



**Policies of the  
Mount Juliet Christian Academy  
School Supervisory Committee (SSC)**

(Revised 1.31.2019)

	Policy of the Mt. Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	
<b>Policy Title</b>	TABLE OF CONTENTS

**ENDS**

- 1.0 Ends

**EXECUTIVE LIMITATIONS**

- 2.0 General Executive Constraint
  - 2.1 Treatment of Students/Families
  - 2.2 Treatment of Staff
  - 2.3 Financial Planning/Budgeting
  - 2.4 Financial Condition & Activities
  - 2.5 Asset Protection
  - 2.6 Emergency Headmaster Succession
  - 2.7 Compensation and Benefits
  - 2.8 Communication and Support to the SSC
  - 2.9 School Programs and Services
  - 2.10 Charitable Contributions (Donors/Donations/Fund-raising)

**SSC/STAFF LINKAGE**

- 3.0 Governance – Management Connection
  - 3.1 Unity of Control and Communication
  - 3.2 Authority and Accountability to the Headmaster
  - 3.3 Delegation to the Headmaster
  - 3.4 Monitoring Headmaster Performance

**GOVERNANCE PROCESS**

- 4.0 Governance Commitment
  - 4.1 Governing Style & Values
  - 4.2 Value of Biblical Application
  - 4.3 SSC Job Description
  - 4.4 Agenda Planning
  - 4.5 Chairman’s Role
  - 4.6 SSC Members’ Code of Conduct
  - 4.7 SSC Members Individual Responsibilities
  - 4.8 SSC Committee Principles
  - 4.9 SSC Committee Structure
  - 4.10 SSC Member Nomination Process
  - 4.11 Cost of Governance

**APPENDIX:**

- Mission Statement/Vision Statement and Core Values

	Policy of the Mount Juliet Christian Academy School Supervisory Committee	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	GENERAL EXECUTIVE CONSTRAINTS	3

POLICY 1.0 Students are passionate followers of Jesus Christ and well-equipped servant leaders.

These Ends are to be achieved and/or maintained at Mount Juliet Christian Academy:

- 1.1 SERVE- Students come to know Jesus Christ as their Lord and become faithful stewards of all that God has provided including time, talents, money, and possessions and are challenged to reach their potential (intellectually, physically, and spiritually) as they serve God.
- 1.2 LEAD- Students will be leaders viewing life through the lens of a biblical worldview who grow to become people of influence in their chosen fields as they are given the opportunity to reach their potential in academics, athletics, and the arts.
- 1.3 GO- Students are instilled with a passion for the things of God and a desire to be an ambassador for His Kingdom by impacting the world around them to the Glory of God.

(Adopted Summer 2014)

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	GENERAL EXECUTIVE CONSTRAINTS	4

- POLICY 2.0**      The Headmaster shall not cause nor allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics, or in violation of the policies, bylaws and mission of First Baptist Church Mount Juliet.
- 2.1      With respect to interactions with students, or potential students, and their families, the Headmaster shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.
  - 2.2      With respect to the treatment of current or prospective staff and/or volunteers, the Headmaster shall not cause or allow conditions that are, unsafe, unbiblical, or undignified or lacking appropriate confidentiality.
  - 2.3      Financial planning for any fiscal year shall not deviate materially from the SSC’s Ends priorities, risk financial jeopardy, or fail to be derived from the multi-year strategic plan.
  - 2.4      With respect to the actual, ongoing financial condition and activities, the Headmaster shall not cause or allow the development of financial instability or a material deviation of actual expenditures from SSC priorities established in Ends policies.
  - 2.5      The Headmaster shall not cause or allow the assets of Mount Juliet Christian Academy to be unprotected, inadequately maintained or unnecessarily risked.
  - 2.6      In order to protect the SSC from the sudden loss of the services of the Headmaster, the Headmaster shall not fail to designate and inform the SSC of two MJCA administrators who will be familiar with SSC and school administrative issues and processes.
  - 2.7      With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Headmaster shall not cause or allow jeopardy to fiscal integrity or Christian testimony.
  - 2.8      The Headmaster shall not permit the SSC to be uninformed or unsupported in its work.
  - 2.9      With respect to the quality of the programs produced and services provided by the organization, the Headmaster shall not fail to ensure that these programs and services meet or exceed school and accreditation standards and are consistent with the school’s philosophy and values.
  - 2.10     The Headmaster shall not promote, solicit, or accept financial or other contributions that are unlawful, unbiblical or not in the best interest of the school.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	TREATMENT OF STUDENTS/FAMILIES	5

POLICY 2.1 With respect to interactions with students, or potential students, and their families, the Headmaster shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Headmaster shall not:

- 2.1.1 Elicit information for which there is no clear necessity.
- 2.1.2 Use methods of collecting, reviewing, transmitting, or storing student/family information that fails to protect against improper and unauthorized access to the material elicited.
- 2.1.3 Fail to maintain facilities that provide a reasonable level of privacy, both visual and auditory.
- 2.1.4 Operate without clear published annual policies and communications, as defined in parent/student handbook, on matters of general interest to students and parents in order to establish a clear understanding what may be expected.
- 2.1.5 Fail to operate in partnership with parents, consistent with the philosophy of Mount Juliet Christian Academy.
- 2.1.6 Enroll students in grades Pre-K through 12 who individually and/or whose parents will not sign the school's admissions or re-enrollment documents.
  - 2.1.6.1 Parents and students in six through twelfth grades must sign the Parent/Student Handbook Agreement Form.
  - 2.1.6.2 Parents whose children are in Pre-K through fifth grades must sign the Parent/Student Handbook Agreement Form.
- 2.1.7 Fail to inform families of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
- 2.1.8 Fail to operate without appropriate child abuse and sexual harassment policies.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	TREATMENT OF STAFF	6

**POLICY 2.2** With respect to the treatment of current or prospective staff and/or volunteers, the Headmaster shall not cause or allow conditions that are unsafe, unbiblical, or undignified or lacking appropriate confidentiality.

Accordingly, pertaining to paid staff, the Headmaster shall not:

- 2.2.1 Operate without written personnel policies, updated annually, which clarify personnel rules for staff, provide for effective handling of grievances in accordance with Matthew 18 principles, and protect against wrongful conditions.
  - 2.2.1.1 Fail to apply a dress code that reflects biblical principles of modesty.
- 2.2.2 Discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.3 Prevent staff from grieving to the Office of the Pastor when internal grievance procedures have been exhausted and the employee alleges that SSC policy has been violated to his/her detriment.
- 2.2.4 Fail to employ faculty and staff that meet the following approved qualifications:
  - 2.2.4.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
  - 2.2.4.2 Agree with and adhere to the Statement of Faith and the Philosophy Statements of Mount Juliet Christian Academy.
  - 2.2.4.3 Have obtained at least a college-level bachelor’s degree (applies to teachers and administrative leadership positions only).
  - 2.2.4.4 Be ACSI certified or certifiable with an administratively approved timetable for obtaining one (applies to faculty members and administrative positions only).
  - 2.2.4.5 Strong sense of calling to the vocation of teaching in a Christian school.
  - 2.2.4.6 Acceptable record of work performance, background, etc.
- 2.2.5 Fail to communicate to the staff that neither SSC members nor their children should be treated any differently than any other parent or student.
- 2.2.6 Fail to communicate to the staff that neither employees nor their children should be treated any differently than any other parent or student.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	TREATMENT OF STAFF	7

- 2.2.7 Fail to monitor the work of staff members and provide them with timely performance reviews that are consistent with stated job expectations and designed to foster professional development.
- 2.2.8 Fail to promote and provide staff development.
- 2.2.9 Fail to operate without appropriate child abuse and sexual harassment policies that are communicated to teachers and administrative personnel.
- 2.2.10 Fail to acquaint staff with policies 2.2 (Treatment of Staff) and 3.2 (Authority/Accountability of the School) annually.
- 2.2.11 Terminate an employee without consulting with the Office of the Pastor.
- 2.2.12 Allow employment of family members in situations where one family member has direct influence over the other's conditions of employment (including, without limitation, salary, hours worked, shifts, work schedules, performance reviews, etc.)
  - 2.2.12.1 For this policy, family members, shall include but are not necessarily limited to, a spouse, daughter, son, parent, grandparent, grandchild, sister, brother, mother-in-law, father-in-law, sister-in-law or brother-in-law.
  - 2.2.12.2 In any case, when staff, currently employed or to be employed, are unsure, in some cases, a concern may arise involving other close relatives - such as aunts, uncles, cousins, or relatives by marriage, the SSC Committee must approve employment.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	FINANCIAL PLANNING / BUDGETING	8

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

Accordingly, the Headmaster shall not allow budgeting which:

- 2.3.1 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.
- 2.3.2 Increases tuition beyond rates more than 10 percent in any one fiscal year.
- 2.3.3 Fails to provide a need based financial aid program from reasonably anticipated budgetary resources.
- 2.3.4 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period.
- 2.3.5 Allows unrestricted and general operating cash balances to drop below \$10,000 without prompt SSC notification at any time during the fiscal year.
- 2.3.6 Violates any existing contractual agreements or bank covenants.
- 2.3.7 Fails to provide funds for SSC development and maintenance.
- 2.3.8 Does not ensure ongoing staff/teacher development and favorable retention.
- 2.3.9 Fails to make the provision to maintain an appropriate level of operating reserves that are apart from the normal operating budget.



	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>	
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>	
<b>Policy Title</b>	FINANCIAL CONDITION & ACTIVITIES	9

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

Accordingly, the Headmaster shall not:

- 2.4.1 Expend more funds than have been received or accrued for the current fiscal year.
- 2.4.2 Use any long-term reserves without approval of SSC and Office of the Pastor.
- 2.4.3 Accept money for a specified purpose which deviates materially from the SSC's Ends priorities.
- 2.4.4 Spend or permit spending of designated funds other than for specified purposes.
- 2.4.5 Conduct interfund shifting without prior SSC approval and a plan for restitution from unencumbered revenue within thirty days.
- 2.4.6 Fail to settle payroll and debts in a timely manner.
- 2.4.7 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 2.4.8 Accept funds from the state or federal government which require the school to deviate from the mission statement or purpose of the school.
- 2.4.9 Fail to aggressively pursue material receivables after a reasonable grace period.
- 2.4.10 Fail to evaluate full consequences of gifts prior to receipt of gift.
- 2.4.11 Fail to maintain the business office records within the IRS and ACSI guidelines.
- 2.4.12 Fail to have in place Financial Development purposed to raise funds in support of school building and acquisition programs, debt management, and financial aid for families.
- 2.4.13 Borrow Money
- 2.4.14 Acquire, encumber, or dispose of real property.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	ASSET PROTECTION

POLICY 2.5            The Headmaster shall not cause or allow the assets of Mount Juliet Christian Academy to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Headmaster shall not:

- 2.5.1     Fail to work with the church to insure against theft and casualty losses.
- 2.5.2     Allow unauthorized personnel access to material amounts of funds.
- 2.5.3     Subject the building, grounds, and equipment to improper wear and tear or insufficient maintenance.
  - 2.5.3.1   Fail to be in compliance with local and state regulatory authorities.
- 2.5.4     Negligently or intentionally expose the organization, its SSC, or staff to claims of liability.
- 2.5.5     Make any purchase:
  - 2.5.5.1   wherein normally prudent protection has not been given against conflict of interest;
  - 2.5.5.2   without taking prudent measures regarding comparative prices and quality;
  - 2.5.5.3   of over \$20,000 without a stringent method of assuring the balance of long term quality and cost.
- 2.5.6     Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.7     Allow funds to be received, processed or disbursed under controls that are insufficient to meet the independent auditor’s standards.
- 2.5.8     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.
- 2.5.9     Endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of mission.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	EMERGENCY HEADMASTER SUCCESSION 11

POLICY 2.6 In order to protect the SSC from the sudden loss of the services of the Headmaster, the Headmaster shall not fail to designate and inform the SSC of two MJCA administrators who will be familiar with SSC and school administrative issues and processes.

Accordingly, the Headmaster shall not:

- 2.6.1 Fail to provide an annual plan for temporary succession or to inform SSC of any necessary changes.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	COMPENSATION AND BENEFITS

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

Accordingly, the Headmaster shall not:

- 2.7.1 Change Headmaster compensation and benefits.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Establish current compensation and benefits that negatively deviate from the geographic or professional market for the skills employed.
- 2.7.4 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
  - 2.7.5.1 Incur unfunded liabilities.
  - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
  - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.6 Fail to use a table and/or formula-based compensation plan for faculty salaries.
- 2.7.7 Award unbudgeted annual bonuses.
- 2.7.8 Award merit pay or bonus compensation that cannot be justified through quantifiable performance standards.
- 2.7.9 Fail to maintain a competitive and fair faculty/staff tuition discount plan.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	<b>COMMUNICATION AND SUPPORT TO THE SCHOOL COMMITTEE</b>

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

Accordingly, the Headmaster shall not:

- 2.8.1     Neglect to submit monitoring data required by the SSC (see policy 3.4) in a timely, accurate and understandable fashion, directly addressing provisions of SSC policies being monitored.
- 2.8.2     Let the SSC be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any SSC policy has been previously established.
- 2.8.3     Fail to advise the SSC if, in the opinion of the Headmaster, the SSC is not in compliance with its own policies on Governance Process and SSC/Staff Linkage, particularly in the case of SSC behavior which is detrimental to the work relationship between the SSC and the Headmaster.
- 2.8.4     Fail to marshal for the SSC as many staff and external points of view, issues and options as needed for fully informed SSC choices.
- 2.8.5     Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 2.8.6     Fail to provide a mechanism for official SSC, officer or committee communications.
- 2.8.7     Fail to deal with the SSC as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the SSC.
- 2.8.8     Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the SSC.
- 2.8.9     Fail to supply for the consent agenda all items delegated to the Headmaster yet required by law or contract to be SSC-approved, along with the monitoring assurance pertaining thereto.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	<b>SCHOOL PROGRAMS AND SERVICES</b>

**POLICY 2.9** With respect to the quality of the programs produced and services provided by the organization, the Headmaster shall not fail to ensure that these programs and services meet or exceed school and accreditation standards and are consistent with the school’s philosophy and values.

Accordingly, the Headmaster shall not:

- 2.9.1 Allow ACSI, TN Dept. of Education (pre-school and extended care), or AdvancED (SACS) accreditation standards to be unsatisfied.
- 2.9.2 Eliminate or add any major category of program offerings without the approval of the Office of Pastor and SSC.
- 2.9.3 Fail to evaluate the impact of class size on the learning environment.
- 2.9.4 Fail to evaluate the impact of gender, learning capability, and personality distribution within each class.
- 2.9.5 Fail to provide excellence in student spiritual development and training.
- 2.9.6 Fail to sustain a challenging but nurturing academic environment, recognizing the differing ability levels and individuality of each child.
- 2.9.7 Fail to maintain a college preparatory program.
- 2.9.8 Fail to provide excellence in professional guidance relating to spiritual, academic, and college placement matters.
- 2.9.9 Fail to provide a balance between fine arts and athletics programs.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>EXECUTIVE LIMITATIONS</b>
<b>Policy Title</b>	CHARITABLE CONTRIBUTIONS---( <i>DONORS/DONATIONS/FUND-RAISING</i> )

POLICY 2.10        The Headmaster shall not promote, solicit, or accept financial or other contributions that are unlawful, unbiblical or not in the best interest of the school.

Accordingly, the Headmaster shall not:

- 2.10.1    Fail to develop and implement a procedure for accepting and processing gifts, including securities and pledges to the school.
- 2.10.2    Accept gifts of real estate, buildings, or stock without first assessing the appropriateness of the gift.
- 2.10.3    Accept financial donations, in-kind or other, donated with the intent of gaining influence in the governance or administration of the school, or that may reasonably be expected to cause negative publicity or public ridicule for the school or its families.
- 2.10.4    Fail to inform the SSC of the receipt or pledge of a financial, in-kind or other donation exceeding \$25,000.
- 2.10.5    Actively seek or accept donations for projects not previously disclosed to the SSC.
- 2.10.6    Actively seek or accept donations that jeopardize the school’s mission or accreditation status.
- 2.10.7    Use donations for purpose other than that for which they were solicited.
- 2.10.8    Fail to receipt donors using IRS charitable standard.
- 2.10.9    Fail to keep accurate donor records.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	<b>GOVERNANCE – MANAGEMENT CONNECTION</b>

**POLICY 3.0** On behalf of FBCMJ under the leadership of the Senior Pastor, the SSC’s sole manner of direction or delegation to the operational organization, its achievements and conduct will be through a titled Headmaster.

Accordingly:

- 3.1 The SSC can only direct the headmaster by acting as a body, by majority vote.
- 3.2 The Headmaster is the SSC’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the SSC is concerned, is considered the authority and accountability of the Headmaster.
- 3.3 The SSC will instruct the Headmaster through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Headmaster to use any reasonable interpretation of these policies.
- 3.4 Systematic and rigorous monitoring of Headmaster job performance will be solely against the expected Headmaster job outputs: organizational accomplishment of SSC policies on Ends and organizational operation within the boundaries established in SSC policies on Executive Limitations.



	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1            The SSC can only direct the headmaster by acting as a body, by majority vote.

Accordingly:

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

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	<b>AUTHORITY AND ACCOUNTABILITY OF THE SCHOOL</b>

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

Accordingly:

- 3.2.1     Other than the Headmaster, the SSC will not give instruction or direction to employees regarding the performance of their jobs.
- 3.2.2     The SSC will refrain from evaluating, either formally or informally, any staff other than the Headmaster.
- 3.2.3     The SSC will view Headmaster performance as identical to organizational performance, so that organizational accomplishment of SSC-stated Ends and avoidance of SSC-proscribed means will be viewed as successful Headmaster performance.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	DELEGATION TO THE HEADMASTER

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

Accordingly:

- 3.3.1     The SSC will develop policies instructing the Headmaster 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 SSC will develop policies which limit the latitude the Headmaster 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 Headmaster uses any reasonable interpretation of the SSC's Ends and Executive Limitations policies, the Headmaster is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4     The SSC may change its Ends and Executive Limitations policies, thereby shifting the boundary between SSC and Headmaster domains. By doing so, the SSC changes the latitude of choice given to the Headmaster. However, as long as any particular delegation is in place, the SSC will respect and support the Headmaster's choices.
- 3.3.5     Should the Headmaster violate a SSC policy, he or she shall promptly inform the SSC. Informing is simply to guarantee that no violation may be intentionally kept from the SSC, not to request approval. SSC response, either approving or disapproving, does not exempt the Headmaster from subsequent judgment or action.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	<b>DELEGATION TO THE HEADMASTER</b>

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

Accordingly

- 3.4.1 Monitoring is simply to determine the degree to which SSC policies are being met. Only data relevant to SSC policies will be considered to be monitoring data.
- 3.4.2 The SSC will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Headmaster discloses compliance information to the SSC, (b) by external report, in which an external, independent third party selected by the SSC assesses compliance with SSC policies, and (c) by direct SSC inspection, in which a designated member or members of the SSC assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be any reasonable Headmaster interpretation of the SSC policy being monitored.
- 3.4.4 All policies which instruct the Headmaster will be monitored at a frequency and by a method chosen by the SSC. The SSC can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule to be published annually by Jan 1<sup>st</sup>. See example below.
- 3.4.5 Monitoring data acquired throughout the year shall be utilized by the SSC in its formal evaluation of the Headmaster, which shall be conducted at least annually by December.
- 3.4.6 The SSC minutes shall reflect completion of the Headmaster annual evaluation.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>SSC/STAFF LINKAGE</b>
<b>Policy Title</b>	DELEGATION TO THE HEADMASTER

	<b>Policy</b>	<b>Frequency</b>	<b>MJCA Schedule</b>
<b>1.0</b>	Ends	Annually	November
<b>2.1</b>	Treatment of Students/Families	Annually	October
<b>2.2</b>	Treatment of Staff	Semi-Annually	September /May
<b>2.3</b>	Financial Planning/Budgeting/ Assessment of Condition	Annually	December
	External Financial Audit	Annually	December
	Financial and Budget Report with Year to Date. (including Accounts Receivable)	Monthly	December
<b>2.4</b>	Financial Condition & Activities	Annually	January
<b>2.5</b>	Asset Protection	Annually	April
<b>2.6</b>	Emergency Headmaster Succession	Annually	February
<b>2.7</b>	Compensation and Benefits	Annually	April
<b>2.8</b>	Communications and Support of SSC	Annually	March
<b>2.9</b>	Programs/Services	Annually	October
<b>2.10</b>	Donors/Donations/Fund-raising	Annually	March

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	<b>GOVERNANCE COMMITMENT</b>

**POLICY 4.0**            The purpose of the Mt. Juliet Christian Academy SSC, on behalf of God and First Baptist Church Mt. Juliet is to assure that Mt. Juliet Christian Academy achieves appropriate results for appropriate persons at an appropriate cost, and avoids unacceptable actions and situations.

Accordingly:

- 4.1            The SSC shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of SSC and Headmaster roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.
- 4.2            The SSC shall base its policies on the principle of drawing practical applications from and modeling God’s Word, as this is essential to completing our mission consistent with biblical truth.
- 4.3            The job of the SSC is to determine and demand appropriate organizational performance of Mt. Juliet Christian Academy.
- 4.4            To accomplish its job products with a governance style consistent with SSC policies, the SSC will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves committee performance through SSC education and enriched input and deliberation.
- 4.5            The chairman assures the integrity and fulfillment of the SSC’s process and, secondarily, occasionally represents the committee to outside parties.
- 4.6            The SSC commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as committee members.
- 4.7            The SSC commits itself to the individual and collective participation of its members to insure leadership success.
- 4.8            SSC sub-committees, when used, will be assigned so as to reinforce the wholeness of the committee’s job and so as never to interfere with delegation from SSC to the Headmaster.
- 4.9            A sub-committee is a SSC sub-committee only if its existence and charge come from the SSC, regardless of whether Committee members sit on the sub-committee. Unless otherwise stated, a sub-committee ceases to exist as soon as its task is complete. Unless deemed inappropriate, the Headmaster will serve as a non-voting member of each sub-committee.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	GOVERNANCE COMMITMENT

- 4.10 The SSC will maintain a size of five elected members of which one member must be a FBCMJ deacon, two must be parents of current MJCA students, and all must be members of FBCMJ.
- 4.11 The SSC will invest appropriate resources within the schools budget to enhance its ability to govern with excellence.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	<b>GOVERNING STYLES AND VALUES</b>

**POLICY 4.1** The SSC shall govern under the authority of FBCMJ Office of the Pastor 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 SSC and Headmaster roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.

Accordingly:

- 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 4.1.2 The SSC will cultivate a sense of group responsibility. The SSC, not the staff will be responsible for excellence in governing. The SSC will be the initiator of policy, not merely a reactor to staff initiatives. The SSC will use the expertise of individual members to enhance the ability of the SSC as a body, rather than to substitute the individual judgments for the SSC's values. The SSC will allow no officer, individual or committee of the SSC to hinder or be an excuse for not fulfilling SSC commitments.
- 4.1.3 The SSC will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the SSC's values and perspectives about ends to be achieved and means to be avoided. The SSC's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.4 The SSC will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, attitude, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual SSC development will include orientation of new SSC members in the SSC's governance process and periodic SSC discussion of process improvement.
- 4.1.5 The SSC will monitor and discuss the SSC's process at each meeting and its overall performance annually. Self-monitoring will include comparison of SSC activity and discipline to policies in the Governance Process and SSC/Staff Linkage categories.
- 4.1.6 Each member of the SSC will support the final determination of the SSC concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.7 All SSC action requires approval by simple majority of voting members.



	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	VALUE OF BIBLICAL APPLICATION

POLICY 4.2            The SSC shall base its policies on the principle of drawing practical applications from and modeling God’s Word, as this is essential to completing our mission consistent with biblical truth.

Accordingly,

4.2.1        The SSC will ensure that the entity, Mount Juliet Christian Academy, be a private, Bible-believing, Christian school as a ministry of First Baptist Church Mt. Juliet.

4.2.2        The SSC accepts and maintains and Mount Juliet Christian Academy adheres to the founding Statements of Faith which are:

“We believe the Bible to be the inspired, the inerrant, authoritative Word of God.

We believe there is one God, eternally existent in three persons: Father, Son, and Holy Spirit.

We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.

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.

We believe in the spiritual unity of believers in our Lord Jesus Christ.

We believe in the present ministry of the Holy Spirit by indwelling the Christian, enabling him to live a godly life.”

4.2.3        The SSC will establish policies that ensure that the product of the organization is a Christian faith-based education.

4.2.4        SSC policies will ensure that Mount Juliet Christian Academy supports parents and the church in fulfilling the parents’ biblical responsibility to educate children.

4.2.5        SSC policies will ensure that teaching God’s Word, and teaching how to apply God’s Word, are incorporated into classroom instruction, on the basis that:

4.2.5.1    All truth is God’s truth.

4.2.5.2    It is important to have knowledge of and appreciation for the attributes of God.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	VALUE OF BIBLICAL APPLICATION

- 4.2.5.3 The work of the Holy Spirit is significant.
- 4.2.5.4 Prayer is essential.
- 4.2.5.5 Every individual is of value; all are uniquely created in the image of God.
- 4.2.5.6 A personal relationship with Christ is essential.
- 4.2.6 SSC policies will ensure that every aspect of curriculum and school activities is permeated with God's Word, including teaching on:
  - 4.2.6.1 The natural world.
  - 4.2.6.2 Human history and God's activity in it.
  - 4.2.6.3 Humanity, its cultures, and how we are to live in the world.
- 4.2.7 SSC policies will ensure that a biblically consistent education will be modeled as well as taught. Therefore, SSC policies will require that all faculty and staff:
  - 4.2.7.1 Are born-again Christians who model Christ.
  - 4.2.7.2 Embody excellence.
  - 4.2.7.3 Demonstrate a servant's heart.
  - 4.2.7.4 Serve in harmony.
  - 4.2.7.5 Engage only in activities consistent with biblical truth.
- 4.2.8 All volunteers must comply with qualifications of policy 4.2.7 when representing the school in any way.
- 4.2.9 Anyone desiring to interact with MJCA students in any capacity that involves giving guidance to those students spiritually or socially shall comply with 4.2.5 in its entirety. Furthermore, such persons shall not teach or make statements that are contrary to the Statements of Faith listed in 4.2.2.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	SSC JOB DESCRIPTION

POLICY 4.3            The purpose of the Mount Juliet Christian Academy SSC is to represent God and the leadership of FBCMJ in determining and demanding appropriate organizational performance.

Accordingly:

4.3.1     The SSC will produce and monitor written governing policies in accordance with the Office of the Pastor.

4.3.2     The SSC will produce and present to the Senior Pastor an annual evaluation of Headmaster performance.

4.3.3     The SSC will perform any other duties as deemed appropriate by the Senior Pastor.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	AGENDA PLANNING

POLICY 4.4 To accomplish its job products with a governance style consistent with SSC policies, the SSC will follow an annual agenda that (1) completes a re-exploration of Ends policies annually and (2) continually improves committee performance through SSC education and enriched input and deliberation.

Accordingly:

- 4.4.1 The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one year segment of the SSC's most recent statement of long term Ends.
- 4.4.2 The cycle will start with the SSC's development of its agenda for the next year.
  - 4.4.2.1 Methods of gaining membership input, as well as governance education, and education related to Ends determination, will be arranged during the spring, to be held during the balance of the SSC's planning cycle.
  - 4.4.2.2 The chair is encouraged, at the commencement of the SSC's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The agenda for any particular meeting should be determined by the chair, although members are encouraged to recommend any appropriate matters for SSC consideration. Any SSC member desiring to recommend any matter for SSC discussion shall advise the chair of such matter at least ten (10) days prior to the scheduled SSC meeting. By an affirmative vote of members present provided there is a quorum, additional matters may be added to the agenda of any SSC meeting.
- 4.4.3 Throughout the year, the SSC will attend to consent agenda items as expeditiously as possible.
- 4.4.4 The SSC will meet monthly. Additional meetings will be scheduled as required.
- 4.4.5 Monitoring of Headmaster job performance will be included on the agenda if monitoring reports show policy violations, or if monitoring criteria are to be debated.
- 4.4.6 Headmaster contract renewal and remuneration will be decided no later than the month of February, after a review of monitoring reports received in the last year.

	<b>Policy of the Mount Juliet Christian Academy Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	CHAIRMAN'S ROLE

POLICY 4.5 The chairman assures the integrity and fulfillment of the SSC's process and, secondarily, occasionally represents the committee to outside parties.

Accordingly:

- 4.5.1 The job result of the chairman is that the SSC operates consistently with its own rules and those legitimately imposed upon it from the Senior Pastor on behalf of FBCMJ.
  - 4.5.1.1 Meeting discussion content will be only those issues which, according to SSC policy, clearly belong to the SSC to decide, not the Headmaster.
  - 4.5.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.5.2 The authority of the chairman consists in making decisions that fall within topics covered by SSC policies on Governance Process and SSC/Staff Linkage, except where the SSC specifically delegates portions of this authority to others. The chairman is authorized to use any reasonable interpretation of the provisions in these policies.
  - 4.5.2.1 The chairman is empowered to chair SSC meetings with all the commonly accepted power of that position (e.g. ruling recognizing).
  - 4.5.2.2 The chairman has no authority to make decisions about policies created by the SSC within Ends and Executive Limitations policy areas. Therefore, the chairman has no authority to supervise or direct the Headmaster.
  - 4.5.2.3 The chairman may represent the SSC to outside parties in announcing SSC-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - 4.5.2.4 The chairman is responsible for orientation and training of new and prospective SSC members.
  - 4.5.2.5 The chairman may delegate this authority but remains accountable for its use.
- 4.5.3 The chairman may appoint members and a chairman for each SSC sub-committee, unless otherwise stipulated by SSC policies or the organization's bylaws.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	<b>SSC MEMBERS' CODE OF CONDUCT</b>

**POLICY 4.6** The SSC commits itself to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as committee members.

Accordingly:

- 4.6.1 Members must represent loyalty, without conflict, to the interests of the membership. 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 SSC member acting as a consumer of the organization's services.
- 4.6.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - 4.6.2.1 There must be no self-dealing or any conduct of private business or personal services between any SSC member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - 4.6.2.2 When the SSC 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 from not only the vote but also from the deliberation.
  - 4.6.2.3 SSC members must not use their positions to obtain employment for themselves, family members or close associates. Should a SSC member desire employment within the organization, he or she must first resign from the SSC.
  - 4.6.2.4 Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
- 4.6.3 SSC members may not attempt to exercise individual authority over the organization except as explicitly set forth in SSC policies.
  - 4.6.3.1 SSC members' interaction with the Headmaster or with staff must recognize the lack of authority vested in individuals except when explicitly SSC authorized.
  - 4.6.3.2 SSC members' interaction with public, press or other entities must recognize the same limitation and the inability of any SSC member to speak for the SSC except to repeat explicitly stated SSC decisions.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	SSC MEMBERS' CODE OF CONDUCT

4.6.3.3 SSC members will give no consequence or voice to individual judgments of Headmaster or staff performance.

4.6.4 SSC members will respect the confidentiality appropriate to issues of a sensitive nature.

	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	<b>SSC MEMBER INDIVIDUAL RESPONSIBILITIES</b>

**POLICY 4.7**            The SSC commits itself to the individual and collective participation of its members to insure leadership success.

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

- 4.7.1      SSC members will commit to regularly pray for the school.
- 4.7.2      Attendance - As SSC contemplation, deliberation and decision-making are processes which require wholeness, collaboration and participation, attendance at SSC meetings is required of SSC members. Members may not be absent from more than four of the SSC’s regularly scheduled meetings in any fiscal year. Members may not miss three consecutive regularly scheduled meetings. Any absence which exceeds this allotment may be interpreted as that member’s resignation from the SSC.
- 4.7.3      Preparation and Participation - SSC members will prepare for SSC and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the SSC. Each member will contribute his or her own knowledge, skills and expertise to the SSC’s efforts to fulfill its responsibilities.
- 4.7.4      Members as Individuals - The Headmaster is accountable only to the SSC as an organization, and not to individual SSC members. Accordingly, the relationship between the Headmaster and individual members of the SSC, including the SSC chair, is collegial, not hierarchical.
- 4.7.5      Volunteerism - As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all SSC members are expected to contribute a minimum of thirty hours (inclusive of SSC meeting time) annually to the school. In view of the Headmaster’s responsibility for operational activities and results, members of the SSC acting as operational volunteers are subject to the direct supervision of the Headmaster or responsible staff person.
- 4.7.6      Contributions - Each SSC member is expected to contribute generously, within his or her individual means, an annual financial contribution to Mount Juliet Christian Academy. The demonstration of support, rather than the amount of the contribution, is of principal importance. Each SSC member is expected to give of his/her time and talent with a joyous spirit.
- 4.7.7      Continuing Education – Each SSC member is expected to make appropriate annual efforts toward continuing education in governance, including the philosophy of Christian education.



	<b>Policy of the Mount Juliet Christian Academy School Supervisory Committee</b>
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	<b>SSC COMMITTEE PRINCIPLES</b>

**POLICY 4.8**            SSC sub-committees, when used, will be assigned so as to reinforce the wholeness of the committee’s job and so as never to interfere with delegation from SSC to the Headmaster.

Accordingly,

- 4.8.1     SSC sub-committees are to help the SSC do its job, never to help or advise the staff. Committees ordinarily will assist the SSC by preparing policy alternatives and implications for SSC deliberation. In keeping with the SSC’s broader focus, SSC sub-committees will normally not have direct dealings with current staff operations.
- 4.8.2     SSC sub-committees may not speak or act for the SSC except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Headmaster.
- 4.8.3     SSC sub-committees cannot exercise authority over staff. Because the Headmaster reports to the full SSC, he or she will not be expected to obtain approval of a SSC sub-committee before an executive action.
- 4.8.4     SSC sub-committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a SSC sub-committee which has helped the SSC create policy on some topic normally will not be used to monitor organizational performance on that same subject.
- 4.8.5     Sub-committees will be used sparingly and ordinarily in an ad hoc capacity.
- 4.8.6     The SSC has no authority to form any group other than a sub-committee of its own members. It does not apply to committees formed under the authority of the Headmaster.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	SSC COMMITTEE STRUCTURE <span style="float: right;">34</span>

**POLICY 4.9**      A sub-committee is a SSC sub-committee only if its existence and charge come from the SSC. Unless otherwise stated, a sub-committee ceases to exist as soon as its task is complete. Unless deemed inappropriate, the Headmaster will serve as a non-voting member of each sub-committee.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee	
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>	
<b>Policy Title</b>	SSC COMMITTEE STRUCTURE	35

**POLICY 4.10** The SSC will maintain a size of five elected members of which one member must be a FBCMJ deacon, two must be parents of current MJCA students, and all must be members of FBCMJ. The nominating committee of FBCMJ will nominate persons for SSC to be approved by First Baptist Church Mt. Juliet.

Accordingly:

- 4.10.1 Members of the SSC shall serve a five-year term.
- 4.10.2 Members who serve a five year term may be nominated for school committee membership again after spending a minimum of one (1) year off the SSC. The chairman is to be selected under the direction of the Headmaster and recommended to school committee for approval. The chairman should serve at least two (2) years. The chairman should be elected one year before the term begins and enter a training period six months prior to taking office under the direction of the outgoing chairman.
- 4.10.3 Re-nomination/nomination of SSC members may be based upon such factors as the Church nominating committee deems appropriate. Accordingly, no member should expect to be re-nominated at the end of his or her term
- 4.10.4 Potential candidates shall meet the following requirements:
  - 4.10.4.1 Potential candidates shall not be an employee, a spouse or parent of an employee of MJCA.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>GOVERNANCE PROCESS</b>
<b>Policy Title</b>	COST OF GOVERNANCE

POLICY 4.11        The SSC will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.11.1    SSC skills, methods, and supports will be sufficient to assure governing with excellence.
  - 4.11.1.1 Training and retraining will be used liberally to orient new members and candidates for SSC membership, as well as to maintain and increase existing member skills and understandings.
  - 4.11.1.2 Outside monitoring assistance will be arranged so that the SSC can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
  - 4.11.1.3 Outreach mechanisms will be used as needed to ensure the SSC’s ability to listen to membership viewpoints and values.
- 4.11.2    Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

	Policy of the Mount Juliet Christian Academy School Supervisory Committee
<b>Policy Type</b>	<b>Appendix</b>
<b>Policy Title</b>	Vision, Mission and Core Values

**MISSION**

The mission of MJCA is to partner with families in developing students to think, lead and live as Christians based upon a Biblical worldview.

**VISION**

Our vision is that our students’ minds will be enriched, their hearts engaged and hands equipped with excellence for the Glory of God.

**CORE VALUES/ENDS STATEMENTS**

- 1.1 SERVE- Students come to know Jesus Christ as their Lord and become faithful stewards of all that God has provided including time, talents, money, and possessions and are challenged to reach their potential (intellectually, physically, and spiritually) as they serve God.
- 1.2 LEAD- Students will be leaders viewing life through the lens of a biblical worldview who grow to become people of influence in their chosen fields as they are given the opportunity to reach their potential in academics, athletics, and the arts.
- 1.3 GO- Students are instilled with a passion for the things of God and a desire to be an ambassador for His Kingdom by impacting the world around them to the Glory of God.

**Service, Relationships, Character and Wisdom**