



TRADERS POINT CHRISTIAN SCHOOLS

TRAINING SCHOLARS. MAKING DISCIPLES. GRADUATING LEADERS.

BOARD POLICY MANUAL FOR TRADERS POINT CHRISTIAN SCHOOLS

Approved by the TPCS Board of Directors
March 2022

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Part 1: Introduction and Administration

1.1 **Purpose.** This Board Policy Manual outlines all policies approved by the Board of Directors and defines the intent and bounds of decision-making authority in accomplishing the mission of Traders Point Christian Schools. Clear, current, effective policies will guide Board and staff relationships, provide decision accountability, and facilitate assignment of responsibility for Board and staff. Accomplishment of this purpose will facilitate Board efficiency, consistency, and new member orientation.

The Board Policy Manual:

- Documents the Limitations placed on the Head of School by the Board.
- Documents how the Board of Directors is expected to interact with the Head of School.
- Documents the governance process by which Board of Directors will conduct itself and its activities including guidelines for Director qualification and conduct.
- Outlines and describes Board governance structure, qualifications, and operational details, and duties.
- Provides pro-active policies to guide the Head of School and staff.
- Models best practices in board governance.

1.2 **Consistency.** Each policy in this document is expected to be consistent with the Articles of Incorporation and other organizing documents. The policies are also

expected to be in general harmony with the practices and teaching of Traders Point Christian Church. The Head of School is responsible for implementing these policies and will recommend to the Board other needed institutional and administrative policies that are consistent with this Board Policy Manual.

- 1.3 **Changes.** These policies are meant to be continually reviewed and refined. The full Board shall at least annually review the complete BPM to determine needed changes and additions, and to delete or modify policies that are no longer applicable or appropriate. Proposed changes can originate from the Head of School, Board Committees or Board members. Any change to this BPM must be approved by a 2/3rds vote of the Board of Directors in a regularly called meeting of the Board. All changes must not be in conflict with the Articles of Incorporation and Bylaws.
- 1.4 **Maintenance of Board Policy Handbook.** The Head of School or the Head of Schools' designee shall maintain the policies file and provide updated copies to the Board whenever the policies change or upon request.

Part 2: Organization Essentials

- 2.1 **Mission:** Traders Point Christian Schools challenges and educates students within a framework of a Biblical worldview while leading them to a personal faith and transformed life in Jesus Christ.
- 2.2 **Vision:** TPCS will prepare and equip students to reach their highest individual potential and impact the world for Christ.
- 2.3 **Credo:** Training scholars. Making disciples. Graduating leaders.
- 2.4 **Core Values:**
 - 2.4.1 **Faith (belief, trust, confidence in God):**

We believe Jesus Christ is God's Son and the only Lord and Savior of all creation. We believe a personal faith in Him is essential to the Christian life with personal responsibility to develop and exercise this faith for God's glory. (Matthew 16:13-17; Ephesians 1:3-14; Colossians 1:15-23; Hebrews 9:11-15)
 - 2.4.2 **Relationships (Jesus, students, teachers, parents, church and/or community):**

We believe TPCS shares a partnership with the parents/guardians and the local church to build a personal relationship between students and Jesus Christ. We believe teachers instruct and serve as role models for students. We believe students have the personal responsibility to apply Biblical truths

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in their relationships. (Deuteronomy 6:1-9; John 13:12-17; Ephesians 6:4 I Timothy 4:10-16)

2.4.3 Understanding (knowledge and application):

We believe God is the pre-existent Creator and the ultimate source of all truth and knowledge. We believe success in education is reflected in a child's confidence and ability to apply what he or she has learned to situations inside and outside of the classroom. We believe a Biblically based education targets the child's mind, body, heart and worldview. We believe intentional learning opportunities develop skills and gifts needed for the completion of each developmental stage. (Genesis 1-2; Proverbs 2:1-11 & 3:1-18; Romans 1:18-32; Romans 12:1-2; Ephesians 4:20-24)

2.4.4 Integrity (accountability, excellence, honesty, transparency):

We believe it is important to prepare our minds for action by applying the principles of Biblical integrity. We believe it is important for the world to see that we are set apart and made Holy, in Christ, so that the world may know Him. (Matthew 5:3-16 & 18:15-17; Acts 2:42-47; Romans 12:3-12, I Corinthians 12:7-11, Galatians 5:22-23; I Peter 1:13-16)

2.4.5 Truth (discernment, wisdom):

We believe God's Word, the Bible, is the source of all truth. We believe the Bible provides the instruction and direction which determines our goals, our actions, our speech and the foundation for our relationships with others. (II Timothy 3:16-17; Proverbs 4:20-27; Ephesians 4:25-5:20)

2.5 Statement of Faith

We believe the Bible to be the inspired, infallible, authoritative, inerrant Word of God (II Timothy 3:15, II Peter 1:21). Accordingly:

1. We believe there is one God, eternally existent in three persons Father, Son and Holy Spirit (Genesis 1:1, Matthew 28:19, John 10:30).
2. We believe in the creation of man by the direct act of God and that God is the Creator and Sustainer of all things and is the Source of all truth. (Genesis 1:1-28; Genesis 5:1-2, Psalm 55:22; 119:151; 121:1-8)
3. We believe in the deity of Christ (John 10:33), His virgin birth (Isaiah 7:14, Matthew 1:23, Luke 1:35), His sinless life (Hebrews 4:15 & 7:26), His miracles (John 2:11), His vicarious and atoning death (I Corinthians 15:3, Ephesians 1:7, Hebrews 2:9), His resurrection (John 11:25, I Corinthians 15:4), His ascension to the right hand of the Father (Mark 16:19) and His personal return in power and glory (Acts 1:11, Revelation 19:11).

4. We believe in the absolute necessity of regeneration by the Holy Spirit for salvation because of the sinfulness of human nature and that men are justified on the single ground of faith in the shed blood of Christ and that only by God's grace and through faith are we saved (John 3:15-21, John 5:24, Romans 3:23, Romans 5:8-9, Ephesians 2:8-10, Titus 3:5).
5. We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation (John 5:28-29).
6. We believe in the physical return of Jesus Christ to claim the saved and judge the lost (Matthew 24:42-44, I Thessalonians 5:1-11; Revelation 19:11-18)
7. We believe in the unity of believers in our Lord Jesus Christ (Romans 8:9, I Corinthians 1:13 & 12:12-13, Galatians 3:26-28).
8. We believe in the present ministry of the Holy Spirit by who's indwelling, the Christian is enabled to live a godly life (Romans 8:13-14, I Corinthians 3:16, I Corinthians 6:19-20, Ephesians 4:30, Ephesians 5:18).
9. We believe all Christians are called and gifted by God for ministry in His Kingdom (Romans 12:3-8, I Corinthians 12:7-13).
10. We believe in the equality of all peoples based on the creation of man in God's image and the lack of distinction in God's treatment of people (Genesis 1:26-27, Romans 2:11, Ephesians 2:19).
11. We believe in the Lord's Great Commission, that we are bound to extend the gospel of God to all we reach (Matthew 28:18).
12. We believe in the unique creation of male and female in the image of God and in the sanctity of marriage defined as the union of one man and one woman (Genesis 1:27 and 2:24; Matthew 19:4-6; Ephesians 5:31).

2.6 Lifestyle Statement

Traders Point Christian Schools is a religious, nonprofit organization representing Jesus Christ throughout the local community. Traders Point Christian Schools requires its employees to be born-again Christians, living their lives as Christian role models (Rom. 10:9-10, 1 Tim 4:12, Luke 6:40). Employees will conduct themselves in a way that will not raise questions regarding their Christian testimonies. A Christian lifestyle should reflect the biblical perspective of integrity, appropriate personal and family relationships, business conduct, and moral behavior. An employee is expected to demonstrate a teachable spirit, an ability to share love for others,

a willingness to live contentedly under authority, and a commitment to follow the Matthew 18 principle when an issue arises with fellow employees or management. Traders Point Christian Schools expects employees to maintain a lifestyle based on biblical standards of moral conduct.

1. All employees are first to be “born again” Christians who accept the Lord Jesus Christ as Savior, and then to live above reproach as they demonstrate the Christian lifestyle on a daily basis (John 3:3 & I Peter 1:23).
2. All employees are to be above reproach in Christian virtue and personal decorum, serving as a role model to pupils, parents and fellow staff members (Luke 6:40 & I Timothy 4:12) both in and out of school. Since the Scriptures urge Christians to build up one another and not cause one another to stumble, employees are to practice a lifestyle that demonstrates purity to those around them (Romans 13-14 & I Corinthians 10:31-11:1). This lifestyle includes, but is not limited to, refraining from such activities as divisiveness, drunkenness, immorality, vulgarity, profane language and practices of the occult (Galatians 5:16-21, Ephesians 4:25-32, Titus 2:7-8, I Thessalonians 5:16-23 & James 3:1, 17-18). Involvement in any of these or similar practices will be grounds for immediate termination.
3. All employees are to accept and practice the biblical dictates for sexual behavior. Any involvement in promiscuity, homosexuality, pornography or other deviant behavior is forbidden, and the involvement in any form of this behavior violates the bona fide occupational requirement of being a Christian role model, thus it will be grounds for immediate termination. The standard for sexual behavior is the unique role and responsibility of the male and female as defined in Scripture (Genesis 1:27 and 2:24) and in opposition to the perversions identified in Scripture (Romans 1:24-32, Romans 12:1-2, I Corinthians 6:9-20, Ephesians 5:3-5, I Thessalonians 4:3-8, II Timothy 2:19-22 & I Peter 1:15-16).

Traders Point Christian School employees will maintain a lifestyle based on biblical standards of conduct. Failure to do so may result in a reprimand, or in some cases, dismissal from employment. It is the goal

of Traders Point Christian Schools that each employee will have a lifestyle in which “He may have the preeminence” (Col. 1:18, NKJV)

Part 3: Board Structure and Processes

3.1 Governance Commitment

- 3.1.1 The purpose of the Traders Point Christian Schools Board of Directors, on behalf of God and TPCC, is to assure that TPCS achieves appropriate results at an appropriate cost, and avoids unacceptable actions and situations.
- 3.1.2 The Board’s essential function is policy making and responsibility for sound management. It formulates and determines the general, educational, and financial policies of the School.
- 3.1.3 To do its job effectively, the Board will follow an annual agenda that completes a review of Board policies annually and continually improves Board performance through Board education and enriched input and deliberation.
- 3.1.4 The chairperson or his/her designee assures the integrity of the Board’s process and, secondarily, represents the Board to outside parties.
- 3.1.5 The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 3.1.6 The Board commits itself to the individual and collective participation of its members to ensure active leadership and effectiveness.
- 3.1.7 Board committees will recommend policies to the full Board in the committee’s assigned area of responsibility and authority.
- 3.1.8 A committee is an authorized Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only standing Board committees are those set forth in this Board Policy Manual. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The Head of School or designee will serve as a non-voting member of each committee unless otherwise stated.

3.2 Governing Style and Values

- 3.2.1 The TPCS Board will be responsible for excellence in governing and will enforce upon itself and its members discipline to govern with excellence. Discipline shall apply to matters such as attendance, respect of clarified Training scholars. Making Disciples. Graduating leaders.

roles, speaking to management and the public with one voice, and self-policing of any tendency to stray from the governance structure and process as adopted in these Board policies.

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

3.2.3 The Board shall govern in accordance with these values: 1) We believe that the Bible is inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct and 2) We believe that deriving practical applications from and modeling God's Word are essential to completing our educational mission consistent with Biblical truth.

3.2.4 The Board will assure that TPCS, in its hiring and other employment activities, will not discriminate on the basis of race, color, national origin, age, disability, biological gender, or military status. In general, TPCS's activities, with the exception of personnel matters, shall be open and accessible to scrutiny by its stakeholders.

3.2.5 The Board will direct, control and inspire the organization through the careful establishment of a governance policy reflecting the Board's values and perspectives.

3.2.6 Board members will be accountable to attend Board meetings, be prepared for discussion, and be actively engaged.

3.2.7 Each member of the Board will endeavor to support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.

3.2.8 All Board action requires approval by a simple majority of a quorum (quorum being half voting members plus one) of voting members with the exception of policy changes which require a 2/3 majority of all voting Board members.

3.3 Educational Philosophy

3.3.1 The Board ensures that the TPCS curriculum is Christ-centered and Biblically based, and that deriving practical applications from and modeling God's Word are essential to completing our mission.

3.3.2 The Board ensures that every aspect of curriculum of TPCS should be integrated with God's Word, including teaching on:

a. All truth is God's truth

b. Our origin

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- c. The natural world
- d. Our purpose in life
- e. Human history and God's activity in it
- f. Humanity, its cultures, and how we are to live in the world
- g. Biblical values and moral standards

3.3.3 The Board ensures that, because a Biblically consistent education is modeled as well as taught, all faculty, staff, administration, and Board members must meet the following essential requirements:

- a. Are born-again Christians who model Christ
- b. Be active members of a Bible based church
- c. Strive for excellence
- d. Demonstrate a servant's heart
- e. Serve in harmony
- f. Engage only in activities consistent with Biblical truth

3.4 Board Authority and Responsibility

3.4.1 The Board's oversight with respect to the operation of the School, its achievements and conduct, will be through the Head of School. The authority and accountability of staff will be the responsibility of the Head of School.

3.4.2 Directors shall have no authority to bind the School except when acting as a Board or a Committee established by the Board and granted authority to bind TPCS

3.4.3 Only decisions of the Board, acting as a body by consensus or majority vote, are binding on the Head of School.

3.4.4 The Board will not, under normal operating conditions, give instructions to persons who report directly or indirectly to the Head of School.

3.4.5 Decisions or instructions of individual Board members, officers, or committees are not binding on the Head of School. Only decisions of the Board rendered in a duly called meeting are binding on the Head of School.

3.4.6 Evaluating job performance, either formally or informally, of staff is the responsibility of the Head of School and generally the Board should refrain from this evaluation except when requested by the Head of School. In rare instances, questions of concern about specific staff members can be directed to the Head of School but Board action is inappropriate and contrary to the principles outlined in this manual.

3.5 Board Job Description

3.5.1 The job of the TPCS Board is to represent God in determining and demanding appropriate organizational performance. Accordingly, the Board is responsible for having and fostering a healthy link between TPCS and TPCC.

3.5.2 The Board is responsible for developing written governing policies that, at the broadest levels, address each category of organizational decision:

- Vision:
Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what is good; for which recipients; at what cost)
- Executive Authority:
Boundaries on executive authority within which all executive activity and decisions must take place.
- Governance Process:
Specification of how the Board defines, carries out and monitors its own performance
- Board/Head of School Linkage:
How power is delegated and its proper use monitored; the Head of School role, authority, and accountability.

3.5.3 The Board is charged with overall governance of the School, seeking to ensure the accomplishment and enhancement of its mission through appropriate policies and accountability oversight of administrative functions. The Board's governance role is vitally necessary and critically important for proper School governance and management. To perform its governance role, the Board shall:

3.5.3.1 Determine, in its policy making role, the parameters within which the Head of School is expected to achieve the desired Board approved goals/outcomes. Monitor the achievement of the goals/outcomes within the Board approved executive parameters.

3.5.3.2 Monitor the performance of the School through the Head of School reports, reports of the senior team, enrollment and financial reports, and other documents that are provided

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to the Board. The Board can also designate a member or members of the Board to assess compliance with the appropriate policy criteria by direct inspection. To effectively monitor performance, the Board can request of the Head of School any document that would provide needed information.

- 3.5.3.3 Instruct the Head of School through written policies that prescribe the vision to be achieved and describe organizational situations and actions to be avoided, allowing the Head of School to use a Biblical interpretation consistent with these policies.
- 3.5.3.4 Develop policies instructing the Head of School to achieve certain results consistent with the mission and vision of the school.
- 3.5.3.5 Monitor the job performance of the Head of School at least annually. In addition, a comprehensive 360 evaluation will be scheduled every four years to include an audit and review of (a) the work of the Head of School and his or her administration and (b) the operation and effectiveness of the Board of Directors.
- 3.5.3.6 Think strategically at all times. Initiate the development of a strategic plan through the Head of School, based on the policies in this BPM and with broad constituent input and involvement. Discuss and approve the final draft of the strategic plan and hold the Head of School accountable for the plan's implementation.
- 3.5.3.7 Maintain and constantly improve, according to generally accepted "best

practices”, all on-going policies of the Board as described in the Board Policy Manual;

- 3.5.3.8 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate the Head of School, who functions as the Board’s sole agent.
- 3.5.3.9 Set terms and conditions of employment for faculty, administrative staff and all other employees of the School.
- 3.5.3.10 Ensure financial solvency and integrity through the oversight of the fiscal affairs of the School including approval of budgets, supervision of properties and investments, and setting of tuition and fees.
- 3.5.3.11 Authorize the acquisition and disposition of all real estate and physical facilities, including the construction of new buildings.
- 3.5.3.12 Require a yearly audit of financial accounts by an independent certified public accountant. Require other periodic external audits to ensure compliance with the law and good practices;
- 3.5.3.13 Review and approve all institutional handbooks that include policies which delineate School operations in all administrative, academic or co-curricular functions;
- 3.5.3.14 Evaluate and constantly improve the Board’s performance and set expectations for Board members’ involvement as volunteers;
- 3.5.3.15 Vest authority in the Head of School, for all school educational and managerial functions.

3.6 Head of School Selection

The most important role of the Board is the selection of a Head of School and continuity of leadership. Following are guidelines for selecting a temporary or permanent Head of School:

3.6.1 Temporary Vacancy

If an unforeseen circumstance occurs that the Head of School shall be unable to fulfill the duties of the position for an unspecified length of time but in excess of six consecutive weeks, the Board of Directors will appoint an interim Head of School.

This temporary appointment would begin immediately upon appointment and continue until such time as the Head of School returns to work. The appointee would assume all responsibilities associated with the position as outlined in the job description and Board Policy Manual. The appointee would be entitled to all the rights and privileges of the position during this time.

3.6.2 Permanent Vacancy

When the Head of School vacates the position permanently for any reason, the Board of Directors shall appoint an interim Head of School until the position is permanently filled.

If the vacancy occurs between regularly scheduled Board meetings, the Executive Committee will appoint a temporary replacement until the next regularly scheduled Board meeting or at a special meeting of the Board called to address the issue at which an interim Head of School will be appointed.

The Board will be attentive to the professional and personal needs of the outgoing Head of School, assuming a noncontroversial departure, and will honor her/his service as deemed appropriate.

3.6.3 Selection Process

When a vacancy occurs, the Board shall appoint a search committee that includes Board members, faculty and staff, and other constituents and stakeholders as the Board deems appropriate. The committee members will be appointed based on their breadth of expertise and knowledge of the School and the qualities required of its next Head of School. The Search Committee will work to solicit input from the Traders Point Community and will conduct a comprehensive and rigorous search to identify the right leader to serve as the School's Head.

3.6.4 Use of Search Consultants

Based on the determination of the Board of Directors, the School may hire a recruiting or search firm to assist in the process. A search firm may be helpful in orienting the search committee to the process, providing a broader pool of candidates for consideration, and in comprehensive reference checking.

3.6.5 Confidentiality of Selection Process

To maintain the integrity of the process and the confidentiality of candidates, Search Committee members will be asked to agree at the outset to ensure the strictest confidence and not to disclose information to others on or off campus about the search process, about particular candidates, or about the deliberative process that is employed. This will allow candidates to trust that the privacy of their applications would be protected.

3.6.6 Announcement of Selection

The School's communications team will work with the Board and Search Committee to prepare a communications plan for the announcement of the Head of School selection. This plan will identify audiences and avenues through which the announcement will be made.

3.7 Board Composition

3.7.1 The Board shall consist of at least eight (8) directors and no more than fifteen (15) directors.

3.7.2 Board membership shall consist of at least 1 Elder of Traders Point Christian Church or Elder designee and 6 to 14 at large members. The TPCS Head of School shall serve as a non-voting member of the board. Traders Point Christian Church will appoint the Elder or Elder designee. The committee on directors will identify and qualify individuals for At Large vacancies which will be presented to the Board for approval. The Chairman and a majority of Board members will be active members of Traders Point Christian Church.

3.7.3 No later than the April meeting, the Board Chair will appoint a Board committee on directors. The committee on directors will appoint a chairperson and solicit suggestions for nominations for prospective At Large Board members from the entire Board.

3.7.4 The committee on directors will, at the June meeting, present a list of potential Board nominees and a slate of officers consisting of Chairperson, Vice Chairperson, Secretary, Treasurer and any other officer role that the Board may deem as necessary. The Board, at its June meeting, will, by majority vote, approve or disapprove the committee on director's nomination for officers and At Large Board members. Newly elected officers and at large board members will begin to serve at the August meeting

3.7.5 Approved Board candidates will be presented to the TPCC Elders for affirmation at their next earliest meeting.

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- 3.7.6 Individuals may not be nominated or serve if they or their spouse are employees of TPCS (excluding substitute teachers, bus drivers and outside coaches) or are contract employees.
- 3.7.7 At Large Members of the Board shall serve no more than 3 consecutive 3-year terms. Members who serve three (3) consecutive three (3)-year terms may be nominated for Board membership again after a minimum of a one (1) year absence from the Board. Re-nomination /nomination of Board members may be based upon such factors as the Board committee on directors deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term.
- 3.7.8 The Board term for any new and reelected members begins August 1st of a given year and ends on July 31 of the third fiscal year.
- 3.7.9 Directors shall not be entitled to compensation but may request reimbursement for travel and other necessary expenses in their role as Director.
- 3.7.10 Any and all Directors may be removed, with or without cause, on an affirmative vote of a majority of the members.

3.8 Board Officers

- 3.8.1 The officers of the Board consist of:

Chairman
Vice Chairman
Treasurer
Secretary

Officers are elected by the Board of Directors from among the Board members and have full voting privileges on the Board in their capacity as Directors. The Board Chair will annually appoint a committee on directors to prepare a slate of nominees for the officers which will then be presented to the Board for its approval. Officers will serve one-year terms and be eligible for re-election to the same office.

- 3.8.2 Board Chair:

The chairperson assures the integrity of the Board's process and represents the Board to outside parties. Specific responsibilities include:

- 3.8.2.1 Maintain the integrity of the Board's process. The Chair "manages the Board." The Chair presides at all meetings of the Board, with the right to vote on all questions. The Chair is the only trustee authorized to speak for the Board, other than in rare and specifically Board-authorized instances.

- 3.8.2.2 The Chair ensures that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization. Meeting discussion content will be those issues that, according to Board policy, clearly belong to the Board to decide, not staff.
- 3.8.2.3 The authority of the Chair consists only in making decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of Board policies and this Board Policy Manual. The Chair has no authority to make decisions beyond policies created by the Board. Therefore, the Chair has no authority to supervise or direct the Head of School's work, but is expected to maintain close communication, offer advice, and provide encouragement to the Head of School on behalf of the Board. Also, for the purpose of annual goal setting and annual performance reviews, the Chair will act as supervisor of the Head of School.
- 3.8.2.4 The chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing) ensuring that deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 3.8.2.5 The Chair may appoint members and a chairperson for each Board committee, unless otherwise stipulated by Board policies or the bylaws. Appointments will generally be made and announced at the June meeting.
- 3.8.2.6 The Board Chair will prepare the monthly agenda. Members are encouraged to recommend any appropriate matters for Board consideration.

3.8.3 Vice Chair:

The Vice Chair will, in the absence of the Chair, serve as Board Chair on a temporary basis, until such time as the Chair can resume his or her duties or a replacement is named by the Board of Directors.

3.8.4 Secretary:

The secretary will keep accurate minutes of Board meetings and distribute them to members in a timely manner.

3.8.5 Treasurer:

The Treasurer will have general oversight of funds of School and will monitor that the disbursement of funds is in accordance with Board policies. On behalf of the Board, the treasurer ensures the integrity of the financial records through an annual audit performed by an external certified public accountant. The Treasurer will chair the Finance Committee and will provide to the Board reports clearly describing the financial condition of the school.

3.9 Meetings

3.9.1 The Board of Directors meets in regular sessions six (6) times a year in February, April, June, August, October and December. Meetings are generally held on first Thursday of each month but can be altered as schedules demand. The June meeting will include a review of planning and budgeting for the upcoming year including Head of School goals. The June meeting will also include an assessment of the performance of the Head of School and the School for the past year.

An annual Board retreat will be scheduled to discuss and deliberate key strategic and long-term issues.

3.9.2 Special meetings of the Board may be called by the Board Chair, in consultation with the Head of School, for specific issues. Notification of special meetings should be sent to Directors no less than three days prior to the meeting

3.9.3 The Board chair will prepare the Board agenda, in consultation with the Head of School. Members are encouraged to recommend appropriate matters for Board consideration.

3.9.4 A simple majority plus one of the Board voting members or the members of a Board committee constitutes a quorum.

3.9.5 Executive sessions without staff present should be scheduled for all full Board meetings and Board committee meetings. The Head of School will be excluded from executive sessions only in matters related to his or her role as Head of School.

3.9.6 The Board of Directors may conduct business permitted by the Bylaws or Board Policy Manual without a formal meeting. Business may be conducted by mail, video call, conference call, email, or in any other way the Board Chair, in consultation with the Head of School, may decide.

3.10 Meeting Minutes

- 3.10.1 The Board Secretary shall be responsible for providing a written record, in the form of minutes, of all full Board meetings of the directors.
- 3.10.2 Completed minutes shall be sent to directors within 1 week after the meeting and shall be approved by a vote of the Board at the next scheduled meeting.
- 3.10.3 A complete record of all Board minutes shall be maintained by the Head of School in a Board Minute Book and available for inspection and review.
- 3.10.4 Minutes of executive sessions of the Board shall be retained by the current Board Secretary as well as any future Secretary.
- 3.10.5 Minutes shall be sufficient in detail to record the following: meeting attendance; meeting time and location; time of adjournment; main points of discussion; intent of motions: motions with names of movers and seconders; votes on motions; action items approved and person(s) assigned.
- 3.10.6 Minutes, with any corrections needed, shall be signed and dated by the Secretary after Board approval.
- 3.10.7 Reports referenced during the meeting shall be noted in the minutes as "report attached" and included as an addendum.
- 3.10.8 Chairpersons of the Executive Committee and Finance Committee shall assign a committee member to take minutes of the group's discussion and actions. Such minutes shall be shared with the Board at the next regularly scheduled meeting.

3.11 Standing Committees

Committees help the Board be effective and efficient. Committees speak "to the Board" and not "for the Board." Unless authorized by the whole Board, a committee may not exercise authority that is reserved for the whole Board. Committees should not direct or exercise authority over staff and operation and should never interfere with appropriate delegation from the Board to Head of School. Once committees are created by the Board, the Board Chair shall recommend committee chairs and members for one-year terms, subject to Board approval. The Board Chair and the Head of School are ex officio members of all committees.

3.11.1 Executive Committee:

The Executive Committee consists of the Board Officers: Board Chair, Vice Chair, Secretary, Treasurer. The committee has the authority, with the Training scholars. Making Disciples. Graduating leaders.

exceptions noted, to act for the Board in the rare instance that time and urgency require such action in the judgment of the Board Chair. This authority does not extend to the following: closing the school; hiring or firing the Head of School; entering into major contracts; making major changes to Board approved budget; adopting or eliminating major programs; and changing major Board policy. The Executive Committee is also charged with governance policy recommendations, and with the evaluation of the Board process to ensure adherence to this Board Policy Manual.

3.11.2 Finance Committee:

The Finance Committee consists of the Board Treasurer, one or two at-large Board members and up to 6 non-Board members. The CFO serves as staff to the Committee. The Committee develops and recommends to the Board financial policies, plans, and courses of action that provide for the accomplishment of the mission and vision of Traders Point Christian School. Consistent with this responsibility, it shall review the annual budget and submit it to the Board for approval. In addition, the committee shall make policy recommendations with regard to financial aid; staff compensation; School indebtedness; cash management; risk management; financial monitoring and reports; employee benefit plans' signatory authority for expenditures; and other policies for inclusion in this Board Policy Manual. The Committee monitors the School's investments and recommends additions or changes to the Investment Policy.

The Finance Committee shall also oversee the School's internal accounting controls; recommend external auditors for Board approval; review the external auditors' annual audit plan; and review the annual report, management letter, and the results of the external audit. The committee will schedule an annual private conversation with the auditor and, as appropriate, legal counsel, all of whom may be contacted by the committee chair directly. The committee shall also oversee written conflict of interest policies and procedures of directors and officers and staff.

3.11.3 Committee on Directors (newly updated Committee on directors):

The Committee on Directors consists of 3-4 Board members.

The Committee collects, screens, evaluates and recommends potential Board members. A list of director candidates is maintained, identifying individuals who meet the qualifications as set forth in Board policies. Consideration should be given to age, gender, race, areas of expertise, primary School relationship, school parent, attendance at Traders Point Christian Schools and other factors in order to maintain balance among directors. The committee also nominates candidates for Board officers (chair, vice chair, secretary, treasurer).

The Committee is responsible for annual assessments of Board performance and effectiveness. It provides for orientation of new Board members and on-going Board development.

3.11.4 Head of School Support and Evaluation Committee (new).

The committee consists of no more than three members and is chaired by the Board Chair. The Committee provides for the physical, emotional and spiritual well-being of the Head of School, ensuring that the Head of School exercises life balance and pace. The Committee is responsible for the on-going evaluations of the Head of School and recommends to the Board his or her annual compensation package.

3.11.5 Board Award Committee:

The Committee consists of two to three Board members.

The Committee annually solicits charitable contributions from Board members for the Board Award which is annually given to one graduating senior. The Committee develops and implements award procedures including identifying, screening and selecting candidates, and makes a recommendation to the Full Board.

3.12 Board Members Code of Conduct

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

1. Members must represent TPCS without conflict to the interests of Traders Point Christian Church
2. All members must avoid conflicts of interest; all conflicts must be disclosed annually.
3. There must be no self-dealing or any conduct of private business or personal services between any Board member and TPCS except as approved by the Board.
4. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall excuse herself or himself without comment not only from the vote but also from any deliberations.
5. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a Board member desire employment within the organization, he or she must first resign from the Board.
6. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

7. Board members will respect the confidentiality appropriate to issues of a sensitive nature
8. Board members must meet the Biblical qualifications for deacons as stated in 1 Timothy 3:8-11.
9. Board members must agree with the TPCS Statement of Faith. Members must attend a Bible-believing church on a regular basis.
10. While engaged in carrying out official duties of TPCS or on TPCC or TPCS property, Board members shall abstain from gambling, use of alcohol or tobacco. Attire must be modest and God-honoring.

3.13 Board member individual responsibilities

The Board commits itself to the individual and collective participation of its members to insure leadership success. Therefore, each Board member is expected to participate in the following ways:

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.
2. Preparation, Participation, and Punctuality: Board members will prepare for Board and committee meetings and will participate productively in discussions. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.
3. Members as Individuals: The Head of School is accountable only to the Board as a whole, and not to individual Board members. Accordingly, the relationship between the Head of School and individual members of the Board, including the Board chair, is collegial, not hierarchical.
4. Volunteerism: As the functioning and success of the organization depends largely on the involvement and dedication of volunteers, all Board members are expected to volunteer beyond normal meeting times according to their ability. In view of the Head of School's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person in such capacity.
5. Contributions: Each Board member is expected to contribute generously within his or her individual means to make an annual financial contribution to TPCS. The demonstration of support, rather than the amount of the contribution, is of primary importance.
6. Continuing Education: Each Board member is expected to make appropriate annual efforts toward development and continuing education.

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7. Essential Prayer: Members will commit to regularly pray for TPCS.

Part 4: Head of School

4.1 Authority/Accountability/Delegation

The Head of School is the only staff member directly accountable to the Board. All Board authority delegated to staff is delegated through the Head of School, so that all authority and accountability of staff as far as the Board is concerned is considered to be the authority and accountability of the Head of School. Board members may not direct the work of the staff. Only the Head of School may direct the work of the staff.

The Board's role is generally confined to establishing high-level policies, and the Head of School's role is generally implementation, and subsidiary policy development. Any exceptions are noted in this Board Policy Manual. \

Specific parameters in the Board/Head of School relationship include:

- 4.1.1 Only decisions of the Board, acting as a body by consensus or majority vote, are binding on the Head of School.
- 4.1.2 The Board will not, under normal operating conditions, give instructions to persons who report directly or indirectly to the Head of School.
- 4.1.3 Decisions or instructions of individual Board members, officers, or committees are not binding on the Head of School except in instances when the Board has specifically authorized such exercise of authority.
- 4.1.4 Board members or committees can request information or assistance from the Head of School if authorized by the Full Board. If the request is not authorized by the Board, The Head of School can, in his or her judgement, delay obtaining the information if it will require significant staff time or funds, or if it is disruptive.
- 4.1.5 The Board will refrain from formally evaluating the job performance of any staff other than the Head of School, except Board members may participate in a formal evaluation of staff if asked by the Head of School. It is appropriate for Board members, in a full Board session, to ask performance questions about any staff member as part of the Board's role in assessing the performance of the Head of School and of Traders Point Christian School.
- 4.1.6 The Head of School will discuss with the Board Chair and full Board any violation of Board policy that may materially damage or adversely impact the School. Violations should be shared and not kept from the Board in order to maintain a strong working relationship. Likewise, the Board Chair shall share with the Head of School any violations of Board Policy that would impact him or her.

4.2 Head of School Duties and Responsibilities

The Head of School is the chief executive officer of the School and chief advisor to and executive agent of the Board. His or her authority is vested through the Board and includes responsibilities for all School educational and managerial functions. Specific responsibilities include:

- 4.2.1 Leads the School through implementing Board policies, ensuring long-term health and viability of the School, and serves as the spiritual, academic and cultural leader of the School.
- 4.2.2 Keeps the Board informed, and consults with the Board on matters appropriate to its policy-making and fiduciary functions.
- 4.2.3 Initiates and develops a strategic plan, under the direction of the Board and based on the policies in this BPM. The plan should have broad constituent input and involvement. Ultimately the plan is discussed and approved by the Board. Accountability for the strategic plan implementation lies with Head of School who provides periodic updates and recommends changes when needed. A strategic plan normally is developed every two to four years and updated annually.
- 4.2.4 Serves as the School's key spokesperson.
- 4.2.5 Serves as the chief academic leader, and working with the principals and teachers, provides for excellence in teaching, mentoring, and coaching in accordance with a Christ-centered worldview and educational philosophy.
- 4.2.6 Serves as chief spiritual leader, always demonstrating a deep Christian commitment, and providing employee and student opportunities for spiritual growth and discipleship.
- 4.2.7 Serves as the chief cultural leader, assuring a healthy and diverse school culture.
- 4.2.8 Serves as the chief fundraiser, working with the chief advancement officer in cultivating and soliciting gifts, both small and large, for the ministry of Traders Point.
- 4.2.9 Oversees the work of the CFO, ensuring integrity and accuracy in reports submitted to the Board. Maintains broad knowledge of the School's finances and reports monthly to the Board.
- 4.2.10 Prepares and initiates plans for ACSI and other accreditations as might be desired, and ensures that the School remains in good accreditation status.
- 4.2.11 Builds a climate of trust that treats staff and volunteers with respect and appreciation while ensuring policies and operations are just, respectful, lawful, and Christ-centered.

- 4.2.12 Develops and implements, along with the director of technology, a plan for technology integration in the classroom and administrative offices, Provides adequate in-service technology training.
- 4.2.13 Serves as an advisory to the Board and all its committees with the exception of the Head Of School Support and Evaluation Committee.
- 4.2.14 Serves as the channel from the Board to the School and from officers, staff, teachers and Students to the Board.
- 4.2.15 Selects, hires, trains, motivates, compensates, assesses, and terminates, if necessary, all staff including administrative staff and teachers, ensuring their commitment to the Lord and to the mission and ministry of the School.
- 4.2.16 Executes all documents on behalf of the School that are consistent with Board policies and in the best interests of the School.
- 4.2.17 Establishes policies, makes decisions, takes actions, establishes practices, and develops activities consistent with the Board's vision and consistent with any reasonable interpretation of the Board's policies in this Board Policy Manual.
- 4.2.18 Keeps the Board informed about matters essential to carrying out its policy duties. Accordingly, the Head of School shall:
- 4.2.18.1 Inform the Board of relevant trends, anticipated adverse media coverage, and material external and internal changes, paying particular attention to changes in the assumptions upon which any Board policy has previously been established.
 - 4.2.18.2 Relate to the Board as a whole except when fulfilling reasonable individual requests for information or responding to officers or committees duly charged by the Board.
 - 4.2.18.3 Report immediately any actual or anticipated material noncompliance with a policy of the Board.
 - 4.2.18.4 Provide monthly written reports to the Board that keep Trustees informed of key performance indicators and activities of the School.
- 4.2.20 Prepares annual goals and presents to the Board for approval.
- 4.2.21 Prepares an annual self-assessment documenting accomplishment of Board approved goals and listing future challenges and growth areas.

Part 5: Executive Parameters

The purpose of Part 5 shall detail those Executive Parameters that will guide the Head of School and the staff in performance of their duties. The sections below are numbered according to the major functions of the organization and committee structure.

Overall, the Board expects that the Head of Staff will do nothing that is illegal, unethical, or imprudent. Beyond these general parameters, the Board details its Executive Parameters in the sections that follow.

5.1 Financial Parameters

5.1.1 Finance General:

The Head of School shall ensure that the financial integrity of Traders Point Christian School is maintained at all times; that proper care is exercised in the receiving, processing, and disbursing of funds; and that financial and non-financial assets are appropriately protected.

The institutional budget shall reflect the mission, vision, goals, core themes and strategic plan of the School. Accordingly, each year the Head of School shall develop a budget which identifies and defines major planning assumptions, including but not limited to enrollment, tuition, fees and salaries.

5.1.2 Financial Controls:

The Head of School must exercise care in the accounting for and protecting the financial assets of the School. The Head of School or his/her designee shall incorporate generally accepted principles of accounting and internal controls in the financial systems that are employed in the School. In addition, the Head of School may not:

- Authorize controllable expenses that result in a net negative operational variance without approval of the Finance Committee or the full Board.
- Approve any unplanned or unbudgeted expenditure or commitment including additional unplanned debt (both external and internal loans) or lease obligations greater than \$50,000 without Board approval
- Fail to provide appropriate insurance for the School at a level consistent with best practices. A report of insurance coverage shall be presented regularly to the Finance Committee.
- Authorize the sale or purchase of real property without approval of the full Board.

5.1.3 Facilities:

The Head of School shall ensure that the infrastructure, general appearance and condition of the buildings and grounds are well maintained.

Preventative maintenance schedules will be established and a portion of the annual capital budget will be dedicated to addressing deferred maintenance to maintain the value of the School's assets.

5.1.4 Technology:

The Head of School will maintain a technological infrastructure to enable the institution to meet its goals, to maintain business continuity, and to satisfy regulatory requirements.

5.1.5 Working with Major Suppliers:

Working with the Head of School, the CFO or the Director of Operations, will lead processes to review and select services providers for the school.

Generally, services such as insurance, banking, custodial services, and investment advisors will be bid every 4 years with the intent to maintain or lower contractual costs.

5.2 Academic Parameters

5.2.1 Academic General Parameters:

The Head of School is expected to establish and maintain programs and services that best achieve the School's mission and goals in the most effective and efficient manner. He or she will continually assess the "educational experience" in order to ensure that a Traders Point Christian Schools education achieves desired excellence in Christ-centered education..

5.2.2 Curriculum Parameters:

A Christian worldview shall be integrated into all academic programs. The Head of School shall assess all programs to ensure mission fit and educational excellence

5.2.3 Co-curricular Parameters:

In general, the Head of School is expected to establish and maintain co-curricular programs, sports, and services as will best achieve the school's mission and goals in the most effective and efficient manner.

5.2.4 Co-Curricular Guiding Principles:

The Head of School is expected to ensure that all co-curricular programs and sports provide an inclusive and diverse school environment and are in alignment with the School's mission and vision.

5.3 Advancement and Fund-Raising Parameters

5.3.1 Chief Fundraiser:

The Head of School is the chief fundraiser of Traders Point and works closely with the Chief Advancement Officer and the Advancement staff to raise annual, capital and deferred gifts.

5.3.2 Fund Raising Strategy:

The Head of School shall ensure that fundraising plans are developed and maintained to accomplish the financial goals of the School including annual gifts, planned giving and other fund-raising projects (including capital/comprehensive campaigns) that are deemed necessary for the well-being of the School. Fund raising results shall be reported at every Board meeting.

5.3.3 Donor Policies:

The Head of School shall ensure that policies and procedures are in place related to confidentiality of donor information, designation of gifts, receipting, appropriate donor acknowledgement, and annual contribution reporting.

5.3.4 Naming:

The Head of School shall ensure that guidelines are established and followed for the naming of buildings, programs, and building spaces. The Head of School shall present to the Board of Trustees for approval names to be honored.

5.3.5 Gift Acceptance:

The Head of School shall ensure that a gift acceptance policy is developed and that gifts are solicited, received and applied in accordance with this policy. Furthermore, the Head of School shall report on the disbursement of any undesignated estate distribution in excess of \$100,000.

5.3.6 Constituent Relations:

The Head of School shall ensure the development and execution of a plan for cultivating relationships with alumni, churches, parents and friends that engages them in the mission of the School.

5.4 Audit and Compliance Parameters

5.4.1 General:

The Head of School shall take the necessary steps to ensure that the School's systems and procedures comply with all pertinent legal, regulatory, and professional requirements and to report to the Board any material variations or violations.

5.4.2 Annual External Audit:

An independent auditor will be hired and supervised by the Finance Committee (which serves as the Audit Committee), after a careful selection and annual evaluation. The Head of School, working with the CFO, shall work toward a clean opinion of the annual financial statements and respond in detail to items in the auditor's management letter concerning opportunities to improve systems and procedures related to financial controls.

5.4.3 Internal Compliance:

The Head of School, working with his senior team, shall meet all requirements for complying with federal, state, or local laws and regulations. The Head of School, or his designee(s) shall maintain a list of compliance actions and reports that are required of private schools and nonprofit organizations, or recommended by the IRS as reflected in questions contained in the Form 990 report, and periodically submit the list for review by the Finance Committee.

5.4.4 Legal Counsel

The Head of School shall contract with competent legal counsel as needed. Every three to five years all pertinent laws, regulations and contracts should be reviewed by counsel for compliance and a report made available to the Finance Committee and Board of Directors on the overall status of the organization with respect to compliance matters.

5.5 Enrollment and Marketing Parameters:

5.5.1 Enrollment Parameters:

The Head of School is expected to ensure that the School enrolls a sufficient number of students to provide for institutional viability and vitality. The Head of School works with appropriate senior staff to ensure that enrollment data are projected and reported accurately. Further, the Head of School, in consultation with the CFO and Finance Committee shall ensure tuition, room and board pricing is market-competitive, and is established with well-documented underlying assumptions.

5.5.2 Marketing Parameters:

The Head of School shall ensure the School's brand is promoted, protected, maintained and enhanced. The Head of School shall ensure the development and execution of a marketing plan to support the goals of the School.

5.5.3 Communications Parameters:

The Head of School shall ensure the development and maintenance of a communication plan for constituencies that articulates relevant messages and stories supporting the School's mission, vision and goals, and which cultivates lifelong relationships in support of the School.

The Head of School and his or her designee are the only spokespersons authorized to speak for the School and the Chair is the only spokesperson for the Board. None of the spokespersons may represent the organization in any way inconsistent with the policies in this Board Policy Manual.

5.6 Investment Parameters

Funds held as investments in endowment, quasi endowment, annuity and trusts accounts will be managed in accordance with the Traders Point Christian School Investment Policy, under the purview of the Finance Committee of the Board of Directors. The Head of School shall ensure periodic meetings of the committee and preparation of investment reports of the Board.

Stocks, Bonds, stock rights, stock options, tangible real estate, and other assets owned by the School can be sold, endorsed, assigned, delivered, or caused to be transferred by not fewer than two persons in the following categories: Head of School, CFO, Board Treasurer, Board Chair, Vice Chair of the Board and Secretary of the Board.

5.7 Strategic Planning Parameters

The Head of School will ensure a compelling vision for the future of Traders Point Christian School that is sufficiently practical and detailed in order to inform strategic planning efforts. Planning begins with the Head of School working with the Board and extends to broad involvement of the School's stakeholders. Generally, plans should focus on strategic initiatives that, if accomplished, can make a significant impact of the future of Traders Point. Plans can be any length but best practices indicate that two to four-year plans with annual updating are most effective. Execution of the plan is the responsibility of the Head of School as is periodic reporting on the plan's outcomes. An effective plan provides a comprehensive, prioritized set of programs, capital projects, and strategic initiatives that guide annual and multi-year budgeting and operational planning, and inform fund raising efforts.

Part 6: Miscellaneous

6.1 Amendment of Board Policy Manual

The Board Policy Manual can be amended by the Board on a 2/3rds vote, provided the amendments are not in conflict with the Articles of Incorporation or Bylaws

6.2 Core Founding Documents

If any policy in this Board Policy Manual is in conflict with the Founding Bylaws or Articles of Incorporation, the Core Founding Documents take precedent and are the controlling documents.

6.3 Director Liability and Indemnification

6.3.1. Legal Liability:

To the extent not inconsistent with applicable law, every person (and the heirs and personal representatives of such persons) who is or was a director or officer of the School shall be indemnified by the School against all liability and reasonable expense that may be incurred by him or her in connection with their service as a director or officer of the school or resulting from any claim, action, suit, or proceeding.

6.3.2 Financial Liability:

No director of Traders Point Christian School shall be liable for the financial obligations of the School.

6.4 No Private Inurement

None of the School's net earnings, shall inure to the benefit of an individual.

6.5 Nondiscrimination

The School shall admit students of any race, color, biological gender and national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at Traders Point Christian Schools. The School shall not discriminate on the basis of race, color, biological gender, disability, or national or ethnic origin in administration of its educational policies, admissions policies, financial aid, and athletic or other School administered programs.

6.6 Conflict of Interest

Each trustee and officer of the School serves the public interest in this capacity. Thus, each has a clear obligation to conduct his or her activities and those of the School consistently with this concept and in a manner so that no personnel, familial, or business relationship involving him or her and the School could cause him or her or the School to be vulnerable to criticism, embarrassment, or litigation.

As to all matters that do or may affect the School, directors and officers of the School, actions must be to solely act to promote the best interests of the School and its Christ-centered mission

Each individual serving on the Board of Directors and each officer of the School shall complete and submit a conflict of interest disclosure statement at least annually

No trustee, officer, or other personnel shall use his or her relationship to the School to advantage himself or herself or to benefit a family member or an organization that he or she belongs to.

Any trustee or officer of the School, who has disclosed an actual or potential conflict of interest, or who has been found to have a conflict of interest, will not participate in the School's decision-making process with regard to that matter.

Updated and approved by TPCS Board of Directors, March 2022