1 Embody excellence.
 - 1.2.5.2 Demonstrate a servant’s heart.
 - 1.2.5.3 Serve in harmony.
 - 1.2.5.4 Engage only in activities consistent with biblical truth.
 - 1.2.5.5 Model submission to authority.
 - 1.2.5.6 Have and model a vital relationship with Christ.

16 April 2007 made the following changes: In Policy 1.2 replaced “Accordingly, we believe” to “Accordingly, we hold true. In Policy 1.2.4 added “that” to the beginning. In Policy 1.2.4.1 changed “natural world” to God’s created world.”

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E-3

Policy Title: Academic Achievement

POLICY 1.3 In partnership with the larger community, QCS commits to prepare and equip all students so that they may:

- a) progress academically, intellectually, spiritually, and personally;
- b) graduate prepared to compete and succeed in post-secondary education and work;
- c) be inspired to impact their world for the glory of God;
- d) be critical and creative thinkers, able to integrate and apply their knowledge, skills, and interests.

1.3.1 Expectations: Each student will set high expectations and work to attain them.

1.3.2 Content: Each student will:

1.3.2.1 Master the Grade Level Standards (Pre K-12)

1.3.2.2 Achieve at individually and appropriately challenging levels.

1.3.2.3 Demonstrate skills in 10 content areas according to their grade levels.

1.3.2.3.1 Bible: Each student will demonstrate understanding, comprehension, application, analysis, interpretation and evaluation of Biblical concepts. Each student will demonstrate a desire for life-long Biblically based learning and understand the relationship between continued intellectual and spiritual growth and maturity in Christ.

1.3.2.3.2 Arts: Each student will demonstrate understanding and application of Arts knowledge and skills; application of thinking skills using artistic processes; ability to communicate through the Arts, across the Arts, and to issues and disciplines outside the Arts.

1.3.2.3.3 Health and Fitness: Each student will demonstrate the knowledge and skills necessary to maintain an active and healthy life; ability to analyze and evaluate the impact of lifestyle choices on health; ability to analyze health and safety information.

1.3.2.3.4 Language Arts:

1.3.2.3.4.1 Reading: Each student will demonstrate understanding, comprehension, application, analysis, interpretation, synthesis, and evaluation of what is read; each student will read different materials for a variety of purposes.

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- 1.3.2.3.4.2 Speaking: Each student will demonstrate understanding, comprehension, application, analysis, interpretation, synthesis, and evaluation of spoken ideas of increasing complexity.
- 1.3.2.3.4.3 Writing: Each student will demonstrate the ability to convey in writing understanding, comprehension, application, analysis, interpretation, synthesis, and evaluation of ideas of increasing complexity.
- 1.3.2.3.5 Math: Each student will demonstrate the ability to understand, comprehend, apply, interpret, synthesize and evaluate mathematical concepts and procedures.
- 1.3.2.3.6 Practical Life Skills: Each student will demonstrate an understanding of practical life skills that they will need in their transition into adulthood.
- 1.3.2.3.7 Science: Each student will demonstrate knowledge, comprehension, application, analysis, interpretation, synthesis, and evaluation of scientific concepts and principles, and the ability to use scientific inquiry to investigate systems and the nature of science.
- 1.3.2.3.8 Social Studies: Each student will demonstrate knowledge, comprehension application, analysis, interpretation, synthesis, and evaluation of civics, history, economics and geography concepts.
- Revised March 11, 2009
- 1.3.2.3.9 Technology: Each student will demonstrate the ability to use and apply information technology appropriately to locate, analyze and evaluate information.
- 1.3.2.3.10 Languages: Each student will demonstrate a working knowledge of a language other than English, and an understanding of the role of other languages in a global community.

Note: In the content areas of Language Arts, Math, Science, and Social Studies, students will graduate demonstrating these abilities in relation to standard US college level requirements. Haitian history and culture will be integrated throughout the curriculum.

Revised June 13, 2007, March 11, 2009

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E-4

Policy Title: Spritual and Personal Development

POLICY 1.4 Recognizing that the following skills and abilities are developed through influences of school, family, church, and community, all students will practice behaviors that exhibit good character, self-awareness, and responsible decision-making.

- 1.4.1 Students will demonstrate good character, including:
 - 1.4.1.1 Fruits of the Spirit: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self control (Gal 5:22);
 - 1.4.1.2 Integrity and honesty;
 - 1.4.1.3 Positive interpersonal relations;
 - 1.4.1.4 Respect for self and others;
 - 1.4.1.5 Compassion.

- 1.4.2 Students will demonstrate self-awareness by:
 - 1.4.2.1 Setting and achieving personal goals based on high expectations;
 - 1.4.2.2 Having a strong sense of self-worth;
 - 1.4.2.3 Understanding their beliefs, aptitudes, and interests;
 - 1.4.2.4 Being respectful of different points of view.

- 1.4.3 Students will be responsible decision-makers by:
 - 1.4.3.1 Making healthy choices for their intellectual, physical, and emotional well-being;
 - 1.4.3.2 Collaborating with others;
 - 1.4.3.3 Competing appropriately;
 - 1.4.3.4 Thinking critically and solve problems in context;
 - 1.4.3.5 Demonstrating tenacity;
 - 1.4.3.6 Taking risks appropriately;

- 1.4.4 Students will demonstrate spiritual and moral integrity.
 - 1.4.4.1 Students understand and are encouraged to commit to a personal relationship with Jesus Christ and to a life long challenge to impact their world for the glory of God.

 - 1.4.4.2 Students discover and develop their God-given gifts and apply them to daily life.

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- 1.4.4.3 Students demonstrate moral courage and make wise, God-honoring decisions.
- 1.4.4.4 Students are actively involved in their church and community.
- 1.4.4.5 Students understand the worth of every human being as created in the image of God.
- 1.4.4.6 Students are good stewards of their finances, time, and all other resources.

In summary, we seek to provide the students of QCS with the skills for a lifetime of learning, and equip them intellectually, spiritually, mentally, and physically for every good work to which the Lord calls them utilizing well-trained, certified, and Godly faculty and in an environment conducive to learning. Students are equipped with the spiritual discernment, the moral courage and the academic excellence to impact society through responsible, effective Christian living.

Ends policies final draft as approved by the Quisqueya Christian Board of Trustees of Trustees on June 1, 2005

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Governance Process Policies for Quisqueya Christian School

POLICY 2.0 The purpose of the Board, in service to God and to Christians who actively support the doctrinal statement and mission of the school (collectively known as the “larger QCS community) is to establish and maintain a governance process which ensures that Quisqueya Christian School (1) achieves appropriate results for appropriate persons at an appropriate cost, and (2) avoids unacceptable actions and situations.

POLICY 2.1 The Board, on behalf of those within the larger Quisqueya Christian School community, holds itself accountable to them by ensuring that all action it takes is consistent with law and the Board’s policies.

POLICY 2.2 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) End results for students; (c) outward vision rather than an internal preoccupation; (d) openness to different perspectives and viewpoints; (e) strategic leadership instead of administrative detail; (f) clear distinction of Board and Director roles; (g) collective rather than individual decisions; (h) future-oriented rather than past or present; and (i) governance that is proactive rather than reactive.

POLICY 2.3 The job of the Board is to represent the Quisqueya Christian School community and to lead the organization by determining and demanding appropriate and excellent organizational performance.

POLICY 2.4 The purpose of monitoring the Board’s Governance Process and Board-Staff Relationship policies is to determine the degree to which the Board adheres to and fulfills its own policy commitments. Monitoring will be done as efficiently as possible, using Board time effectively so that meetings can be used to create the future rather than to review the past.

POLICY 2.5 To accomplish its purposes with a governance style consistent with Board policies, the Board will follow an annual agenda that schedules continuing review, monitoring and refinement of all policies, linkage meetings with community and staff groups, and activities to improve Board performance through education and enriched input and deliberation.

POLICY 2.6 The chairperson assures the integrity of the Board’s process and, secondarily, occasionally represents the Board to outside parties.

POLICY 2.7 Board members and Board officers shall be selected under conditions that properly screen candidates for Christian commitment, depth of character, leadership abilities, and board governance skills.

POLICY 2.8 The Board commits itself and its members to biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

POLICY 2.9 The Board commits itself to the individual and collective participation of its members to insure leadership success.

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POLICY 2.10 Board members are expected to avoid conflicts of interest involving any matter pending before the board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the ownership's best interest.

POLICY 2.11 All Board members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and continuing violation of policy, the Board will seek remedy by the following process:

- a. conversation(s) in a private setting between the offending member and the Board chairperson or other individual member;
- b. discussion between the offending member and the full Board;
- c. expulsion from the Board.

POLICY 2.12 Board committees, as opposed to administrative committees, will be assigned to support the work of the Board and to reinforce the wholeness of the Board's job.

POLICY 2.13 A committee is a Board committee only if its existence and charge come from the Board and its work is intended to support the Board's work. The Board will appoint members of all committees. Unless otherwise indicated, a committee ceases to exist as soon as its task is complete.

POLICY 2.14 All standing committees of the Board are selected by the Board and held accountable to the Board. Each standing committee of the Board will use the following job descriptions to define their function and their level of responsibilities.

POLICY 2.15 The Board will invest in its governance capacity.

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GP-0

Policy Title: Governance Process

POLICY 2.0 The purpose of the Board, in service to God and to Christians who actively support the doctrinal statement and mission of the school (collectively known as the “larger QCS community) is to establish and maintain a governance process which ensures that Quisqueya Christian School (1) achieves appropriate results for appropriate persons at an appropriate cost, and (2) avoids unacceptable actions and situations.

2.0.1 The job of the Board is to rely upon God, and represent Christians who actively support the doctrinal statement and mission of the school, in determining and demanding appropriate organizational performance.

2.0.1.1 The board will produce the link between the organization and the ownership.

2.0.1.2 The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:

2.0.1.2.1 Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).

2.0.1.2.2 Executive Limitations: Constraints on executive authority that establish prudence and ethics boundaries within which all executive activity and decisions must take place.

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

2.0.1.2.4 Board-Director Relationship: How power is delegated and its proper use monitored; the director’s role, authority, and accountability.

2.0.2 One of the major purposes of the Board is to assure that QCS achieves the results of policy 2.5.5.

2.0.2.1 If a member believes a policy violation may exist, they will advise the chairperson. The chairperson will, in turn, ask the director for clarifying information pursuant to Policy 4.11.10.1.

2.0.2.2 If, after receipt of the clarifying information from the director, through the chairperson, a member believes a policy violation does exist, they may request that the chairperson: include Director Monitoring on the agenda of the next meeting; and/or ask for an interim (out of cycle) monitoring report from the director.

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- 2.0.2.2.1 If, as determined by a vote of the Board, there is not a policy violation, but the Board deems that further action is necessary, the only appropriate action is to modify, add or delete policy to better define what the Board considers a reasonable interpretation of said policy.

- 2.0.2.2.2 If, as determined by a vote of the Board, there is a policy violation, the director will be so advised and may be asked to provide a date for policy compliance, or the Board may elect to modify, add or delete policy to avoid a subsequent technical violation.

Adopted: May 25, 2005

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GP-1

Policy Title: Governance Commitment

POLICY 2.1 The Board, on behalf of those within the larger Quisqueya Christian School community, holds itself accountable to them by ensuring that all action it takes is consistent with law and the Board's policies.

- 2.1.1 In the fulfillment of this charge, the Board is committed to rigorous and continual improvement of its capacity to govern effectively, using its policies to define its values and expectations.
- 2.1.2 The Board's overall purpose is to assure that QCS achieves the results described in its Ends policies and that it operates within the parameters described in its Executive Limitations policies. The Board will monitor both the school's performance and Director's as it relates to the Ends policies and the Executive Limitations.

Adopted: May 18, 2005

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GP-2

Policy Title: Governing Style and Values

POLICY 2.2 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) End results for students; (c) outward vision rather than an internal preoccupation; (d) openness to different perspectives and viewpoints; (e) strategic leadership instead of administrative detail; (f) clear distinction of Board and Director roles; (g) collective rather than individual decisions; (h) future-oriented rather than past or present; and (i) governance that is proactive rather than reactive.

Accordingly:

- 2.2.1 The Board will not discriminate on the basis of race, national origin, age, handicap, or gender. The Board's activities, with the exception of personnel matters, shall be open and accessible to the larger Quisqueya Christian School community at the discretion of the Board.
- 2.2.2 The Board will cultivate a sense of group responsibility. The Board, not the director, will be responsible for excellence in governing. The Board will be the initiator of policy. 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.
- 2.2.3 To ensure that the Board's business meetings are conducted with maximum effectiveness and efficiency, members should:
 - a. come to meetings adequately prepared
 - b. speak only when recognized
 - c. not interrupt each other
 - d. not engage in side conversations
 - e. ask questions for clarification
 - f. listen for content and understanding
 - g. not repeat what has already been said
 - h. support the chairperson's efforts to facilitate an orderly meeting
 - i. communicate in a timely manner to avoid surprises
- 2.2.4 The Board will direct, control and inspire QCS 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 (Executive Limitations). The Board's major policy focus will be on its intended long-term vision, not on the administrative or programmatic means of attaining those Ends.
- 2.2.5 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of

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governance capability. Continual Board development will include orientation of all Board members in the Board's governance process and periodic Board discussion of process improvement.

- 2.2.6 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the June meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Director Relationship categories.
- 2.2.7 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.
- 2.2.8 The Board, by majority vote, may revise or amend its policies at any time. However, normally a proposed policy revision will be discussed at one session of the Board prior to being approved at a subsequent Board meeting. In emergency circumstances, the Board may approve a policy change without delay upon an affirmative vote of five or more members.
- 2.2.9 In situations deemed as an emergency, the chairperson may elect to conduct business via e-mail with the quorum of five members for approval. In the cases concerning bylaws and constitution, the chairperson will judge whether it is necessary to conduct business via email with members on leave of absence in order to gain a quorum of eight.
 - 2.2.9.1 The process of conducting business by e-mail shall begin and end with the chairperson or vice chair person if the chair person is unavailable.
 - 2.2.9.2 Each e-mail process shall have a minimum duration of 24 hours and not more than 72 hours.
 - 2.2.9.3 The chairperson or Vice-chairperson may consider the process complete when all nine members have been contacted and a quorum of five have responded

Adopted: May 18, 2005, 2.2.9 added March 8 2006 and the sub components (2.2.9.1 – 2.2.9.3) 10 May 2006

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Policy Title: Board Job Description

Policy 2.3 The job of the Board is to represent the Quisqueya Christian School community and to lead the organization by determining and demanding appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the director and staff, the Board will:

- 2.3.1 Ensure that the Ends are the focus of organizational performance.
- 2.3.2 Advocate for QCS and the people and community it serves.
- 2.3.3 Maintain scheduled constructive two-way dialogue with students, staff, parents and the larger Christian community as a means to link with the entire community primarily around the Board's Ends policies.
- 2.3.4 Develop written governing policies that, at the broadest levels, address:
 - a. Ends: Organizational impacts, benefits, and end results for students, faculty, staff, board members and the larger QCS community and their relative worth (what end result is desired for whom and at what cost);
 - b. Executive Limitations: Constraints on the director's authority that establish the boundaries within which all of the director's activity and decision-making will take place;
 - c. Governance Process: How the Board will conceive, carry out and monitor its own work;
 - d. Board/Staff Relationship: The extent of authority delegated to the director and the process for monitoring the school's and the director's performance.
- 2.3.5 Ensure effective director performance through monitoring Ends and Executive Limitations policies.
- 2.3.6 Ensure effective Board performance through monitoring Governance Process and Board-Director Relationship policies.

Adopted: May 18, 2005

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GP-4

Policy Title: Monitoring Board Governance Process and Board-Staff Relationship Policies

POLICY 2.4 The purpose of monitoring the Board's Governance Process and Board-Staff Relationship policies is to determine the degree to which the Board adheres to and fulfills its own policy commitments. Monitoring will be done as efficiently as possible, using Board time effectively so that meetings can be used to create the future rather than to review the past.

These policies are monitored, on a yearly basis, through Board self-assessment.

Adopted: May 18, 2005

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GP-5

Policy Title: Agenda Planning

POLICY 2.5 To accomplish its purposes with a governance style consistent with Board policies, the Board will follow an annual agenda that schedules continuing review, monitoring and refinement of all policies, linkage meetings with community and staff groups, and activities to improve Board performance through education and enriched input and deliberation.

- 2.5.1 The planning cycle will end each year in October in order that administrative decision-making and budgeting for the current year can be accomplished.
- 2.5.2 The chairperson is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chairperson will determine the agenda for all board meetings, 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 chairperson 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.
- 2.5.3 The planning cycle will start with the Board's development of its annual calendar for the next year, and will include:
 - a. Scheduled linkage discussions and consultations with selected groups and persons whose insights and opinions will be helpful to the Board;
 - b. Discussions on governance matter, including orientation of candidates and new Board members in the Board's governance process, and periodic discussions by the Board about means to improve its own performance;
 - c. Activities related to Ends policies (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.);
 - d. Monitoring of all policies.
- 2.5.4 Throughout the year, the Board will attend to the consent agenda¹ items as expeditiously as possible. An item may be removed from the consent agenda only upon approval of a majority of the Board.
- 2.5.5 Monitoring of Executive Limitations policies will be included on the agenda for separate discussion only if the director reports indicate non-compliance, if a majority of the Board has questions about director compliance or reasonable interpretation, or if policy content is to be debated. Otherwise Executive Limitations monitoring reports will be included in the consent agenda.

¹ A consent agenda is a time saving tool that groups together routine items and resolutions under one agenda item. Items included in the consent agenda require no discussion before voting and all are approved in one vote.

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- 2.5.6 If necessary, the Board will move to executive session toward the close of each Board meeting to review and address any spiritual, personnel, disciplinary, or sensitive issues.
- 2.5.7 The Board will meet monthly, at regularly designated place(s), and at pre-announced times. Additional meetings will be scheduled as required. All meetings shall be conducted according to Robert's Rules of Order, and the minutes of each meeting shall be recorded and maintained in a permanent binder in the Administration office, available to the Quisqueya Christian School community members.
- 2.5.8 The chairperson shall annually address the QCS larger community body in January for the purpose of keeping the QCS community informed of accomplishments in the current one-year segment and communicate the Board's long-term vision. This address may include, but is not restricted to, the introduction of new officers, recap of accomplishments, summarization of parent interviews and Board responses, reminders about board nomination criteria, and information to address community concerns.
- 2.5.9 In January, the results of the director evaluation committee will be reviewed. Based on the results, remuneration changes or an offer to renew a contract will be made at that time.

Adopted: May 18, 2005

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GP-6

Policy Title: Chairperson's Role

POLICY 2.6 The chairperson assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 2.6.1 To be eligible for nomination to the position of Board chairperson, the nominee must have previously served a minimum of one year as a member of the Board.
- 2.6.2 The job result of the chairperson is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside QCS.
 - 2.6.2.1 Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the director.
 - 2.6.2.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 2.6.3 The authority of the chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Director Relationship, except where the Board specifically delegates portions of this authority to others. The chairperson may seek the board's input on policy interpretation of the provisions in these policies.
 - 2.6.3.1 The chairperson is empowered to preside over Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 2.6.3.2 The chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the director, unless the board has specifically stated otherwise.
 - 2.6.3.3 The chairperson may represent the Board to outside parties in announcing Board-adopted positions and interpretations within the area delegated to him or her.
 - 2.6.3.4 The chairperson will represent the Board's "one voice" in matters that relate to the director. The chairperson may not advise or speak on behalf of the board when the board has not yet come to a "one voice" position.
 - 2.6.3.5 The chairperson may delegate his/her authority to other Board members but he/she remains accountable for its use.

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- 2.6.4 The chairperson of the Board in consultation with Board members may appoint members and a chairman for each Board committee, unless otherwise stipulated by Board policies.

- 2.6.5 The chairperson ensure that all board committees are well-functioning for the benefit of the board and the school

Adopted: May 18, 2005 (added 2.6.5 20 Jan 2006 – from original exec job description)

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GP-7

Policy Title: Board Nomination and Election

Policy 2.7 Board members and Board officers shall be selected under conditions that properly screen candidates for Christian commitment, depth of character, leadership abilities, and board governance skills.

- 2.7.1 Officers will be nominated and elected in the September meeting for a term of service of one year.
- 2.7.2 The Trustee/Nominating Committee will properly screen and nominate individuals for board consideration and selection.
 - 2.7.2.1 No later than the November board meeting, the current board will elect a Trustee/Nominating Committee of at least two (2) persons. It will elect its own chairperson and solicit suggestions for nominations from other Board members, parents, and staff.
 - 2.7.2.1.1 The Trustee/Nominating Committee, with input from all members, will actively identify and solicit potential candidates for board service from December through March.
 - 2.7.2.1.2 The Trustee/Nominating Committee will provide educational material regarding Policy Governance to potential candidates.
 - 2.7.2.1.3 The candidate screening process will initiate with the submission of a written application from the candidate. The receipt of the completed application formalizes their candidacy, while providing the Trustee/Nominating Committee basic personal information and relevant background and experience.
 - 2.7.2.2 No later than the April board meeting, the Trustee/Nominating Committee will have identified qualified candidates.
 - 2.7.2.2.1 The Trustee/Nominating Committee will conduct an initial personal interview with each qualified candidate. Questions posed to the candidate during the interview will be intended to discern whether the candidates possess the desired characteristics of board members that have been defined by the committee.
 - 2.7.2.2.2 The Trustee/Nominating Committee will conduct reference interviews for each candidate.
 - 2.7.2.2.3 The Trustee/Nominating Committee will distribute a report on each qualified candidate to all Board members at the April board meeting.
 - 2.7.2.2.4 The Trustee/Nominating Committee will present each qualified candidate to the Board for interview at the May board meeting.

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2.7.2.3 At the May meeting, the board will formally hold elections for vacant or re-election positions for the coming year. Five-ninths (5/9) majority vote is needed for each nominee.

2.7.3 The first elected term of a new Board member will consist of a one-year probationary status, followed by the remaining two years of the three year term. At the conclusion of the first year probationary status, the remaining members of the board will have the opportunity to evaluate performance and can choose to continue with the remainder of the three year term or separate at that time. The evaluation will be based upon:

- The Board Member's Code of Conduct (Policy 2.8)
- Board Member Individual Responsibilities (Policy 2.9).

Adopted in total February 18th, 2009

2.7.4 In March, before the end of a 3-year term, a Board member willing to continue serving will be evaluated by the other Board members. A Five Eighths (5/8) majority vote from the other Board members is needed for him/her to remain on the Board and start a new term of 3 years. The evaluation will be based upon:

- The Board Member's Code of Conduct (Policy 2.8)
- Board Member Individual Responsibilities (Policy 2.9)

Adopted: may 18, 2005 Revised: March 12, 2008 Revised in total February 18th, 2009

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GP-8

Policy Title: Board Member's Code of Conduct

POLICY 2.8 The Board commits itself and its members to biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

- 2.8.1 Board members may not attempt to exercise individual authority over QCS except as explicitly set forth in Board policies.
 - 2.8.1.1 Board members' interaction with the director, staff, students, or the larger QCS community must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 2.8.1.2 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 adopted Board decisions.
 - 2.8.1.3 Board members will give no voice to individual judgments of the director or staff performance outside of the board meeting.
- 2.8.2 To build trust among members and to ensure an environment conducive to effective governance, members will:
 - a. focus on issues rather than personalities;
 - b. respect decisions of the full board;
 - c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other;
 - d. comment constructively, praise publicly;
 - e. make every reasonable effort to protect the integrity and promote the positive image of the Board and one another;
 - f. never embarrass each other or the Board.
- 2.8.3 Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed in executive session.
- 2.8.4 Board members must meet the qualifications as stated in the By-Laws of Quisqueya Christian School, Article I Section 1, Appointment and Qualification for Board Membership.
- 2.8.5 Board members must give unconditional acceptance to the QCS Statement of Faith.

Adopted: May 18, 2005

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GP-9

Policy Title: Board Member Individual Responsibilities

POLICY 2.9 The Board commits itself to the individual and collective participation of its members to insure leadership success.

Therefore, each Board member is required to participate in the following ways:

- 2.9.1 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. Leave of absence for a board member may be granted, provided that it is in accordance with Bylaw Article I, Section 4.
- 2.9.2 Preparation and Participation - Board members will prepare for Board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.
- 2.9.3 Members as Individuals - the director is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the director and individual members of the Board, including the Board chairperson, is collegial, not hierarchical.
- 2.9.4 Volunteerism - As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all Board members are expected to contribute a minimum of ten (10) hours (inclusive of Board meeting time) monthly to the school. In view of the director's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the director or responsible staff person.
- 2.9.5 Contributions - Each Board member is expected to contribute generously within their individual means to make an annual financial contribution to Quisqueya Christian School. The demonstration of support, rather than the amount of the contribution, is of principle importance; members are expected to contribute only within their individual means.
- 2.9.6 Board members will have their school-age children enrolled in Quisqueya Christian School. The Board may approve exceptions to this policy under special situations.
- 2.9.7 Members will commit to regularly pray for the school, including the director, staff, and students.

Adopted: May 18, 2005

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GP-10

Policy Title: Board Member Conflict of Interest

POLICY 2.10 Board members are expected to avoid conflicts of interest involving any matter pending before the board. A conflict of interest is deemed to exist when a member is confronted with an issue in which the member has a financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the ownership's best interest.

Accordingly:

- 2.10.1 Members must represent loyalty without conflict to the interests in their trusteeship. 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 services of QCS.
- 2.10.2 When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- 2.10.3 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 2.10.3.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and QCS except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 2.10.3.2 A Board member may not disclose or use confidential information acquired during the performance of official duties as a means to further the Board member's own personal financial interests or the interests of a member of the Board member's immediate family.
 - 2.10.3.3 A Board member may not accept a gift of substantial value or economic benefit, which would tend to improperly influence a reasonable person, or which the Board member knows or should know is primarily for the purpose of a reward for official action.
 - 2.10.3.4 A board member should use caution when engaging in a substantial financial transaction (sum of US\$5,000 or more) for private business purposes with the Director. However, if such a situation arises where the sum is greater than US\$5,000 it is the board members ethical and moral responsibility to give "total disclosure" to the board in order to protect the integrity of the board.

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2.10.3.4.1 This potential “conflict of interest” will be decided upon by the Board, excusing the Board member involved from the vote. Recommendations will be made to the Board member and the director in order to keep this situation from damaging the board’s reputation and to protect all the relationships involved.
(Adopted: May 25, 2005)

2.10.3.5 Board members must not use their positions to obtain employment for themselves, family members or close associates.

2.10.3.6 Should a Board member desire employment within QCS, he/she must first resign from the board.

Adopted: May 18, 2005

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GP-11

Policy Title: Process for Addressing Board Member Violations

POLICY 2.11 All Board members are committed to faithful compliance with the provisions of the Board's policies. In the event of a member's willful and continuing violation of policy, the Board will seek remedy by the following process:

- a. conversation(s) in a private setting between the offending member and the Board chairperson or other individual member;
- b. discussion between the offending member and the full Board;
- c. expulsion from the Board.

Adopted: May 18, 2005

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Policy Title: Board Committee Principles

POLICY 2.12 Board committees, as opposed to administrative committees, will be assigned to support the work of the Board and to reinforce the wholeness of the Board's job.

Accordingly:

- 2.12.1 Board committees are to assist the Board to do its job, and therefore will report to the Board only. Those committees will ordinarily assist the Board by preparing policy alternatives, implications or recommendations for Board consideration.
- 2.12.2 Board committees may not speak or act for the Board except when formally given such authority in writing for specific and time-limited purposes. Committee expectations and authority will be stated carefully by the Board in policy to assure that committee authority will not usurp the Board's own authority or conflict with authority delegated to the director.
- 2.12.3 Board committees may not exercise authority over the director or staff. Because the director works for the full Board, any direction to the director related to a committee recommendation will come from the full Board.
- 2.12.4 A Board committee that has helped the Board create a certain policy will not be used to monitor organizational performance on that same activity.

Adopted: May 18, 2005; Revised: March 12, 2008

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GP-13

Policy Title: Committee Structure

POLICY 2.13 A committee is a Board committee only if its existence and charge come from the Board and its work is intended to support the Board's work. The Board will appoint members of all committees. Unless otherwise indicated, a committee ceases to exist as soon as its task is complete.

Adopted: May 18, 2005

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Policy Title: Committee Job Descriptions

POLICY 2.14 All standing committees of the Board are selected by the Board and held accountable to the Board. Each standing committee of the Board will use the following job descriptions to define their function and their level of responsibilities.

Policy Committee

A. FUNCTION

The Policy Committee serves the board in three specific ways:

1. To oversee the systematic review of the board policy manual;
2. To oversee any suggested changes/deletions of the board policy manual;
3. To verify that the school's administrative policies and procedures are consistent with the board policy manual.

B. COMPOSITION

1. The committee is comprised of 2 board members.

C. RESPONSIBILITIES

1. Assist the board as the board regularly reviews each category in the board policy manual.
2. Review and evaluate recommendations which others bring to the Policy committee.
3. Research and formulate policy recommendations that the committee feels would be advantageous to the school.
4. Provide written recommendations for additions, deletions, and/or changes to the board.
5. Review all administrative policy and procedures, following the board's annual calendar, to verify that these documents are in alignment with the board policy manual. Any inconsistencies may be brought before the board for discussion.
6. Verify that all appropriate changes in the board policy manual are communicated to larger QCS community.

D. GOALS (LONG TERM)

1. Develop a quality board policy manual that will provide the necessary governance directives for the school.
2. Annually update the board policy manual and incorporate all changes in order to consistently maintain a current status and effective tool for guiding school decisions.

E. BOUNDARIES & TERM OF SERVICE

1. The Policy Committee is appointed for a one-year term, usually during the regular September board meeting.
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Trustee/Nominating Committee

A. FUNCTION

The Trusteeship/Nominating Committee serves the board in three specific ways:

1. To oversee the functioning of the board, making sure that each board member is an engaged member who is fulfilling his/her responsibilities in service to the school's governing body;
2. To oversee the nomination/election process for new board members;
3. To oversee new board member orientation and ongoing in-service training for board members.

B. COMPOSITION

1. The committee is comprised of 2 board members.
2. Each will have served on the board for at least one year. (Exceptions are to be made when necessary).

C. RESPONSIBILITIES

1. Periodically review how each board member is fulfilling their responsibilities, based on the roles which these individuals serve on the board and their particular committee's performance.
2. Meet with each board member at least once a year to provide healthy "feedback" and hear of any concerns related to the overall functioning of the board or committee.
3. Determine which board members should be invited to continue another term of service, and provide a written recommendation to the board.
4. Interview and recruit potential board members.
5. Present a list of recommended candidate board members in the Spring.
6. Provide orientation for nominated board members about their new positions.
7. Organize and implement on-going in-service training for all board members.
8. Call the Executive committee together should there be unresolved issues within the board.
9. Review and recommend policy changes concerning the board to the Policy committee.

D. GOALS (LONG TERM)

1. To develop an efficient-operating board that can provide the necessary governance leadership for the school.
2. That each board member is able to contribute to the well-being and functioning of the school.
3. Ensure that each board member is having a positive experience of serving on the board.

E. BOUNDARIES & TERM OF SERVICE

1. The Trusteeship/Nominating Committee is appointed for a one-year term, usually during the regular September board meeting.
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Director Evaluation Committee

A. FUNCTION

The Director Evaluation Committee serves the board in three specific ways:

1. To oversee the process of interviewing and hiring the school director;
2. To oversee the revision of the school director's job description, the annual renewal of director's job contract, including compensation and other benefits related to the director;
3. To oversee the process of the school director annual evaluation.

B. COMPOSITION

1. The committee is comprised of 2 board members and the school's ombudsperson. For continuity, at least one board member will serve two-year terms on this committee.

C. RESPONSIBILITIES

1. Design a process and procedure for advertising, interviewing, selecting, and hiring the school director.
2. Design an orientation process for the new director.
3. Meet with the director to review the job description and help determine specific annual goals.
4. Make recommendations to the board regarding changes in the director's job description and the approval of the director's annual goals.
5. Make recommendations to the board related to the director's job contract, including compensation and other benefits.
6. Design and implement a director evaluation process, including a summary of the input from the larger QCS community, and recommend to the board a specific action plan for future performance.
7. Assist the director in defining a plan for their continuing education.
8. Meet with the director regularly for encouragement and prayer support.
9. Inform the board should there be unresolved issues between the board and the director and work toward a resolution.
10. Review and recommend policy changes concerning the board to the Policy committee.

D. GOALS (LONG TERM)

1. To secure a director who is capable of implementing the school's vision and mission.
2. To annually evaluate the director's performance against predetermined criteria, and to verify that the school is accomplishing its mission.
3. Ensure that the director is developing in their abilities and talents as the school director.

E. BOUNDARIES & TERM OF SERVICE

1. The Director Evaluation Committee is appointed for a one-year term, with one board member serving two consecutive years for continuity.
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Long Range Planning Committee

A. FUNCTION

We believe that God will supply the needs necessary to have the best curriculum, staff, facilities, and program for the school; therefore, the long-range planning committee will gather information from the larger QCS community and develop a 5-year plan for the school including curriculum, facilities, enrollment, finances, and staff.

B. COMPOSITION

1. The committee is comprised of at least one board member, the vice chairperson, the business manager, the director, and at least one other interested member of the QCS community.

C. SELECTED BY

The QCS Board

D. ACCOUNTABILITY

The QCS Board

E. RESPONSIBILITIES

1. See that a master site plan is developed for all school properties.
2. Prepare a five-year plan for QCS which includes:
 - a) development of curriculum
 - b) facilities improvements
 - c) enrollment
 - d) tuition and finances
 - e) personnel

F. GOALS (LONG TERM)

To plan and maintain a current and unified vision for the development of the school.

G. BOUNDARIES & TERM OF SERVICE

1. The Long Range Planning Committee is appointed for a one-year term,
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Promotions Committee

A. FUNCTION and RESPONSIBILITIES

1. Work with the director to promote the school to the Christian public and the general public.
2. See that the school's brochures and newsletters are of top quality.
3. Help to recruit new students.
4. Seek opportunities to inform churches and missions about the school.
5. Develop fund-raising plans and programs that are God honoring and follow the policies of Christian Fund-Raising Rule and Regulations.
6. Recommend annual fund-raising projects for approval from the QCS board.

B. COMPOSITION

1. The committee is comprised of at least two board members, the school development coordinator, the director, and at least one other interested member of the QCS community.

C. SELECTED BY

The QCS Board

D. ACCOUNTABILITY

The QCS Board

E. GOALS (LONG TERM)

1. To promote the school outside of the QCS community, including helping recruit new students.
2. To see that funds are available so that the long-range plans for the school are met.
3. To provide an example to the community of how God supplies our needs.

F. BOUNDARIES & TERM OF SERVICE

1. The Promotions Committee is appointed for a one-year term.
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Finance Committee

A. FUNCTION and RESPONSIBILITIES

The Finance Committee serves the board in four specific ways:

1. To ensure that an accurate record is maintained of all monies received and disbursed, and shall provide and present a financial report to the board at least once each calendar quarter.
2. Ensure that all school receipts are deposited in financial institutions approved by the board and that all securities and other evidences of ownership of real and personal property are habitually kept in a safe place approved by the board.
3. To ensure that an annual verification and revision report of all financial accounts is completed.
4. To be responsible to see that a current record of the tangible assets of the school be kept.

B. COMPOSITION

1. The committee is comprised of at least the treasurer, one other board member, the director, and the business manager

C. SELECTED BY

The QCS Board

D. ACCOUNTABILITY

The QCS Board

E. BOUNDARIES & TERM OF SERVICE

1. The Finance Committee is appointed for a one-year term, usually during the regular September board meeting.
2. The members are appointed by the board and unless otherwise directed by the board, have only recommendation authority.

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Executive Board Committee

A. FUNCTION

The Executive Board Committee serves the board in three specific ways:

1. Acts on behalf of the board when it is impractical to call for a board meeting or due to expediency. In order to protect the one-voice of the board this is done only in exceptional conditions or during the summer months when the board is not meeting.
2. Assist the board in accomplishing some of its board-level tasks as it relates to planning and organizing board activities and communications with the larger QCS community.

B. COMPOSITION

1. The committee is comprised of officers of the board; they are the Chairman, Vice Chairman, Secretary, and Treasurer. The director is expected to attend these meetings.

C. SELECTED BY

The QCS Board

D. ACCOUNTABILITY

The QCS Board

E. RESPONSIBILITIES

1. To plan/coordinate the annual board retreat
2. To organize/prioritize the board's agenda for the year.
3. To communicate, at least quarterly, updates of the larger QCS community on behalf of the board.
4. To plan/coordinate the quarterly linkage meetings with the larger QCS community.
5. Plan/coordinate the annual „stake-holder“ meeting each January and any other special meetings with the larger QCS community

F. GOALS (LONG TERM)

1. That the board and its committees are effectively providing the necessary leadership for the school.
2. The school has meaningful dialogue and regular connects with the larger QCS community.

G. BOUNDARIES & TERM OF SERVICE

1. The office bearers of the board make up the Executive Committee and unless directed by the board, have only recommendation authority.
2. The Executive Committee members are appointed for a one-year term, coinciding with their officer duties.

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GP-15

Policy Title: Cost of Governance

POLICY 2.15 The Board will invest in its governance capacity.

2.15.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.

2.15.1.1 Training and retraining will be used liberally to orient new members and candidates for Board membership, as well as to maintain and increase existing member skills and understandings.

2.15.1.2 Monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, an independent or external fiscal audit.

2.15.1.3 The Board will use appropriate mechanisms periodically to ensure they are aware of parental, faculty and staff's views and satisfaction.

2.15.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

2.15.2.1 Funds will be allocated for orientation, ongoing training, surveys and other information gathering events.

(Adjusted: June 22, 2005)

2.15.2.2 These funds will be budgeted items approved by the board.

(Adjusted: June 22, 2005)

Adopted: May 18, 2005

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Board – Director Relationship

Board-Director Relationship Policies for Quisqueya Christian School

POLICY 3.0 The Board will direct the operational organization only through the director, also referred to as Head of School, or Chief Executive Officer (CEO).

POLICY 3.1 Only official decisions of the Board acting as an entity are binding on the director.

POLICY 3.2 The director is the Board's only supervisory link to the operational organization. Authority over and accountability of staff are the responsibilities of the director. This provision shall not be construed as annulling the Board's role in established appeal procedures involving the Board.

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

POLICY 3.4 Director job performance will be monitored systematically only against the director's job expectations, which includes, the job description, and reasonable and timely progress toward organizational accomplishment of the Board's Ends policies, and organizational operation within the boundaries established in the Board's Executive Limitations policies.

POLICY 3.5 Each October-November, the Board will conduct a formal summative evaluation of the director. The summative evaluation will be based upon the director's job expectations, which include, the job description, and upon reasonable and timely progress toward organizational accomplishment of the Board's Ends policies, and organizational operation within the boundaries established in the Board's Executive Limitations policies. The summative evaluation will include the accumulated data derived from monitoring Board Ends and Executive Limitations policies during the year, as well as other formal input from staff and other sub-groups. The Director Evaluation Committee will compile a written evaluation document.

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Board – Director Relationship

BD-0

Policy Title: Governance-Management Connection

POLICY 3.0 The Board will direct the operational organization only through the director, also referred to as Head of School, or Chief Executive Officer (CEO).

Adopted: May 25, 2005

Modified: January 14, 2009 Change “functioning as the Chief Executive Officer”, to now read “also referred to as Head of School, or Chief Executive Officer (CEO).”

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Board – Director Relationship

BD-1

Policy Title: Unity of Control

POLICY 3.1 Only official decisions of the Board acting as an entity are binding on the director.

- 3.1.1 Decisions or instructions of individual Board members, officers and committees are not binding on the director except in rare instances when the Board has specifically delegated such exercise of authority.
- 3.1.2 In the case of Board members or committees requesting information or assistance which, in the director's opinion, requires a material amount of staff time or that is unreasonable or disruptive, the director may refuse such requests and ask that the committee or the member refer such requests to the full board for authorization.

Adopted: May 25, 2005

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Board – Director Relationship

BD-2

Policy Title: Authority and Accountability of the School Director

POLICY 3.2 The director is the Board’s only supervisory link to the operational organization. Authority over and accountability of staff are the responsibilities of the director. This provision shall not be construed as annulling the Board’s role in established appeal procedures involving the Board.

- 3.2.1 The Board may generally not give direction to persons who report directly or indirectly to the director. This provision shall not be construed as prohibiting communication and collaboration between the Board and members of the staff or other sub-groups from the larger QCS community.
- 3.2.2 The Board will not formally or informally evaluate any staff member other than the director, except in the context of an appeal or other similar procedure.

Adopted: May 25, 2005

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Board – Director Relationship

BD-3

Policy Title: Delegation to the School Director

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

- 3.3.1 The Board will develop policies instructing the 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.
- 3.3.2 The Board will develop policies, which limit the latitude the 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 director uses sound interpretation of the Board's Ends and Executive Limitations policies, the director is authorized to establish further policies, make decisions, take actions, establish practices and develop activities.
- 3.3.4 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and director domains. By doing so, the Board changes the latitude of choice given to the director. However, as long as any particular delegation is in place, the Board will respect and support the director's choices, unless those choices are demonstrated to cause grave harm to QCS.
- 3.3.5 Should the director violate a Board policy, he or she shall promptly inform the Board. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. The Board must respond in writing. The Board's response, either approving or disapproving, does not exempt the director from subsequent Board judgment of the action nor does it curtail any executive decision.

Adopted: May 25, 2005

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Board – Director Relationship

BD-4

Policy Title: Monitoring School Director Performance

POLICY 3.4 Director job performance will be monitored systematically only against the director's job expectations, which includes, the job description, and reasonable and timely progress toward organizational accomplishment of the Board's Ends policies, and organizational operation within the boundaries established in the Board's Executive Limitations policies.

- 3.4.1 Monitoring determines the degree to which Board policies are being met. The Board shall gather the necessary information from various sources that will provide the basis for monitoring the Board's policies.
- 3.4.2 The Board will acquire monitoring data on Ends and Executive Limitations policies by one or more of three methods:
 - a. By internal report, in which the director submits accurate, clear, and complete reports disclosing information essential for the Board's monitoring responsibility; for internal monitoring reports delegated by the director to other members of the staff, both the director and the respective staff members are required to submit accurate, clear, and complete reports.
 - b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
 - c. By direct Board inspection, in which the whole Board formally assesses compliance with the appropriate policy criteria.
- 3.4.3 The consistent performance standard for Executive Limitations policies shall be whether the director has reasonably interpreted and acted within the scope of the Board policy being monitored. For Ends policies, the standard shall be whether the director has reasonably interpreted and whether reasonable and timely progress is being made toward achieving the Board's described Ends policies. The Board will make the final determination as to whether director's interpretation is reasonable, whether the director is in compliance and whether reasonable progress is being made. In doing so, the Board will apply reasonable education professional standards, such as ACSI standards.
- 3.4.4 All policies that instruct the director will be monitored on schedule and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but as a rule will depend upon the following schedule and method:

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Board – Director Relationship

Annual Planning Calendar

Month	Ends Policies	GP Policies	B-DR Policies	EL Policies	Linkage	Other Business	Board Develop
Sept		2.0 2.1	3.0 3.1	4.0 4.1	Adm. Operations	-Elect officers -Form Com -Finance Com -Standardized test results	-New board member orientation
Oct		2.2 2.3	3.2	4.2 4.3 4.4	Parents	-Qtr. Fin -Budget review & adopt -Personnel Com	-Annual planning retreat
Nov	*	*	*	*	PAC	-Financial audit -Director evaluation	In-Service
Dec		2.4 2.5	3.3	4.5 4.6 4.7	Alumni	-LRP/F Com	In-Service
Jan	1.1	2.6 2.7		4.8 4.9	Teachers	-Qtr. Fin rpt. -Prep for open forum mtg.	In-Service
Feb	1.2	2.8 2.9		4.10 4.11 4.12	H.S. Students	-Finance Com -LRP/F Com	In-Service
Mar	1.3	2.10 2.11		4.13 4.14 4.15	Church & Mission Leaders	-Fin Com -Trustee/ Nominating Com	In-Service
April	1.4	2.12 2.13	3.4	4.16 4.17	Support Staff Volunteers	-Qtr. Fin rpt. -LRP/F Com	In-Service
May		2.14		4.18	Other	-Member Election	In-Service
June		2.15		4.19	None	-Qtr. Fin rpt.	

* Review Mission, Vision, Purpose and Philosophy Statements

3.4.5 Each October, the Board will conduct a formal summative evaluation of the director. The summative evaluation will be based upon data collected during the year from the monitoring of Ends and Executive Limitations policies. In preparing this evaluation, the Board will request, obtain, review and consider relevant input from QCS staff. The Board may include other sub-groups. The Board will prepare a written evaluation document.

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The evaluation document will consist of:

- a. A summary of the data derived during the year from monitoring the Board's Ends and Executive Limitations policies.
- b. A summary of the data derived from the QCS staff and other sub-groups.
- c. Conclusions based upon the Board's prior action during the year relative to the director's reasonable interpretation of each End, whether each End has been achieved or reasonable and timely progress has been made toward its achievement.

Adopted: May 25, 2005

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ANNUAL SUMMATIVE EVALUATION
of the Director

POLICY 3.5: Each October-November, the Board will conduct a formal summative evaluation of the director. The summative evaluation will be based upon the director's job expectations, which include, the job description, and upon reasonable and timely progress toward organizational accomplishment of the Board's Ends policies, and organizational operation within the boundaries established in the Board's Executive Limitations policies. The summative evaluation will include the accumulated data derived from monitoring Board Ends and Executive Limitations policies during the year, as well as other formal input from staff and other sub-groups. A written evaluation document will be compiled by the Director Evaluation Committee.

Adopted: May 25, 2005

The purpose of the annual evaluation of the director is to summarize the actions previously taken by the Board as it monitored Ends and Executive Limitations policies during the year, and to draw conclusions on that basis.

Executive Limitation (EL) Policy

Date Monitored: Board Disposition:

- EL-0 General Executive Constraint
- EL-1 Interactions with Students and Families
- EL-2 Treatment of Staff and Volunteers
- EL-3 Staff Compensation and Benefits
- EL-4 Staff Evaluations
- EL-5 Budgeting and Financial Planning
- EL-6 Financial Condition and Activities
- EL-7 Asset Protection
- EL-8 Contingency Plans for School Security and Crisis Management
- EL-9 Abductions, Arrests, or Terrorism
- EL-10 Emergency Director Replacement
- EL-11 Communication and Support to the Board
- EL-12 Instructional Program
- EL-13 Textbook and Instructional Materials
- EL-14 Standards for Program Quality
- EL-15 Learning Environment and Treatment of Students
- EL-16 Student Discipline
- EL-17 Facilities and Capital Assets
- EL-18 School Calendar
- EL-19 Communication with the Larger QCS Community

Ends (E) Policies:

Date Monitored: Board Disposition:

- E-1 Programs and Staff

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- E-2 Values of Biblical Application
- E-3 Academic Achievement
- E-4 Spiritual and Personal Development

Based upon the Board’s prior acceptance of these reports and the on-going monitoring of the organization’s and the director’s performance, as defined in the job description, during the preceding year, the Board reaches the following conclusions relative to director performance:

Following is a summary of the director's performance relative to operation within boundaries established by the Executive Limitations policies and progress toward achieving the Board's Ends policies:

Based upon the foregoing conclusions, the Board makes the following decisions for the coming year:

Signed: _____ Date: _____
Chairperson of the Board

Signed: _____ Date: _____
Director

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Executive Limitations

Executive Limitation Policies for Quisqueya Christian School

POLICY 4.0 The director shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition which is unlawful, unethical, unsafe, disrespectful, unprofessional, imprudent, in violation of Board policy or endangers the public image or credibility of Quisqueya Christian School.

POLICY 4.1 With respect to interactions with students/families or potential students/families, the director shall not fail to maintain an organizational culture with expectations and practices that treat students/parents with respect, dignity, and courtesy.

POLICY 4.2 With respect to treatment of staff and volunteers, the director shall not cause or allow conditions, procedures, actions or decisions that negatively impact the staff's and volunteer's ability to responsibly perform their jobs and to work in an environment of professional support, respect and courtesy.

POLICY 4.3 With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the director shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

POLICY 4.4 The director shall not fail to effectively evaluate employees' performance, at least annually, according to their contribution toward achieving the Board's Ends policies and their compliance with the Board's organizational limitations policies.

POLICY 4.5 Financial planning for any fiscal year shall not deviate materially from the Board's Ends policies, risk fiscal jeopardy or fail to be derived from a multi-year plan.

POLICY 4.6 With respect to the actual, ongoing administration of the school's financial resources, the director shall not cause or allow material deviation from the budget policy adopted by the Board, cause or allow any fiscal condition that is inconsistent with achieving the Board's Ends, or places the long-term financial health of the school in jeopardy.

POLICY 4.7 The director shall not allow assets to be unprotected, inadequately maintained, inappropriately used or unnecessarily risked.

POLICY 4.8 QCS recognizes the need for contingency planning as a major component of security and crisis management. Contingency plans assist QCS not only in responding to events that have occurred, but also assist in identifying and implementing proactive steps that seek to reduce the probability of unwanted events occurring and the consequences and impact of those events should they in fact occur.

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POLICY 4.9 In the event of threats to the life of any QCS personnel, QCS shall use legitimate, prudent means for the safeguarding of those personnel.

POLICY 4.10 In the event of sudden and unexpected loss of director services, the director shall not fail to designate a temporary replacement to assure that at least one other executive staff member is familiar with Board and director issues and processes and is capable of assuming director responsibilities on an emergency basis. It is understood that the hiring of the director is a function of the board.

POLICY 4.11 The director shall not permit the Board to be inadequately informed or unsupported in its work.

POLICY 4.12 The director shall not fail to ensure that the school's program of instruction achieves the Board's Ends policies.

POLICY 4.13 The director shall not fail to select and provide textbooks and instructional materials that advance the achievement of the Board's Ends policies.

POLICY 4.14 With respect to the programs produced and services provided by the school, the director shall not fail to ensure that these programs and services meet or exceed academic standards for excellence in program quality and safety.

POLICY 4.15 The director shall not fail to establish and maintain a Christian learning environment that is safe, respectful and conducive to effective learning and to spiritual growth.

POLICY 4.16 The director shall not fail to establish and consistently enforce discipline policies to maintain a safe environment conducive to learning.

POLICY 4.17 The director shall not fail to assure that physical facilities and capital assets support the accomplishment of the Board's Ends policies, are safe and are properly maintained.

POLICY 4.18 The director shall not fail to adopt a school calendar for the school year that meets the required number of instructional days, that best serves the learning needs of students and achieves the Board's Ends policies.

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POLICY 4.19 The director shall not permit the larger QCS community to be uninformed about the condition of the school and the progress of its students.

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EL-0

Policy Title: General Executive Constraint

POLICY 4.0 The director shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision or organizational condition which is unlawful, unethical, unsafe, disrespectful, unprofessional, imprudent, in violation of Board policy or endangers the public image or credibility of Quisqueya Christian School.

Adopted: May 18, 2005

All subsequent policies in this section are intended to further define but not necessarily limit the scope of this policy.

(Added: June 22, 2005)

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EL-1

Policy Title: Interactions with Students and Families

POLICY 4.1 With respect to interactions with students/families or potential students/families, the director shall not fail to maintain an organizational culture with expectations and practices that treat students/parents with respect, dignity, and courtesy.

Accordingly, the director may not:

- 4.1.1 Allow discrimination on the bases of race, national origin, or gender.
- 4.1.2 Fail to provide a welcoming and open environment.
- 4.1.3 Use methods of managing information that fail to protect confidential information.
- 4.1.4 Fail to provide a process for the effective, efficient, and timely handling of complaints.
- 4.1.5 Fail to prevent all forms of intimidation and harassment.
- 4.1.6 Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
- 4.1.7 Operate without clear written policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
 - 4.1.7.1 Fail to inform and provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 4.1.8 Enroll students who individually and in their home environments are not supportive of the school's biblical orientation. Parent(s)/guardian(s) must be united in their desire to have their child taught from a Christian perspective reflective of the Statement of Faith.
- 4.1.9 Allow the percentage of Christian families enrolled to fall below 80%.
- 4.1.10 Operate without a uniform policy that provides clarity to the school's expectations and outlines the school's regulations and procedures for parents and students.
- 4.1.11 Allow school wide information to be communicated orally or in written form by individual staff or teachers rather than a school wide communiqué, except in cases of emergency.

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- 4.1.12 Fail to organize an effective means of a communications system with parents for emergency situations before the end of the first two weeks of the school year.

- 4.1.13 Allow a particular view of secondary doctrine to be taught as absolute truth. “Secondary doctrine” is a doctrine, which is not explicitly listed in the Q.C.S. Statement of Faith. This policy does not preclude the discussion or debate of secondary doctrine in the classroom.

Adopted: May 18, 2005

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EL-2

Policy Title: Treatment of Staff and Volunteers

POLICY 4.2 With respect to treatment of staff and volunteers, the director shall not cause or allow conditions, procedures, actions or decisions that negatively impact the staff's and volunteer's ability to responsibly perform their jobs and to work in an environment of professional support, respect and courtesy.

Accordingly, with respect to paid staff, the director may not:

- 4.2.1 Fail to make reasonable background inquiries and checks prior to hiring.
- 4.2.2 Discriminate on the basis of race, national origin, age, handicap, or gender.
- 4.2.3 Fail to recruit, select and retain the most highly qualified and best-suited candidates.
- 4.2.4 Operate without written personnel policies, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
- 4.2.5 Fail to effectively and efficiently handle complaints and concerns in a timely manner.
- 4.2.6 Discriminate against any staff member for expressing an ethical dissent.
- 4.2.7 Prevent staff from appealing to the Board when (1) internal appeal procedures have been exhausted, (2) the employee alleges that Board policy has been violated to his/her detriment or the detriment of QCS's students, mission, or reputation, (3) a serious moral or legal breach involving the director has occurred.
- 4.2.8 Fail to maintain adequate job descriptions for all positions.
- 4.2.9 Fail to protect against illegal discrimination and harassment.
- 4.2.10 Fail to protect confidential information.
- 4.2.11 Fail to honor the terms of negotiated agreements.
- 4.2.12 Fail to provide for appropriate staff development opportunities and professional growth.
- 4.2.13 Employ teachers and administrative personnel who fail to meet the appropriate qualifications. In addition, all teachers and administrative personnel must: (Adjusted Oct 8, 2008)
 - 4.2.13.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.

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- 4.2.13.2 Be an active participant in a Bible believing church, prior to their appointment at the school and during their employment with the school. They cannot deviate from the QCS Statement of Faith.

Accordingly, with respect to volunteer staff, the director may not: (Adjusted October 8th, up to 4.2.20)

- 4.2.14 Fail to make reasonable background inquiries prior to utilizing the services of any volunteers who have unsupervised contact with students.
- 4.2.15 Fail to administer clear rules and procedures.
- 4.2.16 Fail to effectively and efficiently handle complaints and concerns in a timely manner.
- 4.2.17 Fail to protect against illegal discrimination and harassment.
- 4.2.18 Fail to protect confidential information.

Accordingly, with respect to non-returning staff, the director may not:

- 4.2.19 Fail to conduct exit interviews with all non-returning staff members regardless of the reasons they are not returning.
- 4.2.20 Prevent any staff from receiving an exit interview with the Ombudsperson upon their request.

Adopted: May 18, 2005; added 4.2.20 10 May 2006; Adjusted October 8th, renumbered 4.2.14 to 4.2.20)

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EL-3

Policy Title: Staff Compensation and Benefits

POLICY 4.3 With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the director shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the director may not:

- 4.3.1 Change his or her own compensation and benefits.
- 4.3.2 Fail to implement compensation plans to attract and maintain a quality staff.
- 4.3.3 Promise or imply permanent or guaranteed employment.
- 4.3.4 Fail to cooperatively examine alternative compensation mechanisms and related opportunities, in partnership with all affected staff, within legal and contractual obligations.
- 4.3.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 4.3.5.1 Incur unfounded liabilities.
 - 4.3.5.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 4.3.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 4.3.6 Fail to use a formula-based compensation plan for staff.
- 4.3.7 Budget more than five percent of salary for bonuses (this does not include the thirteenth month paid to the staff).

Adopted: January 13, 2008

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EL-4

Policy Type: Staff Evaluations

POLICY 4.4 The director shall not fail to effectively evaluate employees' performance, at least annually, according to their contribution toward achieving the Board's Ends policies and their compliance with the Board's organizational limitations policies.

Accordingly, the director may not fail to:

- 4.4.1 Assure that the evaluation of all instructional and administrative personnel that results in:
 - 4.4.1.1 Improved instruction.
 - 4.4.1.2 Measurement and documentation of excellent performance and unsatisfactory performance.
 - 4.4.1.3 Linkage of teacher and administrator performance with multiple measures of student performance toward Ends policies.
 - 4.4.1.4 Assurance that instructional time is used to students' maximum advantage in the classroom.

Adopted: May 18, 2005

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EL-5

Policy Title: Budgeting and Financial Planning

POLICY 4.5 Financial planning for any fiscal year shall not deviate materially from the Board's Ends policies, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the director may not develop a budget which:

- 4.5.1 Is not in a summary format understandable to the Board and presented in a manner that allows the Board to understand the relationship between the budget and the Ends priorities for the year.
- 4.5.2 Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.5.3 Fails to show the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the amount budgeted for the next fiscal year.
- 4.5.4 Plans for the expenditure in any fiscal year of more funds than are accurately projected to be received from tuition related income in that period.
- 4.5.5 Proposes to reduce the projected year-end fund balance (income over expenses) to an amount less than 5 percent of the General Fund operating budget.
- 4.5.6 Fails to provide adequate and reasonable budget support for Board development, operations, and other governance priorities.
- 4.5.7 Fails to take into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve Ends in future years.
- 4.5.8 Fails to reflect anticipated changes in employee compensation, including inflationary adjustments, step increases, time/responsibility/incentive increases, and benefits.
- 4.5.9 Fails to include funds in the budget to replenish and maintain the 6 month operating reserve account.

Adopted: May 18, 2005

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EL-6

Policy Title: Financial Condition and Activities

POLICY 4.6 With respect to the actual, ongoing administration of the school's financial resources, the director shall not cause or allow material deviation from the budget policy adopted by the Board, cause or allow any fiscal condition that is inconsistent with achieving the Board's Ends, or places the long-term financial health of the school in jeopardy.

Accordingly, the director may not:

- 4.6.1 Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds.
- 4.6.2 Diverge from the budget line item by more than 10%.
- 4.6.3 Indebt the organization.
- 4.6.4 Expend monies from reserve funds without consent from the board.
- 4.6.5 Permanently transfer unencumbered monies from one fund to another.
- 4.6.6 Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.
- 4.6.7 Spend or permit spending of designated funds other than for specified purposes.
- 4.6.8 Fail to settle payroll and other financial obligations in a timely manner.
- 4.6.9 Fail to assure that any purchase is based upon prudent judgment and sound financial practice, including:
 - a. Precaution against conflict of interest;
 - b. Comparative prices based on items of similar quality;
 - c. Balance between long-term quality and cost.
- 4.6.10 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.6.11 Receive, process, or disburse funds under controls that are insufficient under generally accepted accounting procedures.
- 4.6.12 Accept money for a specified purpose that contradicts the Board's Ends priorities.

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- 4.6.13 Accept any funds that have conditions that contradict the By-Laws of Quisqueya Christian School.
- 4.6.14 Acquire, encumber or dispose of real property.
- 4.6.15 Fail to aggressively pursue material receivables after a reasonable grace period.
- 4.6.16 Fail to keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of accounting.
- 4.6.17 Fail to communicate the financial condition of the school to the broader QCS community.
- 4.6.18 The director may not spend over \$5,000 on any item without a board approval

Adopted: May 18, 2005; Revised June 13, 2007; Added 4.6.18 on October 8, 2008

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EL-7

Policy Title: Asset Protection

POLICY 4.7 The director shall not allow assets to be unprotected, inadequately maintained, inappropriately used or unnecessarily risked.

Accordingly, the director may not:

- 4.7.1 Fail to maintain insurance coverage on school property against theft and casualty losses to 80% of replacement value.
- 4.7.2 Fail to maintain insurance coverage against liability losses to Board members, staff and the school itself in an amount that is reasonable for schools of comparable size and character
- 4.7.3 Fail to ensure that facilities and equipment are not subject to improper wear and tear or insufficient maintenance.
- 4.7.4 Unnecessarily expose the school, the Board or staff to legal liability.
- 4.7.5 Obligate any funds:
 - 4.7.5.1 wherein normally prudent protection has not been given against conflict of interest.
 - 4.7.5.2 without obtaining comparable bids for purchases over \$5000.00. Exceptions that demonstrate effective price shopping or sole sourcing due to insufficient selection must be documented.
 - 4.7.5.3 of over \$5,000 on any given project, without a stringent method of assuring the balance of long-term quality and cost.
 - 4.7.5.4 for any consulting services without an executed contract that states milestones, consulting deliverables, and criteria for acceptance of those deliverables.
- 4.7.6 Fail to protect database information, records, files and fixed assets from loss or significant damage.
- 4.7.7 Receive, process, or disburse funds under controls that are insufficient to meet GAAP.
(Adjusted: June 22, 2005)
- 4.7.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.

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- 4.7.9 Fail to properly preserve of all records related to affairs or business of the school.

- 4.7.10 Endanger the school's public image, credibility, or its ability to accomplish its mission.

Adopted: May 18, 2005

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EL-8

Policy Title: Contingency Plans for School Security and Crisis Management

POLICY 4.8 QCS recognizes the need for contingency planning as a major component of security and crisis management. Contingency plans assist QCS not only in responding to events that have occurred, but also assist in identifying and implementing proactive steps that seek to reduce the probability of unwanted events occurring and the consequences and impact of those events should they in fact occur.

The director may not fail to:

- 4.8.1 Inform parents that they are the primary caregivers for their children and are responsible for safety and well being of their children. Parents and guardians may choose not to send their children to school, if they so decide for the safety and protection of their children. The school will do all in its power to provide a safe environment, however, the school can not be held liable for events that are deemed outside the school's control.
- 4.8.2. Appoint the Security Review Committee who will complete and maintain current contingency plans for the school, including but not limited to definition of levels of risk, and the corresponding action steps that the administration and board will follow. It is the responsibility of the Security Review Committee to review and revise the school's contingency plans on an annual basis, as part of the ACSI accreditation requirements.
 - 4.8.2.1 The Security Review Committee shall be made up of the director, one other administrator, and two teachers. The director will appoint this committee.
 - 4.8.2.2 The Security Review Committee shall prepare and maintain contingency plans. This includes but is not limited to evacuation procedures on or off campus. These plans shall be part of the administrative manual and should be submitted to the board for their approval. The Security Review Committee shall update these plans every year.

These plans shall include, but are not limited to the following:

- 4.8.2.2.1 A description of the various contingency plans and evacuation procedures that would be carried out, including the criteria to be used to make such decisions and the decision making authority necessary to implement these procedures.
- 4.8.2.2.2 A description of the notification system that ensures all personnel receives necessary information before and during an evacuation procedure.

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- 4.8.2.2.3 A description of the procedures the school will use, such as: means of transportation, evacuation routes and alternates, staging and destination sites, and communication procedures.
- 4.8.3 Appoint the Crisis Management Committee so that in the event of crisis, a designated team will assist the director in determining the best plan of action. In the event of a potential crisis, the Crisis Management Committee will manage that event through resolution and recovery.
- 4.8.3.1 The Crisis Management Committee shall be made up of the director, one board member, one teacher, and two parents who are well connected to the country's context and will assist the director is deciding how to respond best to a potential crisis. The committee members will be presented to the board for their approval.
- 4.8.3.2 The Crisis Management Committee (CMC) has authority to act and make decisions on behalf of the school when the school is facing a potential crisis.
- 4.8.3.2.1 The CMC should seek board approval if they deem it is in the best interest of the school to suspend normal functioning because of security reasons.
- Appoint the Emergency Committee so that when either natural or man-made crisis is upon the school, where the safety of the students and staff are directly threatened, and where immediate action is necessary, that the director has a team prepared to help manage the situation.
- 4.8.4.1 The Emergency Committee shall be made up of the director, one other administrator, and two teachers who will assist the director is how to best handle the immediate crisis. The committee members will be presented to the board for their approval at the beginning of the school year.
- 4.8.4.2 The Emergency Committee will follow the contingency plans that have been identified in the administrative manual.
- 4.8.5 Provide security and crisis management training to all staff and other school personnel. The type and degree of training shall be commensurate with the assessed risks and dangers the school is exposed to.
- 4.8.5.1 All personnel shall receive training in the following areas: QCS crisis policies, evacuation procedures, and basic personal safety and security.
- 4.8.6 Inform staff personnel the options regarding their "security advisors." It is strongly encouraged that staff personnel identify their security advisor, who will help provide direction for individuals and families should the security level deteriorate, putting the lives of staff members at high risk. It should be clear to staff personnel that no

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security advisor is to be held liable for the safety of staff members and their families. Ultimately, each person is responsible for his or her own safety.

4.8.6.1 As part of the staff orientation, staff will be given the opportunity to identify who will be their security advisors.

4.8.6.2 The school will assume the role of a security advisor for those staff personnel who desire the school to provide this guidance and have submitted this request in written form to the director. The Crisis Management Committee promises to advise them individually to the best of their ability. As much as possible, the Crisis Management Committee will help oversee their personal security and will advise them if contingency steps are necessary.

4.8.6.3 The school will acknowledge other mission organizations, churches, and individuals who agree to provide this guidance. Staff members will provide written documentation, stating that their security advisor assumes this role. The Crisis Management Committee promises to cooperate with these entities as much as possible in facilitating any specific directives.

4.8.6.4 The school will accept staff member's decisions that opt not to put themselves under any particular security advisor. The school will respect their autonomy and their right to make their own decisions regarding personal safety. In cases of emergency, school will help facilitate as much as possible any particular request, provided the Crisis Management Committee agrees with the plan of action. Anyone who chooses this option must sign a waiver and submit it to the director.

4.8.7 Make clear that while the school will help facilitate those who need evacuation assistance, the school will not assume responsibility for their safety or the costs involved.

4.8.8 Monitor and control all confidential information.

4.8.8.1 All information, intelligence, ideas, suggestions, etc., relating to a potential crisis should be directed to the Crisis Management Committee at the earliest possible time. Any one connected with the school shall forward all relevant information or suggestions immediately to the Crisis Management Committee.

4.8.9 Provide a mental health evaluation and if necessary, intervention from mental health professionals for school personnel who have undergone a traumatic event. These evaluations shall occur as soon as possible following a crisis and again six to twelve months following the crisis.

4.8.10 Review each crisis so that the strengths of the response can be identified, built upon, and repeated, and areas of weakness can be identified and remedied through

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allocation of resources, training, policy changes or some combination thereof. It is specifically not the intention of this policy to focus blame on any person.

Adopted: December 13, 2006

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EL-9

Policy Title: Abductions, Arrests, or Terrorism

POLICY 4.9 In the event of threats to the life of any QCS personnel, QCS shall use legitimate, prudent means for the safeguarding of those personnel.

4.9.1 The director may not be involved in any negotiations pertaining to ransoms, abductions, kidnappings, hostage situations or any similar act not occurring within school grounds.

4.9.2 In the event of an arrest or detention by legitimate governments or other legitimate forces, the director will do everything within its power and resources to gain the release of staff so detained through the proper channels.

4.9.3 It is the policy of QCS to cooperate with legitimate governments inquiries and activities in cases of kidnappings and hostage taking, when doing so is judged to be in the best interest of the hostage and QCS.

4.9.3.1 The Crisis Management Committee shall make the decision of when and how to make these notifications to government agencies.

Adopted: January 10, 2007

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EL-10

Policy Title: Emergency Director Replacement

POLICY 4.10 In the event of sudden and unexpected loss of director services, the director shall not fail to designate a temporary replacement to assure that at least one other executive staff member is familiar with Board and director issues and processes and is capable of assuming director responsibilities on an emergency basis. It is understood that the hiring of the director is a function of the board.

Adopted: May 18, 2005

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EL-11

Policy Title: Communication and Support to the Board

POLICY 4.11 The director shall not permit the Board to be inadequately informed or unsupported in its work.

Accordingly, the director may not fail, in a timely manner, to:

- 4.11.1 Submit relevant monitoring data required by the Board (see policy–Monitoring Director Performance) in a timely, thorough, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including both director interpretations and data.
- 4.11.2 Advise the Board of trends, facts and information relevant to the Board’s work.
- 4.11.3 Advise the Board of significant transfers of money within funds or other changes substantially affecting the school’s financial condition.
- 4.11.4 Advise the Board of changes in conditions and/or situations upon which Board policy has been established.
- 4.11.5 Provide for the Board as many staff and external points of view and opinions as needed for fully informed Board decisions. The Board may also request that the director establish other channels of communications that could provide insight and feedback for the Board.
- 4.11.6 Advise the Board of anticipated significant media coverage or community communications.
- 4.11.7 Advise the Board or individual members if, in the director’s opinion, the Board or individual members are not in compliance with the Board’s policies on Governance Process and Board-Director Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the director.
- 4.11.8 Present all information in simple and concise form, differentiating information that is either for the purpose of monitoring, decision preparation, or incidental.
- 4.11.9 Provide for the QCS community communications channels for official Board, officer and committee communications.
- 4.11.10 Work with the Board as a whole except when:
 - 4.11.10.1 Fulfilling individual requests for information or counsel, provided such requests are not disruptive or do not require a material amount of staff time or resources.

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- 4.11.10.2 Working with officers or committees duly charged by the Board.
- 4.11.11 Report any actual or anticipated noncompliance with any Board policy.
- 4.11.12 Inform the Board of reactions regarding Board decisions.
- 4.11.13 Inform the Board about the effectiveness of any experimental or innovative programs and the director's decisions to continue or discontinue such programs.
- 4.11.14 Inform the Board in advance of any deletions of, additions to, or significant modifications to, any instructional programs.

Adopted: May 18, 2005

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EI-12

Policy Title: Instructional Program

POLICY 4.12 The director shall not fail to ensure that the school's program of instruction achieves the Board's Ends policies.

Accordingly, the director may not fail to:

- 4.12.1 Base instruction on academic standards that meet or exceed the United States' nationally recognized model standards.
- 4.12.2 Align curriculum with the standards.
- 4.12.3 Effectively and accurately measure each student's entrance exams scores so that only students who meet or exceed the school's standards are permitted to enroll into the school.
- 4.12.4 Effectively measure each student's progress toward achieving or exceeding the standards.
- 4.12.5 Ensure that the instructional program includes opportunities for students to develop talents and interests in more specialized areas as resources allow.
- 4.12.6 Ensure that the instructional program addresses the different learning styles and needs of students of various backgrounds and abilities.
- 4.12.7 Encourage innovative or experimental programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.
- 4.12.8 Ensure that all instructional programs, including both content and practice are regularly evaluated and modified as necessary to assure their continuing effectiveness.
- 4.12.9 Assure that the instructional time provided for students during the academic day is not interrupted by unnecessary intrusions, unnecessary teacher time out of the classroom, or the scheduling of activities that can be scheduled during other times.
- 4.12.10 Assure that all staff members are adequately trained to perform the duties assigned to them.
- 4.12.11 Assure appropriate input from staff, students, parents, and community as the instructional program is developed.
- 4.12.12 Encourage faculty to develop excellence in their academic field(s), providing compensation incentives, and recognizing publicly any such achievements.

Adopted: May 18, 2005

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EL-13

Policy Title: Textbook and Instructional Materials

POLICY 4.13 The director shall not fail to select and provide textbooks and instructional materials that advance the achievement of the Board's Ends policies.

Accordingly, the director may not fail to:

- 4.13.1 Select or submit for Board approval on the consent agenda instructional materials that achieve continuity, integration and articulation of the curriculum by course and program.
- 4.13.2 Maintain a procedure for regular evaluation of all textbooks and instructional materials for the purpose of improvement and keeping current with new educational standards and for continuity with QCS's vision and values.
- 4.13.3 Maintain a procedure for reviewing such materials upon formal request by a parent or other stakeholder.
- 4.13.4 Adequately monitor and control student access to and utilization of electronically distributed information.
- 4.13.5 Ensure appropriate input from the following groups as textbooks are reviewed and selected: students, parents, community, teachers, other staff members involved in the instructional program.

Adopted: May 18, 2005

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EL-14

Policy Title: Standards for Program Quality

POLICY 4.14 With respect to the programs produced and services provided by the school, the director shall not fail to ensure that these programs and services meet or exceed academic standards for excellence in program quality and safety.

Accordingly, the director may not:

- 4.14.1 Fail to aggressively maintain ACSI standards and accreditation.
- 4.14.2 Fail to promote/develop an ACSI certification program for the teaching staff.

Adopted: May 18, 2005

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EL-15

Policy Title: Learning Environment/Treatment of Students

POLICY 4.15 The director shall not fail to establish and maintain a Christian learning environment that is safe, respectful and conducive to effective learning and to spiritual growth.

Accordingly, the director may not:

- 4.15.1 Fail to assure a climate that is characterized by support and encouragement for maximizing individual student achievement and spiritual growth.
- 4.15.2 Tolerate any behaviors, actions or attitudes by adults who have contact with students that hinder the academic performance or the spiritual well being of students.
- 4.15.3 Permit the administration of corporal punishment.
- 4.15.4 Permit collection of student information for which there is no legitimate need.
- 4.15.5 Use methods of managing student information that fail to protect against improper access to or use of confidential information.

Adopted: May 18, 2005

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EL-16

Policy Title: Student Discipline

POLICY 4.16 The director shall not fail to establish and consistently enforce discipline policies to maintain a safe environment conducive to learning.

Accordingly, the director may not:

- 4.16.1 Permit student behaviors that disrupt learning. Prohibited behaviors include, but are not limited to:
 - a. The use, possession or sale of drugs, alcohol or tobacco products by students and adults on school property and at school-sponsored events;
 - b. The presence of firearms and other dangerous weapons on school property and at school-sponsored events;
 - c. Any form of violence on school property and at school-sponsored events;
 - d. Intimidation, bullying or harassment.
- 4.16.2 Permit employees, students and parents to be uninformed of the disciplinary expectations of students. The director may not fail to:
 - 4.16.2.1 Appropriately involve employees, students and the QCS larger community in developing student discipline policy.
 - 4.16.2.2 Ensure that all teachers and administrators follow the discipline policy consistently with all students.
 - 4.16.2.3 Distribute annually to each student a student handbook which outlines the student discipline policy and any changes to the policy.
 - 4.16.2.4 Ensure that a copy of the student discipline policy, and any significant changes to it, are posted or available for inspection in each school building and on the school web site.

Adopted: May 18,2005

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EL-17

Policy Title: Facilities and Capital Assets

POLICY 4.17 The director shall not fail to assure that physical facilities and capital assets support the accomplishment of the Board's Ends policies, are safe and are properly maintained.

Accordingly, the director may not:

- 4.17.1 Fail to establish a schedule and set priorities for capital construction, replacement, renovation and maintenance projects. In setting those priorities, the director may not fail to:
 - 4.17.1.1 Assign highest priority to the correction of unsafe conditions.
 - 4.17.1.2 Include maintenance costs as necessary to enable facilities to reach or exceed their intended life cycles.
 - 4.17.1.3 Plan for and schedule preventive maintenance.
 - 4.17.1.4 Plan for and schedule system replacement when there is school renovation or systems replaced.
 - 4.17.1.5 Disclose assumptions on which the plan is developed, including growth patterns, and the financial and human capital impact individual projects will have on other parts of the organization.
- 4.17.2 Fail to study and recommend needed facilities or renovation projects when projecting long term needs which would give sufficient time for the board to begin planning.
- 4.17.3 Recommend building expansions without first determining growth patterns, comparative costs, construction factors and any extraordinary contingency costs due to potential natural and man-made risks.
- 4.17.4 Fail to consider useful life expectations as capital decisions are made.
- 4.17.5 Allow facilities to be unclean, unsanitary or unsafe.
- 4.17.6 Unreasonably deny the larger QCS community short term use of facilities as long as student functions and the academic program are not compromised.
- 4.17.7 Fail to develop and consistently administer detailed facilities use guidelines delineating:
 - a. permitted uses
 - b. the applicable fee structure

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- c. clear user expectations, including behavior, cleanup, security, insurance and damage repair
- d. consequences and enforcement procedures for users who fail to follow the established rules.

4.17.8 Fail to provide and maintain a comprehensive and functional technology infrastructure.

Adopted: May 18, 2005

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EL-18

Policy Title: School Calendar

POLICY 4.18 The director shall not fail to adopt a school calendar for the school year that meets the required number of instructional days, that best serves the learning needs of students and achieves the Board's Ends policies.

Accordingly, the director may not fail to:

- 4.18.1 Include appropriate provisions for staff development and parent-teacher conferences.
- 4.18.2 Achieve a reasonable balance between the instructional needs and the extracurricular activities of students.
- 4.18.3 Ensure that any change in the calendar, except for emergency closings or other interruptions due to unforeseen and uncontrollable circumstances; be preceded by adequate and timely notice to students, parents, and teachers.
- 4.18.4 Assure the availability of a copy of the calendar for all parents/guardians of students enrolled in the school.

Adopted: may 18, 2005

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EL-19

Policy Title: Communication with the Larger QCS Community

POLICY 4.19 The director shall not permit the larger QCS community to be uninformed about the condition of the school and the progress of its students.

Accordingly, the director shall not fail to:

- 4.19.1 Design an effective communication network to inform parents/guardians on short notice that the Board and the director have decided to cancel school due to unforeseen circumstances.
- 4.19.2 Prepare and publish, in conjunction with the Board, an annual progress report to the QCS community that includes the following items:
 - a. Presentation of the Board's Ends policies and student performance data indicating student progress toward accomplishing them.
 - b. Information about school strategies, programs and operations intended to accomplish the Board's Ends policies.
 - c. Revenues, expenditures and costs of major programs and elements of school's operations. This information would be available only upon specific request.

Adopted: May 18, 2005; Revised May 9, 2007

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Changes with Dates

1. 08 March 2006 edited policy 4.2.5 to add “fail to” which was previously not there
2. 08 March 2006 added policy 2.2.9
3. 08 March 2006 changed “personnel committee” to “director evaluation committee”
4. 10 May 2006 edited Bylaws Article VII Section 6
5. 10 May 2006 edited Bylaws Article VIII, Section 3
6. 10 May 2006 added 2nd sentence to Bylaws Article 1, section 4, b.
7. 10 May 2006 edited Policy 2.7.2.1 to say “two” members instead of “three” members
8. 10 May 2006 added sub policies 2.2.9.1, 2.2.9.2 and 2.2.9.3
9. 10 May 2006 added policy 4.2.15
10. 13 September 2006 edited 4.8 Security Review Team changed to Security Review Committee
11. 08 November 2006 added “Christian Philosophy of Education Statement” to the Constitution as Article VI.
12. 13 December 2006 replaced “QCS Core Values” with this updated version in Article III of the Constitution.
13. 10 January 2007 added policy 4.9 “Abductions, Arrests, or Terrorism”
14. 10 January 2007 changes made to policy 4.8
15. 10 January 2007 replaced the words “the partnership among” with the words “influences of” in policy 1.4.
16. 14 February 2007 replaced “safe and effective environments for all students” with “a safe environment conducive to learning” in policy 4.16.
17. 14 February 2007 added “(this does not include the thirteenth month paid to the national staff)” to policy 4.3.7.
18. 14 February 2007 added admissions policy to Bylaws Article VIII D Sections 1 & 2.
19. 16 April 2007 In Policy 1.2 replaced “Accordingly, we believe” to “Accordingly, we hold true. In Policy 1.2.4 added “that” to the beginning. In Policy 1.2.4.1 changed “natural world” to God’s created world.”
20. 9 May 2007 In Policy 2.12 replaced the words, “when used,” with the phrase, “as opposed to the administrative committees,” and removed the words, “so as” so that it now reads, “will be assigned to support...”
21. 9 May 2007 removed the entire policy 2.12.5 (some manuals have it listed as 2.12.2.3, which is an error in the numbering).
22. 9 May 2007 In Policy 4.19.2 removed the word “public” and replaced it with the words “QCS community.”
23. 13 June 2007 In Policy 1.3.2.3.10 replaced the wording, “their mother tongue” and replaced it with the word, “English.”
24. 13 June 2007 In Policy 4.6.17 reworded the entire policy. It originally stated: “Fail to publish a financial condition statement annually.” It now states, “Fail to communicate the financial condition of the school to the broader QCS community.”
25. 12 September 2007 In Policy 4.9.2 added the word “legitimate” between the words other forces to read “other legitimate forces”.
26. 10 October 2007 corrected policy 2.0.2.1; it has a reference to another policy that should be policy 4.11.10.1.
27. 10 October 2007 added Matthew 5:13-16 as a reference to policy 1.2.3.8.
28. 10 October 2007 corrected a grammatical error in policy 2.2.9.1, changed “conduction” to “conducting”.
29. 10 October 2007 edited policy 2.21 by removing the phrase “in all it hiring and other activities” and replacing the word “scrutiny” with “discretion”.
30. 14 November 2007 removed the words “is also...to evangelize” from the Constitution Article IV school purpose statement.
31. 12 December 2007 removed statement number 4 of the goals of Christian education in the Constitution Article VI under Philosophy of Education, since this is identical to the Vision Statement.
32. 12 December 2007 replaced the words “job products” in 2.5 with “purposes” in policy 2.5.
33. 12 December 2007 added “the” in front of the phrase “consent agenda” and a footnote providing the definition of consent agenda in policy 2.5.4.
34. 12 December 2007 edited policy 2.5.6 to read: “If necessary, the Board of Trustees will have an executive session...”

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Changes with Dates

- | | |
|----------------------|---|
| 35. 16 January 2008 | rewrote policy 2.5.9 for better clarity. |
| 36. 13 February 2008 | replaced the phrase “real-life influences” with “lifestyle choices” in policy 1.3.2.3.3. |
| 37. 13 February 2008 | replaced the existing schedule with the “annual planning agenda” in policy 3.4.4. |
| 38. 13 February 2008 | replaced the word “national” with “all” in policy 4.3.4. |
| 39. 12 March 2008 | changed “March” to “April” in policy 2.7.2.2. |
| 40. 12 March 2008 | replaced the words “prior to” with “at” in policy 2.7.2.2.3. |
| 41. 12 March 2008 | changed “April” to “May” in policy 2.7.2.2.4. |
| 42. 12 March 2008 | removed the sentence, “Consistent with the Board’s broader focus, Board committees will not have authority over the director” from policy 2.12.1. |
| 43. 13 May 2008 | added “before the end of the first grading period of the school year” to policy 4.1.12. |
| 44. 11 June 2008 | replaced the word “moneys” with “funds” in policies 2.15.2.1 & 2.15.2.2. |
| 45. 11 June 2008 | In policy 4.6.2, removed “by more than \$5000” and replaced with “line item by more than 10%”. |
| 46. 3 September 2008 | removed the word “handicap” from policy 4.1.1. |
| 47. 3 September 2008 | removed “The Director will not” from policy 4.1.9. |
| 48. 3 September 2008 | removed “grading period” and replaced with “two weeks” in policy 4.1.12. |
| 49. 3 September 2008 | In policy 2.14, separated the Long-Range Planning/Fundraising Committee into two committees: The Long-Range Planning Committee and the Promotions Committee; also, provided new descriptions for both committees. |
| 50. 8 October 2008 | Policy 4.2.13 to rewrite the sentence “Employ teachers and administrative personnel who do not meet the appropriate qualifications, including all teachers and administrative personnel must:” so that it now reads “Employ teachers and administrative personnel who fail to meet the appropriate qualifications. In addition, all teachers and administrative personnel must:”. |
| 51. 8 October 2008 | Change headings in regards to volunteer staff and non-returning staff, to change the numbering system, and to add the words “fail to” at the beginning of 4.2.14, 4.2.15, 4.2.16, 4.2.17, and 4.2.18. |
| 52. 8 October 2008 | Show under policy 4.6 that “the director may not spend over \$5,000 on any item without a board approval. (added as 4.6.18) |
| 53. 10 December 2008 | each place where the Board Policy Manual reads “school board” it needs to be changed to “board”. |
| 54. 14 January 2009 | Policy 3.0 Change “functioning as the Chief Executive Officer”, to now read “also referred to as Head of School, or Chief Executive Officer (CEO).” |
| 55. 18 February 2009 | Policy 2.7.3 and 2.7.4; Adopted to reflect the 3 year term, 1 year probation status and define criteria for no more limitations to stay on the board |
| 56. 11 March 2009 | Policy 1.3.2.3.8; delete the last sentence, “Each student is required to take an introduction to Haitian history course”; and add a note to the end of Policy 1.3 to state, “Haitian history and culture will be integrated throughout the curriculum”. |