

# **Kigali International Community School**

## **POLICY GOVERNANCE MANUAL**

---

13 October 2017

### **TABLE OF CONTENTS**

#### **INTRODUCTION**

TYPE OF INSTITUTION  
HISTORY  
MISSION STATEMENT  
VISION STATEMENT  
PHILOSOPHY  
STUDENT OUTCOMES AND VALUES  
STATEMENT OF FAITH

#### **ENDS**

1.0 GLOBAL ENDS STATEMENT

#### **EXECUTIVE LIMITATIONS**

2.0 GENERAL EXECUTIVE LIMITATIONS

- 2.1 TREATMENT OF STAFF AND VOLUNTEERS
- 2.2 TREATMENT OF STUDENTS AND FAMILIES
- 2.3 FACILITIES PLANNING AND DEVELOPMENT
- 2.4 FINANCIAL PLANNING AND BUDGET
- 2.5 FINANCIAL ACTIVITY AND CONDITION
- 2.6 ASSET PROTECTION
- 2.7 COMMUNICATION WITH BOARD
- 2.8 CONTINGENCY/EMERGENCY PLANNING
- 2.9 PROGRAM SERVICES

# **Kigali International Community School**

## **POLICY GOVERNANCE MANUAL**

---

### **GOVERNANCE PROCESS**

#### 3.0 GOVERNANCE COMMITMENT

- 3.1 GOVERNING STYLE
- 3.2 BOARD JOB DESCRIPTION
- 3.3 BOARD COMPOSITION
- 3.4 BOARD CHAIRPERSON'S ROLE
- 3.5 BOARD VICE-CHAIRPERSON'S ROLE
- 3.6 BOARD SECRETARY'S ROLE
- 3.7 BOARD MEMBER'S CODE OF CONDUCT
- 3.8 INVOLUNTARY TERMINATION OF A BOARD MEMBER
- 3.9 BOARD COMMITTEE PRINCIPLES
- 3.10 COST OF GOVERNANCE
- 3.11 BOARD/MORAL OWNERS LINKAGE

### **BOARD/DIRECTOR LINKAGE**

#### 4.0 GOVERNANCE-MANAGEMENT CONNECTION

- 4.1 UNITY OF CONTROL AND COMMUNICATION
- 4.2 AUTHORITY AND ACCOUNTABILITY OF THE DIRECTOR
- 4.3 DELEGATION TO THE DIRECTOR
- 4.4 MONITORING DIRECTOR PERFORMANCE

### **APPENDICES**

- Appendix 1:Bylaws
- Appendix 2: Lifestyle Expectation
- Appendix 3: Moral Integrity
- Appendix 4: International in Perspective
- Appendix 5: Board Member Selection Process
- Appendix 6: Board Member Requirements and Responsibilities
- Appendix 7: Conflict of Interest and Disclosure
- Appendix 8: Missionary Discount
- Appendix 9: Owner Agency Benefit
- Appendix 10:Grievance Policy

# Kigali International Community School

## POLICY GOVERNANCE MANUAL

---

### POLICY TYPE: ENDS

### POLICY TITLE: GLOBAL ENDS STATEMENT

**Policy 1.0** Students will be developed based on KICS Vision and Mission: Preparing servant-leaders to impact the World for Christ by choosing character before career, wisdom beyond scholarship, service above self, and a lifestyle of participation over apathy. Students will be challenged to excel academically and live out a Biblical Worldview.

#### Student Outcomes and Values

**1.0.1 Servant leadership.** We believe each person at KICS should live in a way that models the servant leadership of Christ. Putting character before career, wisdom beyond scholarship, service above self and a lifestyle of participation over apathy.

a. Outcomes

- i. Students are able to recognize needs of others and effectively meet them.
- ii. Students are able to lead visibly within their various roles at school, home and the community.
- iii. Students are able to understand and articulate what it means to be a servant leader at their age.

b. Biblical Foundation

i. Matthew 20:25-28

*“Jesus called them (the disciples) together and said, “You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be the first must be your slave – just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”*

**1.0.2. Christ-Centered.** At KICS, we seek to live out a biblical worldview that believes and articulates that Jesus Christ is the Son of God and the only way to have eternal life for all who believe.

a. Outcome: Students can articulate why they believe or don't believe in Jesus Christ and how that impacts their worldview and choices in life.

b. Biblical Foundation

i. John 14:6 Jesus answered, “I am the way and the truth and the life. No one comes to the Father except through me.”

ii. Ephesians 1:18-22 *“I pray that the eyes of your heart [x] may be enlightened, so that you will know what is the hope of His calling, what are the riches of the glory of His inheritance in the [v] saints, and what is the surpassing greatness of His power toward us who believe. These are in accordance with the working of the strength of His might which He brought about in Christ, when He raised Him from the dead and seated Him at His right hand in the heavenly places, far above all rule and authority and power and dominion, and every name that is named, not only in this age but also in the one to come. And He put all things in*

# Kigali International Community School

## POLICY GOVERNANCE MANUAL

---

subjection under His feet, and gave Him as head over all things to the church, which is His body, the fullness of Him who fills all in all.

**1.0.3 Global Family.** Each person created is an image bearer of God. At KICS, we value the diversity of creation by God the Father over all people, from every country and culture. As such, KICS values and respects the global nature of our family that comes from various countries of the world and is sent out to various countries of the world.

*a.* Outcomes:

- i.* Each student understands and respects one another as we are all created in the image of God.
- ii.* Each student understands their responsibilities as global citizens and their role in impacting the world for Christ among people of different countries and cultures.

*b.* Biblical Foundation:

- i.* Genesis 1:27 “So God created man in his own image, in the image of God he created him; male and female he created them.”
- ii.* Romans 10:12-13 “For there is no difference between Jew and Gentile – the same Lord is Lord of all and richly blesses all who call on him, for “Everyone who calls on the name of the Lord will be saved.””
- iii.* Matthew 28:18-20 “All authority in heaven and on earth have been given to me. Therefore, go and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe everything I have commanded you. And I will be with you always, to the very end of the age.

**1.0.4. Customization.** At KICS we value that each student is an individual and we desire to help each student grow into the unique gifts, skills and talents God has placed inside of them.

*a.* Student Outcomes

- i.* Students can appreciate and understand their own gifts and learning styles and learn how to best utilize them to be the fullest version of themselves.

*b.* Biblical Foundation

- i.* Psalm 139: 13-14 “For you created my inmost being you knit me together in my mother’s womb. I praise you for I am fearfully and wonderfully made; your works are wonderful, I know that full well.”

**1.0.5 Lifelong Learners.** At KICS we desire for each student to grow in the areas of critical thinking and problem solving for all areas of life.

*a.* Student Outcomes

- i.* Students understand and are able to master the key skills of problem solving and critical thinking.

*b.* Biblical Foundation

- i.* 2 Chronicles 1:10 Solomon asked, “Give me wisdom and knowledge,

# Kigali International Community School

## POLICY GOVERNANCE MANUAL

---

### POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 3.2 The job of the Board as an informed agent, and conduit of the Owner Agency, is to define and ensure appropriate organizational performance.

Accordingly:

3.2.1 The Board will maintain the link between Kigali International Community School and the Owner Agency and give any required feedback;

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

3.2.2.1 ENDS: organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost);

3.2.2.2 EXECUTIVE LIMITATIONS: constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place;

3.2.2.3 GOVERNANCE PROCESS: specification of how the Board conceives, carries out and monitors its own performance;

3.2.2.4 BOARD/DIRECTOR LINKAGE: how authority is delegated and its proper use monitored; the Director's role, authority, and accountability;

3.2.3 The Board will produce assurance of Director performance (measured by compliance with policies 3.2.2.1 and 3.2.2.2).

3.2.4 The Board will accomplish its job with a governance style consistent with Board policies. The Board will follow an annual agenda that (a) completes an assessment of ENDS policies annually, and (b) continually improves Board performance.

Accordingly:

3.2.4.1 the cycle will conclude each year on the last day of May;

3.2.4.2 the Board will provide any budget requirements for the next annual cycle at the November Board meeting;

3.2.4.3 the cycle will start with the Board's development of its agenda for the next year, including;

3.2.4.3.1 methods of gaining stakeholder input,

3.2.4.3.2 plans for its professional development,

3.2.4.3.3 the Chairperson will be encouraged at the commencement of the Board's annual planning cycle to prepare a tentative agenda for the following year's meetings and to determine the agenda for any particular meeting: members are encouraged to recommend any appropriate matters for Board consideration by advising the Chairperson of such a matter at