



LIGHTHOUSE CHRISTIAN COLLEGE

Board of Directors Policy Manual

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1.1 Board Leadership and Operations.

The board's purpose is to establish and protect the Lighthouse mission and vision through advice and support. Lighthouse Christian College (LCC) operates under EIN 20-4303536.

2.1 LCC's Mission

The Lighthouse Christian College's mission is to develop principled leaders who promote Christian values and ethical practices.

The BOD will act in an advisory capacity on behalf of our stakeholders: leadership, staff, students, parents, alumni, donors, and community, to see that the school achieves its mission at a reasonable cost and avoids unacceptable actions and situations. The President of LCC and the BOD set the overarching direction through the development of policies. LCC Provost and all Department Heads work together to implement day-to-day management policies that direct the staff. Although these roles overlap, since the President assists the board in policy development, it must be clear that the President is the operational manager of the college, and that operational management is not the role of the board or a board member. The leadership culture is collaborative at the governance and administrative levels, but the roles and responsibilities remain quite distinct.

3.1 Board Governance

The board will govern with an emphasis on:

- a) relying on God's wisdom and guidance
- b) growth-based vision
- c) encouragement of diversity in viewpoints
- d) strategic leadership through individual experience contributions
- e) clear distinction of BOD and President roles, but still operating with collective decision-making and reliance on a spirit of unity
- f) future focused
- g) pro-active

3.1.1 The board will operate in a mindset of sharing ideas, strategizing expansion, and always through a culture of prayer and spiritual growth.



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3.1.2 The board will cultivate a sense of group responsibility, speaking as one through the Board Policies and strategic decisions.

3.1.3 The board will be responsible for excellence in governing. The board will be the initiator of policy.

3.1.4 The board will use the expertise of individual members and appointed committees to enhance the ability of the board as a body, rather than to substitute individual judgments for the board's values.

3.1.5 The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.

3.1.6 The board will direct and inspire the organization through the careful establishment of broad written policies reflecting the school's values and perspectives about end goals to be achieved and the means to be avoided.

3.1.7 The board's major policy focus will be on the intended long-term goals for the school, not the administrative or programmatic means of attaining those goals.

3.1.8 The board will enforce upon itself whatever discipline is needed to govern with excellence, discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.

3.1.8.1 It is the duty of each board member to attend meetings. If a board member misses two consecutive regular meetings, the President (or his/her delegate) shall contact the member to inquire of his/her ability to continue serving on the board. If conditions have developed that prohibit a board member from attending meetings on a regular basis, he/she shall be removed from the board.

3.1.9 Continual board development will include orientation for new board members in the board's governance process improvement. (Proverbs 4:7)

3.1.10 The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include reflection of board activity. The board shall be known for its fruit. (Matthew 7:20)

3.2 Board Members' Code of Conduct

The board commits itself and its members to Christian, ethical, businesslike, and lawful conduct, including proper use of authority. Board members shall model Christ-like behavior at meetings, workplaces, and in the community.



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3.2.1 Board members shall commit each meeting to the principles of Colossians 3:3-14 in dealings with other members: “Bear with each other and forgive whatever grievances you may have against one another. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity.”

3.2.2 Members must represent unconflicted loyalty to the interest of LCC. 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 other board member in his or her parental role.

3.2.3 Members must separate themselves from involvement in issues of conflict before being required to do so by the board’s Complaint Process, so as not to undermine the Administration’s conflict resolution process. When contacted by staff, students, or parents, board members are to refer complainants to follow Matthew 18 principles and the Complaint Process. Board Members should always respond in love with respect to all parties involved (Proverbs 18:13,20-21)

3.2.4 Members must avoid conflict of interest with respect to their fiduciary responsibility.

There must be no self-dealing or any conduct of private business or personal services between any board member and LCC, except as procedurally controlled or when acting in a voluntary manner, to assure openness, competitive opportunity, and equal access to inside information. BOD members are each paid \$500.00 biannually to cover their expense reimbursement for meetings.

3.2.4.1 When the board decides upon an issue about which a member has an unavoidable conflict of interest, that member shall abstain without comment from the vote and deliberation.

3.2.4.2 Board members must not use their positions to obtain paid employment at LCC for themselves. Should a board member desire paid employment, he or she must first resign from the board.

3.2.4.3 Members will annually disclose their involvements with other organizations, vendors, or associations that might produce a conflict.

3.2.5 Board members may not attempt to exercise individual authority over the organization except as explicitly outlined in board policies.

3.2.5.1 Members' interactions with the public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions or as directed by the board.

3.2.5.2 Members will give no consequence or voice to individual judgments of the President or staff performance.



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3.2.6 Members will respect confidentiality appropriate to issues of a sensitive nature.

3.2.6.1 The Board shall protect (to the greatest extent possible under the circumstances) the confidentiality of all information that, if disclosed publicly, would be likely to unduly embarrass a staff member, a student, or the student's family.

3.2.7 Board members have a Christ-centered focus, with the desire to bring honor and glory to Christ through all that is said and done.

3.2.8 Board members view their service on the board as a ministry and a calling from God.

3.2.9 Board members believe in the power of prayer and are exemplary in their commitment to pray for the school, leadership, faculty, and students.

3.2.10 Board members acknowledge the Lordship and sovereignty of Christ.

3.2.11 Board members realize that nothing can be accomplished apart from the work of the Trinity: Father, Son, & Holy Spirit.

3.2.14 Board members understand and are committed to a Kingdom world view and a Christian philosophy of education.

3.2.15 Board members balance their work with their spiritual lives and home responsibilities and have the same expectations for the staff.

3.3 Board Job Descriptions

The specific outputs of the board are those unique “value-added” that tie constituency expectations to organizational performance.

3.3.1 The board will produce written governing policies that, at the broadest levels, address each of the following categories of organizational decision: Organization products, effects, benefits, outcomes, recipients, and their cost or relative worth.

a. **Executive Limitations:** Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

b. **Governance Process:** Specifying how the board conceives, conducts, and monitors its own.

c. **Board-Head of School Relationship:** How power is delegated, and its proper use monitored; authority and accountability of the Head of School role.

3.3.1.1 Board Policy modifications are ratified at board meetings by a majority vote.

3.3.2 The board will produce the link between the organization and the school's constituency.



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3.3.2.1 The board will define the President's role and approve the salary associated with the position.

3.3.2.2 Any board member contacted by a member of our constituency to express a grievance or escalate an issue must respond professionally and in accordance with the complaint policy in a timely manner that does not violate board policy or undermine the LCC President.

3.3.2.3 The board shall communicate with, and where necessary seek approval from, capital campaign benefactors if the board desires to significantly change the scope of any project for which those funds were donated.

3.3.3 The board will develop and utilize various methods of Direct Inspection and surveys to monitor performance.

3.3.3.1 The President will be evaluated by the board annually in May using the monitoring reports received throughout the previous 12 months.

3.3.3.2 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 board's most recent statement of long-term goals.

3.3.4. Throughout the year, the board will address consent agenda items as expeditiously as possible.

3.3.4.1 President monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

3.3.5 The board will fully support fundraising under the direction of the Development Office.

3.3.6 Board members will lead in demonstrating support for the school by donating financially and of their time, to the best of their ability.

3.3.7 Annual Review of Foundational Documents: The Board of Directors oversees the annual review of the Faith Statement, Mission Statement, and Institutional Objectives to ensure they reflect Lighthouse Christian College's Christian identity and strategic priorities. The Board:

- Appoints representatives to the Review Committee.
- Reviews and approves recommendations from the Committee, ensuring theological and strategic alignment.
- Ensure stakeholder input is considered, and changes are communicated effectively.

This process occurs annually, with a comprehensive review every five years. The Board's role is critical in maintaining the College's mission integrity and guiding its future direction.



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3.4 Chairman of the Board's Role

The Chairman assures the integrity and fulfillment of the board's process and occasionally represents the board to outside parties. The Chairman is elected by the board each year and cannot serve more than two successive years.

3.4.1 The job result of the Chairman is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

3.4.2 The president is empowered to chair board meetings, with all the commonly accepted powers of that position.

3.4.3. The Chairman has no authority to make decisions about policies created by the board. Therefore, the Chairman has no autonomous authority to supervise or direct the President, as Lighthouse leadership will be advised by the BOD as a whole.

3.4.4. The president may represent the board to outside parties in announcing board-stated positions and in stating the president's decisions and interpretations within the area delegated to her or him.

3.4.5. The president may delegate this authority, but remains accountable for its use.

3.5 Other Board Members

In addition to the Chairman and President, the board will elect a vice-president, treasurer, and secretary for a total board composition of five members.

3.5.1. The vice-president fulfills the role of the president when he/she is not available and provides support to the Chairman as required.

3.5.2. The treasurer acts as a liaison between the board and the President regarding financial affairs and practices.

3.5.3 The secretary is responsible for

(1) recording meeting minutes and publishing as required (unless delegated to an approved temporary secretary).

(2) if policy modifications are ratified, providing Board Policy Manual updates to board members with the distribution of those meeting minutes,

(3) giving all required notices (e.g., notifying the board each year of those board members whose term will expire in May – terms currently at 2 years with option to renew for two cycles),

(4) being custodian of corporate records and the seal of the corporation, and affixing the seal as directed by the board,



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(5) keeping a register and providing certificates to each member showing the name of each board member, his/her address and telephone number, and his/her term of office, and

(6) keeping attendance records.

3.6 Financial Condition and Activities

With respect to actual, ongoing financial conditions and activities, the President and the Comptroller will work as a team to communicate financial conditions and activities to the Board of Directors, always working to ensure good stewardship of resources.

3.6.1 The Comptroller/CFO will not expend more funds than have been specified in the Final Budget for the fiscal year.

3.6.2 The Comptroller/CFO will settle payroll and debts in a timely manner.

3.6.5 The Comptroller/CFO will not allow government-related payments or documents to be overdue or inaccurately filed.

3.6.6 The President will alert the BOD to authorize any purchase of a single item or purchase order greater than \$15,000 (this was changed from \$5k in the EOY 2022/2023 meeting).

3.6.7 The Comptroller/CFO shall not approve an acquisition, encumbrance, or disposal of real property without approval from the President, and BOD approval over \$15,000.

3.6.8 The Comptroller/CFO will pursue receivables after a reasonable grace period of 30 days.

3.7 Emergency Presidential Succession

To protect the board from a sudden loss of Presidential services, an administrator will be assigned for each position who is trained and familiar with board processes.

3.8 Asset Protection

The President, and Comptroller/CFO will not allow the assets of the school to be unprotected, inadequately maintained, or unnecessarily risked.

3.8.1 The President and Comptroller/CFO will ensure that insurance is obtained for property (as needed), liability, and director protection.

3.8.2 The President and Comptroller/CFO will operate under an adequate system of financial accountability.

3.8.3 The President and Comptroller/CFO will work to ensure that school facilities and equipment are protected from improper wear and tear or insufficient maintenance.



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3.8.4 The President and Comptroller/CFO will not unnecessarily expose the organization, its board members, its employees, or its volunteers to claims of liability.

3.8.5 The President, Comptroller/CFO, and department directors will not make any purchases above their approved limits without proper approval.

- 1) of over \$15,000 without BOD approval
- 2) of over \$500 without having obtained comparative prices and quality.
- 3) of over \$1,000 without a stringent method of assuring the balance of long-term quality and cost.

3.8.6 The President, Comptroller/CFO, and Department Directors will always ensure the protection of intellectual property, information, files, and student records from loss or significant damage.

3.8.7 The President and Comptroller/CFO will receive, process, or disburse funds under controls that are sufficient to meet the board-appointed auditor's standards.

3.8.8 The President and Comptroller/CFO will not invest or hold operating capital in uninsured accounts, bonds of less than AA rating, or in non-interest-bearing accounts except when necessary to facilitate ease in operational transactions.

3.8.9 The President and Comptroller/CFO will not endanger the school's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

3.9 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President and Comptroller/CFO will not cause or allow jeopardy to fiscal integrity.

3.9.1 The President and Comptroller/CFO will only change his/her compensation and benefits with each new annual letter of intent with BOD approval.

3.9.2 The President and Comptroller/CFO will not promise or imply permanent or guaranteed employment to anyone.

3.9.3 The President and Comptroller/CFO will work together to ensure that the compensation and benefits for employees are based on the school's financial ability and needs and are equitable to the geographic market for the skills employed.



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3.9.4 The President and Comptroller/CFO will not 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.

4.0 Communication and Support to the Board

The President will not permit the board to be uninformed or unsupported in its work.

4.0.1 The LCC President and Comptroller/CFO will submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of board policies to be monitored.

4.0.2 The President will make the board aware of significant events or incidents, relevant trends, anticipated adverse media coverage or parental responses, and material external and internal changes; particularly changes in the assumptions upon which any board policy has previously been established.

4.0.3. The President will provide summaries of all survey results submitted by Staff and Students.

4.0.4 The President will advise the board if, in their independent or collective opinions, the board is not in compliance with its own policies on Governance Process and Board, particularly in the case of board behavior that is detrimental to the work relationship between the board and the college leadership.

4.0.5 The presentations to the BOD and the notes from BOD meetings will be presented in a simple, slide form for presentations and narrative form for notes, the assigned secretary will not present information in unnecessarily complex or lengthy form.

4.0.6 The President will report in a timely manner an actual or anticipated non-compliance with any policy of the board.

4.0.7 The President will supply for the consent, any agenda items required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

5.1 Orientation Process for New Members

Purpose: To equip new board members with the knowledge, skills, and context needed to fulfill their governance responsibilities effectively, ensuring alignment with Lighthouse Christian College's mission and strategic goals.

Process:

- **Pre-Orientation Preparation (1-2 Weeks Before Orientation):**



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- **Materials Distribution:** Send new board members a welcome packet (digital or physical) including:
 - College mission, vision, and strategic plan.
 - Bylaws, board policies, and organizational chart.
 - Recent financial statements and annual report.
 - Board member roles, responsibilities, and conflict-of-interest policy.
 - Calendar of board meetings and key events.
- **Pre-Orientation Survey:** Ask new members to complete a brief survey to assess their familiarity with the college, governance experience, and specific areas of interest or expertise.
- **Assign a Mentor:** Pair each new member with an experienced board member to guide them through the first 3-6 months.
- **Formal Orientation Session (2-3 Hour Session):**
 - **Timing:** Within 30 days of election/appointment, ideally before the first board meeting.
 - **Format:** In-person or hybrid (virtual option for remote members), facilitated by the Board Chair and CEO.
 - **Agenda:**
 - **Welcome and Introductions** (15 min): Board Chair welcomes members, facilitates introductions, and shares the college's history and mission.
 - **Mission and Strategic Overview** (30 min): CEO presents the college's mission, vision, strategic plan, and current priorities.
 - **Governance Structure and Responsibilities** (45 min): Board Chair reviews bylaws, board roles, committees, and legal/fiduciary duties (e.g., duty of care, loyalty, obedience).
 - **Financial Overview** (30 min): CFO or Treasurer provides an overview of the budget, funding sources (e.g., tuition, donations), and financial oversight responsibilities.



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- **Programs and Operations** (30 min): The Academic Dean or program director highlights key academic programs, student demographics, and the focus on business/entrepreneurship.
- **Q&A and Discussion** (30 min): Open floor for questions, moderated by the Board Chair.
- **Interactive Component:** Include a case study or scenario (e.g., budget approval or strategic decision) to simulate board decision-making.
- **Ongoing Training (First 6 Months):**
 - **Committee Integration:** Assign new members to at least one committee (e.g., Finance, Academic Affairs, Development) and provide committee-specific training within 60 days.
 - **Campus Visit:** Arrange a tour of the Pensacola, FL campus (or virtual tour for online programs) to meet faculty, staff, and students, emphasizing the college's business training and faith-based ethos.
 - **External Training Opportunities:** Encourage participation in governance workshops (e.g., Association of Governing Boards [AGB] or similar) within the first year, with budget support if feasible.
 - **Regular Check-Ins:** The mentor meets monthly with the new member to answer questions, discuss board dynamics, and provide feedback.
- **Annual Refresher:**
 - Conduct a one-hour annual training session for all board members during a regular meeting. The session will cover updates to bylaws, strategic plan, or legal requirements, and reinforce fiduciary duties.

Deliverables:

- Welcome packet and survey results.
- Orientation agenda and materials (slides, handouts).
- Mentor assignment list and check-in schedule.
- Committee training materials and campus visit itinerary.

Metrics for Success:

- 100% attendance at the orientation session.



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- 90% of new members report feeling prepared to contribute within 3 months (via post-orientation survey).
- All new members join a committee and attend at least one training event within 6 months.

5.2 Board of Trustees Orientation Program

Purpose: To provide a structured, dynamic program that immerses new and continuing board members in Lighthouse Christian College's governance culture, ensuring alignment with its mission and fostering effective collaboration.

Program Components:

- **Annual Board Orientation Retreat (1 Day, 6-8 Hours):**
 - **Timing:** It is held annually in January, after the election/appointment of new members, to align with the start of the academic and fiscal year.
 - **Location:** On-campus in Pensacola, FL, or hybrid with virtual access.
 - **Facilitator:** External governance consultant (e.g., from AGB or BoardSource) or Board Chair with CEO support.
 - **Agenda:**
 - **Mission and Vision Alignment** (1 hr.): Interactive session with a guest speaker (e.g., a faculty member or alumnus) sharing how the college's faith-based business training impacts students.
 - **Strategic Plan Deep Dive** (1.5 hrs.): The CEO and the strategic planning committee present the 3-5 year plan, key performance indicators (e.g., enrollment and graduation rates), and the board's role in oversight.
 - **Governance Best Practices** (1.5 hrs.): Consultant-led workshop on fiduciary duties, board-CEO relationship, and inclusive decision-making, with small-group discussions.
 - **Team Building** (1 hr.): Facilitated activity (e.g., problem-solving exercise or shared meal) to build trust and collaboration.
 - **Committee Breakouts** (1 hr.): Committees meet to onboard new members, review charters, and set annual goals.



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- **Wrap-Up and Action Items** (30 min): Board Chair assigns follow-up tasks (e.g., reading assignments, committee prep) and collects feedback via a survey.
- **Ongoing Orientation Support:**
 - **Board Portal Access:** Provide access to a secure online portal (e.g., BoardEffect or similar) with all governance documents, meeting schedules, and training resources.
 - **Monthly Governance Tips:** Send brief emails or newsletters with governance tips, case studies, or updates on higher education trends.
 - **Peer Learning:** Encourage new members to shadow experienced members during committee meetings or strategic discussions for the first 3 months.
- **Evaluation and Improvement:**
 - Collect feedback via a post-retreat survey to assess clarity, engagement, and relevance.
 - Review survey results at the next board meeting to refine the program for the following year.

Deliverables:

- Retreat agenda, speaker bios, and materials.
- Board portal setup and user guide.
- Feedback survey and analysis report.

Metrics for Success:

- 95% attendance at the retreat.
- 80% of attendees rate the retreat as “highly effective” in preparing them for governance.
- 100% of new members access the board portal within 30 days.

5.3 Selection Criteria for Board Members

Purpose: To ensure the Board of Trustees comprises diverse, qualified individuals who align with Lighthouse Christian College’s mission and can contribute to its strategic and fiduciary oversight.

Criteria:

- **Alignment with Mission:**



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- Demonstrated commitment to the college's non-denominational Christian values and focus on innovative business and entrepreneurship education.
- Willingness to sign a statement of faith or values agreement, if required by bylaws.
- **Professional Expertise:**
 - Relevant experience in at least one of the following areas:
 - Higher education administration or accreditation.
 - Business, entrepreneurship, or finance (aligned with the college's focus).
 - Legal, fundraising, or nonprofit governance.
 - Technology or online education, given the college's hybrid model.
 - Preference for candidates with senior leadership experience (e.g., C-suite, academic dean, or nonprofit director).
- **Diversity and Inclusion:**
 - Representation across gender, ethnicity, geographic location, and professional backgrounds to reflect the college's student body and community.
- **Governance Readiness:**
 - Prior board experience (preferred but not required) or willingness to complete governance training within 6 months.
 - Ability to commit to attending at least 80% of board meetings (typically 4-6 per year), committee work, and key college events (e.g., graduation, fundraising galas).
 - No conflicts of interest that could compromise impartiality (e.g., competing institutional affiliations).
- **Community Engagement:**
 - Connections to Pensacola, Florida, community or national networks that can support fundraising, partnerships, or student recruitment.
 - Willingness to serve as an ambassador for the college, promoting its mission to external stakeholders.

Member Selection Process:



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- **Nomination:**
 - Candidates may be nominated by current board members, faculty, staff, alumni, or self-nominated via an application form.
 - Nominations open annually in September, with a deadline of October 15.
- **Screening:**
 - A Governance Committee (or ad hoc nominating committee) reviews applications against the criteria, shortlisting 3-5 candidates by November 1.
 - Shortlisted candidates submit a resume, personal statement, and references.
- **Interviews:**
 - Conduct interviews in November with the Governance Committee, Board Chair, and CEO to assess fit, commitment, and expertise.
- **Approval:**
 - The Governance Committee recommends candidates to the full board for a vote at the December meeting.
 - Approved candidates are notified by December 15 and begin their term in January.
- **Term:**
 - Standard term is 3 years, renewable once, with a maximum of 6 years (adjustable per bylaws).

Deliverables:

- Nomination form and selection criteria document.
- Interview rubric and evaluation template.
- Board resolution documenting approved members.

Metrics for Success:

- 100% of new members meet at least four of the five criteria categories.
- At least 30% of new members bring underrepresented perspectives (e.g., gender, ethnicity).
- The selection process is completed on schedule annually.



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6.1 CEO Annual Evaluation Process

Purpose: To provide a fair, transparent, and regular assessment of the CEO's performance, ensuring alignment with Lighthouse Christian College's mission, strategic goals, and operational effectiveness.

Process:

- **Annual Evaluation Cycle:**
 - **Timing:** Conducted annually in May, with results presented at the July board meeting, to align with fiscal year-end and strategic planning.
 - **Facilitator:** Board Chair, with support from the Governance Committee or an external consultant for objectivity.
- **Evaluation Framework:**
 - **Performance Areas:**
 - **Strategic Leadership:** Progress on strategic plan goals (e.g., enrollment growth, program expansion).
 - **Financial Stewardship:** Budget management, fundraising success, and financial stability.
 - **Academic and Program Excellence:** The quality of academic programs and student outcomes (e.g., graduation rates, job placement).
 - **Stakeholder Engagement:** Relationships with faculty, students, donors, and community partners.
 - **Mission Alignment:** Upholding the college's Christian values and fostering a faith-based culture.
 - **Data Sources:**
 - CEO's self-assessment (submitted by May 15).
 - Board member feedback via a standardized survey (anonymous, collected by June 1).
 - Key performance indicators (KPIs) from strategic plan (e.g., enrollment, retention, fundraising totals).
 - Optional: Input from senior staff or faculty (via Governance Committee interviews) and external stakeholders (e.g., major donors).



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- **Evaluation Steps:**
 - **Preparation (May):**
 - Board develops or updates the evaluation tool (survey and rubric) based on strategic plan priorities.
 - CEO submits a self-assessment, including achievements, challenges, and goals for the following year.
 - **Data Collection (June 1-15):**
 - Board members complete the survey, rating the CEO on a 1-5 scale across performance areas and providing qualitative feedback.
 - Board compiles KPI data and any additional stakeholder input.
 - **Analysis and Report (June 16-30):**
 - Board (or consultant) aggregates survey results, identifies trends, and drafts a report summarizing strengths, areas for improvement, and recommendations.
 - **Board Review (July Meeting):**
 - Board discusses findings, agrees on feedback, and sets performance goals for the following year.
 - **Feedback to CEO (Within 1 Week of July Meeting):**
 - Board Chair meets with the CEO to share the evaluation, discuss goals, and address any concerns.
 - A written summary is provided to the CEO and filed in board records.
- **Follow-Up:**
 - The Board Chair monitors progress on agreed-upon goals via quarterly check-ins with the CEO.
 - If performance issues arise, the board may initiate a performance improvement plan or, in extreme cases, consider termination per the bylaws.

Deliverables:

- CEO evaluation survey and rubric.
- Self-assessment template for the CEO.



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- Evaluation report and board resolution on outcomes.
- Written feedback summary for the CEO.

Metrics for Success:

- 100% of board members completed the evaluation survey.
- Evaluation completed on schedule, with feedback delivered by mid-July.
- CEO and board agree on 3-5 measurable goals for the following year.

6.2 Annual CEO Performance Evaluation Survey

Purpose: This anonymous survey is part of Lighthouse Christian College's institutional assessment plan to evaluate the Chief Executive Officer's performance. Your candid and constructive feedback will assist the Board of Directors in supporting the CEO's leadership and ensuring alignment with the college's mission, vision, and strategic goals. Responses are confidential and will be aggregated to protect anonymity.

Instructions: Please rate the CEO's Leadership, Strategic Oversight, and Operational Management performance using the 1-5 scale. Provide specific comments to support your ratings, as these insights are valuable for constructive feedback. Complete the survey and submit it anonymously in a sealed envelope to the Board Secretary.

Rating Scale:

- **1:** Unsatisfactory – Performance consistently falls below expectations; significant improvement needed.
 - **2:** Needs Improvement – Performance occasionally meets expectations but requires consistent improvement.
 - **3:** Meets Expectations – Performance consistently meets expectations; demonstrates competence.
 - **4:** Exceeds Expectations – Performance frequently surpasses expectations; demonstrates strong capability.
 - **5:** Outstanding – Performance consistently exceptional; role model for excellence.
-

Section 1: Leadership

Evaluate the CEO's ability to inspire, guide, and foster a positive organizational culture aligned with Lighthouse Christian College's Christian mission and values.



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- **Vision and Inspiration**

The CEO articulates a clear vision for the college and inspires stakeholders (faculty, staff, students, and community) to engage with it.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Cultural Leadership**

The CEO promotes a collaborative, inclusive, and Christ-centered culture that supports the college's mission.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Stakeholder Engagement**

The CEO effectively communicates with and builds trust among diverse stakeholders, including board members, faculty, staff, students, and external partners.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

Section 2: Strategic Oversight

Evaluate the CEO's ability to develop, implement, and monitor the college's strategic plan to ensure long-term success and sustainability.

- **Strategic Planning**

The CEO leads the development of a clear, mission-driven strategic plan with measurable goals.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Implementation and Alignment**

The CEO ensures that college operations, programs, and resources align with the strategic plan.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Adaptability**

The CEO anticipates challenges and opportunities, adapting strategies to changing internal and external environments.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

Section 3: Operational Management

Evaluate the CEO's ability to oversee the college's day-to-day operations, ensuring efficiency, financial stewardship, and mission alignment.

- **Resource Management**



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The CEO effectively manages financial, human, and physical resources to support the college's goals.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Operational Efficiency**

The CEO ensures that college operations are efficient, compliant with regulations, and supportive of academic and administrative goals.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Team Leadership**

The CEO builds and leads a competent senior leadership team, fostering accountability and professional growth.

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

Section 4: Overall Assessment

Provide a holistic evaluation of the CEO's performance.

- **Overall Performance**

Considering all areas, how would you rate the CEO's overall performance?

Rating: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Comments: _____

- **Strengths**

What are the CEO's key strengths that benefit Lighthouse Christian College?

Comments: _____

- **Areas for Growth**

What areas should the CEO prioritize for improvement to enhance their effectiveness?

Comments: _____

Rubric for Evaluation

The following rubric guides the interpretation of survey results and ensures consistent evaluation across responses. Aggregated scores and comments will inform the Board's feedback to the CEO.

Score	Description	Action Implications
5: Outstanding	Consistently exceptional performance; exceeds expectations in nearly all areas; serves as a role model.	Recognize and reinforce strengths; consider expanded responsibilities or sharing best practices.
4: Exceeds Expectations	Frequently surpasses expectations; demonstrates strong capability with minor areas for refinement.	Acknowledge high performance; provide targeted support for minor improvements.



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3: Meets Expectations	Consistently meets expectations; competent and reliable performance.	Maintain current support; identify opportunities for professional growth.
2: Needs Improvement	Occasionally meets expectations; noticeable gaps require consistent improvement.	Develop a performance improvement plan with specific goals and support.
1: Unsatisfactory	Consistently falls below expectations; significant improvement needed to meet role requirements.	Implement immediate intervention, including potential reassessment of role fit.

Comment Analysis:

- **Strengths:** Comments highlighting specific examples of effective leadership, strategic successes, or operational achievements will be summarized to affirm positive contributions.
- **Areas for Growth:** Constructive feedback will be categorized (e.g., communication, resource allocation) to identify common themes and prioritize development areas.
- **Confidentiality:** Individual responses remain anonymous; only aggregated data (average scores and anonymized comment themes) will be shared with the CEO and Board.

Submission: Please submit your completed survey by [insert deadline] via [insert method]. Thank you for your time and thoughtful input supporting Lighthouse Christian College's mission and leadership.

Note: This survey is designed to be anonymous. If you have concerns about anonymity or the survey process, please contact Dr. Joel Satterly, an Independent Educational Consultant, directly.

7.1 Calendar for Implementation

Below is a 12-month calendar outlining when each process should occur, the July 1—June 30th governance cycle. Adjustments can be made based on the college's specific schedule.

Month	Activity	Details
January	Board Orientation Retreat	Annual 1-day retreat for all board members, including new member onboarding.
February	New Member Orientation Session	2-3 hour session for new members, including mentor assignments and campus visit.



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March	Committee Training	New members receive committee-specific training; ongoing mentor check-ins begin.
April	Board Meeting with Training Component	Include a 30-minute governance training segment (e.g., fiduciary duties refresher).
May	CEO Evaluation Preparation	The governance committee updates the evaluation tool, and the CEO submits the self-assessment.
June	CEO Evaluation Data Collection	The board completes surveys, and the governance committee compiles KPI data and stakeholder input.
July	CEO Evaluation Review and Feedback	Board reviews evaluation report; Board Chair delivers feedback to CEO.
August	Strategic Planning Session	The board reviews progress on the strategic plan, aligning with the CEO's evaluation outcomes.
September	Nomination Period Opens	Call for board member nominations; Governance Committee prepares selection process.
October	Nomination Deadline and Screening	Nominations close (Oct 15); Governance Committee shortlists candidates.
November	Candidate Interviews	The Governance Committee interviews candidates and prepares recommendations.
December	Board Member Selection	Board votes on new members; approved candidates notified by December 15.

Sources

- Association of Governing Boards (AGB) recommendations for board orientation.
- BoardSource guidelines for nonprofit board recruitment and CEO evaluation.
- General higher education governance models from institutions like the College Board and Colorado Christian University.

8.1 Board of Trustees Annual Self-Evaluation Survey

Evaluation Period: July 1 – June 30

Please complete this survey prayerfully and honestly. Your feedback will help strengthen the Board's effectiveness and service to Lighthouse Christian College's mission.



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Instructions: Rate each item below using the following scale:

1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree

Section A: Mission and Vision Alignment

Statement	Rating (1–5)
The Board understands and supports the College’s mission and faith-based identity.	
Board decisions reflect the mission and core values of Lighthouse Christian College.	
The Board ensures that the College maintains its Christian distinctiveness.	

Section B: Governance and Fiduciary Responsibilities

Statement	Rating (1–5)
The Board understands its fiduciary responsibilities (budget approval, audits, oversight).	
The Board actively participates in strategic planning.	
The Board operates with appropriate independence from administration, maintaining appropriate boundaries with day-to-day administration.	
Policies and bylaws are regularly reviewed and updated as needed.	
The Board ensures compliance with TRACS accreditation and governance expectations.	

Section C: Strategic Leadership

Statement	Rating (1–5)
The Board is engaged in long-term strategic planning.	
The Board allocates time for discussion of mission-critical and strategic issues.	
The Board monitors institutional performance against strategic goals.	

Section D: Board Engagement



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Statement	Rating (1–5)
I am consistently prepared for Board meetings.	
Board members attend meetings regularly and participate actively.	
Board members collaborate respectfully and effectively.	
Board committees function effectively.	
Board committees are active and fulfill their charges.	
The Board Chair facilitates meetings effectively.	

Section E: Relationship with College Leadership

Statement	Rating (1–5)
The Board supports and holds the President accountable through regular evaluation.	
Communication between the Board and administration is appropriate and effective.	
The Board maintains appropriate oversight without micromanaging.	

Section F: Spiritual Leadership and Integrity

Statement	Rating (1–5)
The Board demonstrates spiritual maturity in decision-making.	
Prayer and biblical values are integrated into Board governance.	
The Board upholds high standards of ethical behavior and Christian witness.	

Section G: Open-Ended Questions

1. What are the Board's key strengths?



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2. What areas should the Board seek to improve?

3. What topics or issues should the Board focus on in the coming year?

4. What training or resources would enhance your service as a Trustee?

5. How can the Board better support the President and College leadership?

6. Additional Comments:

Optional: Name (if you wish to be identified): _____

Date: _____