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Adopted/Ratified: 11/22/2016
Revision Date: 8/13/2026

NEVADA CITY SCHOOL OF THE ARTS
Since 1994

POLICY REGISTER C-POLICY REVISION

August 13, 2026

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Policy Type:	Ends
Policy Title:	A – Global End
Last Revised:	**September 28, 2017**

Nevada City School of the Arts exists so that students, families, staff and the greater community have:

- an arts-based choice for elementary education.
- an educational institution that facilitates academic, artistic, and social-emotional achievement.
- safe, respectful and equitable conditions for learning and working.
- a collaborator and contributor to the greater community.

Policy Type:	Executive Limitations
Policy Title:	B – Global Executive Constraint
Last Revised:	**November 22, 2016**

The Executive Director must not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful; imprudent; in violation of commonly accepted business, educational and professional ethics and practices; or in violation of the NCSA charter.

Policy Type:	Executive Limitations
Policy Title:	B1 – Financial Condition and Activities
Last revised:	**October 25, 2023**

With respect to the actual, ongoing financial conditions and activities, the Executive Director must not cause or allow the development of fiscal jeopardy or material deviation from budgeted expenditures or net surplus.

The Executive Director must not:

1. Allow liquidity (the ability to meet cash needs in a timely and efficient fashion) to be insufficient.
2. Fail to maintain an unrestricted reserve fund within the range of 3-7% of the general fund budget.
3. Allow solvency (the relationship of debt to equity) to be insufficient.
4. Default on any loan terms that are part of the School's financial obligations.
5. Allow late payment of contracts, payroll, loans or other financial obligations.
6. Incur debt other than trade payables or other reasonable and customary liabilities incurred in the ordinary course of doing business.
7. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
8. Use restricted funds for any purpose other than that required by the restriction.
9. Allow financial record keeping systems to be inadequate or out of conformity with Generally Accepted Accounting Principles (GAAP).
10. Fail to regularly and timely
    a. Disclose & educate the board on the current budget (including providing regular and timely budget to actual reports).
    b. Provide the Board with actual financials as compared to previously budgeted amounts for any concluded fiscal year.

Policy Type:	Executive Limitations
Policy Title:	B2 –Planning and Financial Budgeting
Last revised:	**October 25, 2023**

The Executive Director must not operate without annual and multi-year budgets and plans that address intentional and improved Ends accomplishment along with avoidance of fiscal jeopardy.

The Executive Director must not:

1. Create plans or budgets that
    a. Risk incurring those situations or conditions described as unacceptable in the Council policy "Financial Condition and Activities."
    b. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
    c. Fail to inform the Board and stakeholders through NCSA's Annual Report the impact of the proposed budget on the programs and staffing.
    d. Undertake capital building projects without assurance of available funding or financing.

Policy Type:	Executive Limitations
Policy Title:	B3 – Asset Protection
Last revised:	**November 22, 2016**

The Executive Director must not allow assets to be unprotected, unreasonably risked, or inadequately maintained.

The Executive Director must not:

1. Allow equipment and facilities to be inadequately insured, or otherwise unable to be replaced if damaged or destroyed.
2. Allow for inadequate coverage or allowances for any losses incurred due to business interruption.
3. Allow unnecessary exposure to liability or lack of insurance protection from claims of liability.
4. Allow deposits or investments to be unreasonably risked.
5. Allow inadequate security of premises and property.
6. Allow data, intellectual property, or files to be unprotected from loss, theft or significant damage.
    a. Allow improper usage of students' and parents' personal information.
7. Allow purchasing that is uncontrolled or subject to conflicts of interest.
8. Allow lack of due diligence in contracts.
9. Allow damage to the School's public image.

Policy Type:	Executive Limitations
Policy Title:	B4 – Treatment of Parents and Students
Last Revised:	**November 22, 2016**

The Executive Director must not be unresponsive to the needs of parents and students.

The Executive Director must not:

1. Provide inadequate information about what parents and students may or may not expect from NCSA.
2. Operate without a system for soliciting and considering parents' and students' opinions, complaints and suggestions.
3. Allow unsafe or unsecure facilities.

Policy Type:	Executive Limitations
Policy Title:	B5 - Staff Treatment and Compensation
Last revised:	**November 22, 2016**

The Executive Director must not treat staff in any way that is unfair, unsafe, or unclear.

The Executive Director must not:

1. Operate without written personnel policies that:
    a. Clarify rules for staff.
    b. Provide for fair and thorough handling of conflicts in a way that does not include the Council as a participant in the conflict resolution process.
    c. Are accessible to all staff.
    d. Inform staff that employment is neither permanent nor guaranteed.
2. Cause or allow personnel policies to be inconsistently applied.
3. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.
4. Establish compensation and benefits that are internally or externally inequitable.
5. Change the Executive Director's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Policy Type:	Executive Limitations
Policy Title:	B6 – Communication to the Council
Last Revised:	**November 22, 2016**

The Executive Director must not cause or allow the Council to be uninformed or unsupported in its work.

The Executive Director must not

1. Submit monitoring reports that are untimely or inaccurate, or that lack operational definitions and verifiable data directly related to each section of the policy.
2. Report in an untimely manner any actual or anticipated noncompliance with any Council policy, along with a plan for reaching compliance and a proposed schedule regarding follow-up reporting.
3. Allow the Council to be unaware of relevant legal actions, media coverage, trends, public events of the School, or internal and external changes.
4. Withhold his/her opinion if the Executive Director believes the Council is not in compliance with its own policies on Council Process and Council-Executive Director Delegation, particularly in the case of Council behavior that is detrimental to the work relationship between the Council and the Executive Director.
5. Deal with the Council in a way that favors or privileges certain Council members over others except when responding to officers or committees duly charged by the Council.
6. Fail to supply for the Council's consent agenda all decisions delegated to the Executive Director yet required by law, regulation, or contract to be Council-approved.

Policy Type:	Executive Limitations
Policy Title:	B7 –Council Logistical Support
Last Revised:	**November 22, 2016**

The Executive Director must not allow the Council to have inadequate logistical support.

The Executive Director must not:

1. Provide the Council with insufficient staff administration to support Council activities and communication.
2. Allow the Council to be without a workable mechanism for official Council, officer or committee communications.
3. Allow Council members to be without an updated copy of the Policy Register and the NCSA Charter.
4. Provide inadequate information and notice to parents and students concerning Council actions, meetings, activities and events.

Policy Type:	Executive Limitations
Policy Title:	B8 – Emergency Executive Director Succession
Last revised:	**November 22, 2016**

To protect the school from sudden loss of Executive Director services, the Executive Director must not have less than one other staff person sufficiently familiar with Council and Executive Director issues and processes to enable her/him to take over with reasonable proficiency as an interim successor.

Policy Type:	Council Process
Policy Title:	C – Global Governance Commitment
Last Revised:	**August 13, 2026**

Acting on behalf of our stakeholders (students and parents, staff, the greater community and our sponsoring agency) the Charter Governance Council ensures the success of the School by working together effectively, empowering and holding accountable professional management, and providing strategic leadership for our school.

List stakeholders: students and parents, staff, greater community and our sponsoring agency.

Policy Type:	Council Process
Policy Title:	C1 – Governing Style
Last Revised:	**August 13, 2026**

We will work well together as a team, providing strategic leadership for NCSA, and ensuring properly empowered and accountable management of the school's operations.

1. We will be a strategic leader by focusing our vision outward and toward the future.
2. We will ensure effective systems of delegating authority to a professional Executive Director, holding the use of that power accountable, and clearly distinguishing between Council and Executive Director responsibilities.
    a. Observe the 10 Policy Governance principles (Ownership, Position of Board, Board Holism, Board Means Policies, Clarity and Coherence of Delegation, Ends Policies, Executive Limitations Policies, Policy Sizes, Any Reasonable Interpretation, Monitoring)
3. We will maintain team discipline, authority and responsibility.
4. We will obey all relevant laws and the NCSA Charter.

Policy Type:	Council Process
Policy Title:	C2 – Council Responsibilities
Last Revised:	**August 13, 2026**

The Council's job is defined by its unique role in the organization between our stakeholders and the Executive Director.

In order to do our job well, we will:

1. Strive to understand the views and needs of the stakeholders so that we can make good decisions on their behalf.
2. Hire, set compensation for, delegate responsibility to, and hold accountable the Executive Director.
    a. Use a strategic process to establish the value of Executive Director compensation, and complete this process in a timely manner.
3. Assign responsibility in a way that honors our commitment to empowerment and clear distinction of roles.
4. Rigorously monitor operational performance in the areas of Ends and Executive Limitations
5. Regularly evaluate our own Council performance in the areas of Council Process and Council-Executive Director Relationship.
6. Perpetuate the Council's leadership capacity using ongoing education and training, a robust recruitment, qualification and appointment process and fair elections.
7. Perform other duties as required by the NCSA Charter or because of limitations on Executive Director authority.

Policy Type:	Council Process
Policy Title:	C3 – Agenda Planning
Last Revised:	**August 13, 2026**

We will follow a strategic multi-year workplan and annual agenda that focuses our attention upward and outward.

1. We will create, and modify as necessary, an annual calendar that includes tasks and events related to our multi-year work plan, Council training schedule, monitoring schedule, and the Executive Director evaluation and compensation decisions as outlined in our Council-Executive Director Relationship policies.
2. Council meeting agendas will be determined by the Council president, in conjunction with the Executive Director, and may be modified at the meeting by a majority vote of the Council.

Policy Type:	Council Process
Policy Title:	C4 – Council Meetings
Last Revised:	**August 13, 2026**

Council meetings are for the task of getting the Council's job done.

1. We will use Council meeting time only for work that is the whole Council's responsibility. We will avoid committee issues, operational matters, personal concerns and other topics that are not the highest and best use of our time.
2. Meetings will be open to the public and in compliance with the Brown Act* except when closed session is officially called.
    a. We may occasionally use closed sessions to deal with confidential matters, as long as the purpose of the session is stated.
    b. Announcement of the closed session should be on the published agenda.
3. We will seek consensus through discussion. We will then finalize and document decisions through the use of motions, seconds and majority vote.

Policy Type:	Council Process
Policy Title:	C5 – Council members' Code of Conduct
Last Revised:	**August 13, 2026**

We each commit ourselves to ethical, professional and lawful conduct.

1. Every Council member is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the School, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
2. Council members must demonstrate unconflicted loyalty to the interests of the School's stakeholders. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, membership on other boards or staffs, and the Council member's personal interests.
    a. There will be no self-dealing or any conduct of private business or personal services between any Council member and the School except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
    b. Prior to a new Council member's first Council meeting, he/she will complete the "Conflict of Interest Disclosure" form, and will verbally report to the whole Council the potential conflicts. Any subsequent potential conflicts will be reported to the whole Council immediately.
    c. When the Council is to decide on an issue about which a Council member has an unavoidable conflict of interest, that Council member shall recuse themselves from the conversation and the vote.
    d. A Council member who applies for employment at the school must first resign from the Council.
3. Council members may not attempt to exercise individual authority over the organization.
    a. When interacting with the Executive Director or employees, Council members must carefully and openly recognize their lack of authority.
    b. When interacting with the public, the press, or other entities, Council members must recognize the same limitation and the inability of any Council member to speak for the Council except to repeat explicitly stated Council decisions.
4. Council members will respect the confidentiality of closed sessions and must continue to honor confidentiality after leaving Council service.
5. Council members will prepare for attend, and participate fully in all Council meetings and trainings.

6. Council members will support the legitimacy and authority of the Council's decision on any matter, irrespective of the Council member's personal position on the issue.
7. Every Council member will sign the Code of Conduct Agreement annually. Any Council member who does not follow the code of conduct policy can be removed from the Council by a 2/3 majority vote of the remaining Council.

Policy Type:	Council Process
Policy Title:	C6 – Officers' Roles
Last Revised:	**August 13, 2026**

We will elect officers in order to help us accomplish our job.

1. No officer has any authority to supervise or direct the Executive Director.
2. Officers may delegate their authority but remain accountable for its use.
3. The president ensures the Council functions well and in accord with our policy agreements.
    a. The president is authorized to make decisions that are consistent with Council Process and Council-Executive Director Relationship policies in order to facilitate the Council's functioning.
    b. The president will chair and set the agenda for Council meetings.
    c. The president plans for leadership (officer) perpetuation.
    d. The president may represent the Council to outside parties.
4. The vice-president will perform the duties of the president in her/his absence.
5. The treasurer is responsible for supporting the board in all finance-related board work.
    a. The treasurer will lead the Council's process for creating and monitoring the Council's (not the school's) budget.
    b. The treasurer will facilitate the Council's understanding of the school's financial condition.
    c. In addition (*insert whatever the bylaws/charter require and the Council has not chosen to delegate to the Executive Director*).
6. The secretary will make sure the Council's documents are accurate, up to date, and appropriately maintained.
    a. The secretary will write the draft and final versions of any new policy or committee charter.
    b. In addition, the secretary will (*insert whatever the NCSA Charter require and the Council has not chosen to delegate to the Executive Director*).

Policy Type:	Council Process
Policy Title:	C7 – Council Committee Principles
Last Revised:	**August 13, 2026**

We will use Council committees only to help us accomplish our job.

1. Committees will reinforce and support Council holism.
    a. In particular, committees help the whole Council move forward when they research alternatives and bring back options and information.
2. Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes.
3. The Council will establish, regularly review and control committee responsibilities in written committee charters.
    a. We will carefully state committee expectations and authority to make sure they do not conflict with authority delegated to the Executive Director.

Policy Type:	Council Process
Policy Title:	C8 – Governance Investment
Last Revised:	**August 13, 2026**

We will invest in the Council's capacity to do our job well.

1. We will make sure that Council skills, methods and supports are sufficient.
2. We will incur Council costs prudently, though not at the expense of endangering the development and maintenance of superior capability.
    a. We will use training and retraining liberally to orient new Council members and Council candidates, as well as to maintain and increase existing Council members' skills and understanding.
    b. We will arrange outside monitoring assistance as necessary so that the Council can exercise confident control over organizational performance.
    c. We will use outreach mechanisms as needed to ensure our ability to listen to stakeholder viewpoints and values.
    d. We will use professional and administrative support.
3. We will delegate development of the Council's annual budget in a timely way so as to not interfere with the development of the School's annual budget. This work will be completed no later than March. Delegate this!

Policy Type:	Council-Executive Director Relationship
Policy Title:	D – Global Council-Executive Director Connection
Last Revised:	**November 22, 2016**

The Council's sole official connection to the operations of the school will be through the Executive Director.

Policy Type:	Council-Executive Director Relationship
Policy Title:	D1 – Unity of Control
Last Revised:	**November 22, 2016**

Only officially passed motions of the Council are binding on the Executive Director.

1. Decisions or instructions of individual Council members, officers, or committees are not binding on the Executive Director except in rare instances when the Council has specifically authorized this power.
2. In the case of Council members or committees requesting information or assistance without Council authorization, the Executive Director can refuse any requests that, in the Executive Director's opinion, may disrupt operations or that require too much staff time or resources.

Policy Type:	Council-Executive Director Relationship
Policy Title:	D2 – Accountability of the Executive Director
Last Revised:	**November 22, 2016**

The Executive Director is the Council's only link to operational achievement and conduct.

1. The Council will view Executive Director performance as identical to organizational performance so that organizational accomplishment of Ends and organizational operation within Executive Limitations will be viewed as successful Executive Director performance.
2. The Council will not instruct or evaluate any employee other than the Executive Director.

Policy Type:	Council-Executive Director Relationship
Policy Title:	D3 – Delegation to the Executive Director
Last Revised:	**November 22, 2016**

The Council delegates authority to the Executive Director through written Ends and Executive Limitations policies.

1. As long as the Executive Director uses any reasonable interpretation of the Council's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, practices and plans for the school.
2. The Council will respect and accept the Executive Director's choices as long as those choices are based on reasonable interpretations of Council policies.
3. If the Council changes an Ends or Executive Limitations policy, the change only applies in the future.

Policy Type:	Council-Executive Director Relationship
Policy Title:	D4 – Evaluating the Executive Director
Last Revised:	**November 22, 2016**

The Council will systematically and rigorously monitor and evaluate the Executive Director's job performance compared to expectations set forth in Council policies.

1. The Council's policy monitoring process is the foundation of our annual evaluation of the Executive Director.
    a. In [June] of each year the Council will review a summary of the monitoring reports received during the previous 12 months. Based on that review, the Council will present an evaluation letter to the Executive Director. That letter will constitute our full evaluation, and it will be delivered no later than [June 30].
2. The Council will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Executive Director discloses policy interpretations and compliance information to the Council; (b) by external report, in which an external, disinterested third party selected by the Council assesses compliance with Council policies; or (c) by direct Council inspection, in which a designated director or committee assesses compliance with the policy.
3. The Council's standard for compliance will be any reasonable Executive Director interpretation (as described by operational definitions and metrics) of the Council policy being monitored. The Council is the final arbiter of reasonableness but we will always judge with a "reasonable person" test rather than with interpretations favored by individual directors or by the Council as a whole.
4. The Council will accept that the Executive Director is compliant with a policy if he/she presents a reasonable interpretation and adequate data that demonstrate accomplishment of that interpretation.
5. The Council will monitor all policies that instruct the Executive Director. The Council can monitor any policy at any time by any method listed above but will ordinarily follow the schedule outlined in the Council Annual Calendar.