

**MANUAL OF POLICY AND PROCEDURES FOR THE EVANGELICAL CHRISTIAN
ACADEMY BOARD OF DIRECTORS**

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INTRODUCTION

As a Director of the ECA Board of Directors, you have been given both tremendous opportunity and responsibility. You have the opportunity to directly affect a ministry that has impact in the lives of hundreds of people each year. However, this opportunity comes with great responsibility; your conduct and the decisions you make will make a difference in the lives of those hundreds of people.

The following Manual of Policy and Procedures has been prepared to assist Directors conduct the ministry of Evangelical Christian Academy in an efficient manner.

All Directors of the Board are expected to be familiar with and comply with the Corporation's Bylaws, policies and the contents of this manual.

CHAPTER 1- DUTIES AND RESPONSIBILITIES OF THE BOARD

The Bylaws of Evangelical Christian Academy, Inc. have vested to the Board of Directors “the responsibility to govern the Corporation’s business, property and affairs”.

The authority of the Board is a corporate authority; no individual member can act on behalf of the Board without the express permission of the Board.

Within this context the Board will legislate policy and oversee the implementation and execution of those policies by the employees of the corporation. In addition to legislation and oversight, Directors may be called upon to serve on Board Committees and assist with critical functions of the School. The Board delegates to the Superintendents the powers necessary to execute and manage the policies of the Board.

The specific duties and responsibilities of the Board are to:

1. Establish the policies of the Board; approve the operating policies and procedures established by the Superintendent for the school.
2. Hire qualified Administrators; approve the hiring of faculty and staff for the school.
3. Set the salary schedule for the administration, faculty, and staff.
4. Set the annual budget for the school.
5. Monitor income and expenditures against the budget and direct corrective action if needed.
6. Approve the school calendar based on the input of the school Superintendent.
7. Maintain open and effective communication with persons and organizations concerned with the school.
8. Develop the long and short range goals and objectives for the school.
9. Monitor the academic and extra-curricular activities of the school.
10. Evaluate the school Superintendent in accordance with Chapter 7 of this manual.
11. Exercise final authority in the school in all matters as directed by the Bylaws and Articles of Incorporation.

The duties and responsibilities of individual Board members are to:

1. To pray faithfully for the school.
2. Be faithful in attendance at all Board meetings. If unable to attend, notify the Board secretary or President in advance.
3. Prepare for each Board meeting by reviewing agenda, minutes of past meeting and other material provided.
4. Be willing to give of both time and talent with a joyous spirit.
5. Properly handle inquiries, complaints and other communication regarding school matters. In this area it is especially important not to entertain or encourage gossip. When appropriate, educate those that may approach you on the proper method and channel for their communication.
6. Exercise discretion in relationships with school employees. As we are co-laborers in Christ, sincere encouragement is always appropriate. However, correction and criticism is best handled by the appropriate supervisor. If the director is also a parent of a student or students in the school, special care must be taken in the relationship with their own child's teacher so as to avoid intimidation.
7. Refrain from inappropriate discussion of Board business at any non-business functions or gatherings.
8. Use God-given discretion in deciding what matters can be shared with a spouse so as to cultivate and maintain important partnership relationships. Matters pertaining to personnel and other matters of a sensitive nature should not be shared outside of meetings.
9. Place a high priority on attending as many school functions as possible.
10. Abstain from advancing issues that involve a self interest or represent a personal agenda. In areas where the Director cannot be objective due to personal involvement or the possibility of a conflict of interest, the Director is expected to recuse themselves from any discussions or votes pertaining to the matter.
11. Be knowledgeable in areas of school operations to include education, finance, legal matters, etc.

CHAPTER 2 - BOARD COMMITTEES

The Board of Directors shall establish Board Advisory Committees. The number and name of the committees will be determined by the Board based on the needs of the organization.

The fundamental purpose of these advisory committees is to study, report on and make recommendations to the Board within the committee's scope of responsibility. Each committee is to meet independently; they may, subject to Board approval, prescribe rules and regulations for the call, conduct and procedures of their meetings. The power of each committee will not exceed the powers of committees as prescribed in the ECA By-Laws. Each advisory committee will report to the Board through a written report submitted by the committee chairman. These reports will be in the format prescribed in the appendices of this manual.

The composition of each committee and the qualifications for committee members will be as specified in the ECA By-Laws. The chairman of each committee will be designated by the Board President.

Within the above guidelines the specific duties and responsibilities of the committees are specified in Appendix E. As committees are formed or dismissed, the Board shall amend Appendix E on its own authority.

CHAPTER 3 - DUTIES AND RESPONSIBILITIES OF OFFICERS

The Board of Directors shall elect its Officers each year at the Annual meeting. Officers will assume their office on the First day of June each year. The qualifications and terms of office are governed by the Corporation By-Laws.

The job descriptions, duties and responsibilities for each office are as follows:

PRESIDENT OF THE BOARD

Subject to the Bylaws, Articles of Incorporation, and policies of the Board, the President shall have the authority and responsibility to operate the Corporation. The President shall act as the duly authorized representative of the Board and the Corporation in all matters in which the Board or the members have not formally designated some other person to act.

Specific duties of the president are to:

1. Lead all school board meetings.
2. Confer with the Superintendent regarding preparation of the agenda for each Board meeting.
3. Appoint members to committees of the Board.
4. Coordinate the efforts of the Board Committees.
5. Follow-up all unfinished items of business to insure their completion. This includes the responsibility for execution of all activities and reports identified on the annual Board Calendar. (Appendix D)
6. Sign employment contracts for employees of the Corporation.
7. Receive and reply to correspondence addressed to the Board.

VICE PRESIDENT OF THE BOARD

The Vice President shall act in place of and for the President if the President is absent. In addition to those duties, the specific responsibilities of the Vice President are:

1. Assist the President as necessary.
2. Take on special assignments.
3. Be responsible for maintaining the Board policy and procedure manual to insure that necessary revisions are made to keep the manual in conformity to Board action.

SECRETARY OF THE BOARD

The Secretary of the Board shall act to insure that meetings and other business of the Board is properly recorded and conducted. The specific duties and responsibilities of the office are to:

1. Keep or cause to be kept and regularly entered into the corporate record, accurate minutes of all actions taken by the Corporation and its Board.
2. Maintain a record of attendance for all Directors at Board meetings.
3. Serve as the parliamentarian for Board meetings.
4. Insure all members complete the annual affirmation as requires by Board resolution.
5. Assist the President in the handling of correspondence to the Board.
6. Assign Board members responsibilities for monthly devotions and refreshments.

TREASURER OF THE BOARD

The Treasurer will be responsible to the Board for assistance in maintaining financial oversight for the Corporation. Specific duties and responsibilities of this office are to:

1. Prepare and present a monthly financial statement to the Board at each monthly meeting. This financial statement shall include as a minimum monthly and year to date income, expenditures and cash balance on hand.
2. Ensure that procedures are designed and followed so that expenditures are made within the approved school budget.
3. Ensure that the preparation on the annual budget is completed and ready for presentation to the Board by the February meeting.
4. Enforce the tuition policy of the corporation.
5. Serve as a member of the Finance committee.
6. Provide input to the Superintendent regarding the evaluation of the school financial secretary.
7. Ensure all reports or returns required by law or code for the Corporation are filed in a timely manner.
8. Seek professional legal and/or accounting advice as necessary.

CHAPTER 4 THE MONTHLY CYCLE OF MEETINGS

PRE-BOARD MEETING WITH THE SUPERINTENDENT

During the week before regularly scheduled Board meeting the Board president will meet with the School's Superintendent or designated representative. The purpose of this meeting will be for the discussion of items to be placed on the agenda for the Board to consider at the upcoming meeting. The Superintendent will bring a draft of the Superintendent's Report (Appendix B) for a preliminary review by the Board President. Also, any recommendations (should be in format of Appendix A) that the Superintendent has for the Board will be presented at that time.

The Superintendent and the President will discuss each of these items at this meeting. No decisions will be made at this time.

After receiving the written reports and recommendations of the Superintendent, the Board President will include the material in the Board Package and place the items on an appropriate part of the agenda.

COMMITTEE CHAIRMAN MEETING

Approximately two weeks prior to the scheduled Board meeting, the Chairman of each Board Committee or their designated representative will meet with the Board President. This meeting may be held by teleconference. The purpose of the meeting will be to discuss items to be placed on the upcoming agenda. Also during this meeting, items that require input from more than one committee will be coordinated.

This meeting is not to be considered a meeting of the Board and no decisions will be made. Any discussion during the meeting will be for the purpose of coordinating action and advising the Committee Chairman. It is the responsibility of each Committee Chairman to insure that each committee is represented by at least one individual.

All committees should hold their committee meeting prior to this meeting. They also need to be prepared to meet as a committee after this meeting and prior to the upcoming Board meeting.

Written Committee reports (Appendix C) and written recommendations (Appendix A) are due to the Board president one week prior to the scheduled Board meeting. The Board president will insure that the items are placed on the agenda in the appropriate location and copies of reports and recommendations are mailed to the Board prior to the upcoming meeting.

AGENDA AND BOARD PACKAGE PREPARATION

After meeting with the Superintendent and the Committee Chairman, the Board President will prepare the agenda for the monthly meeting of the Board. All reports, recommendations and correspondence (see Chapter 8) timely and properly received will be included on the agenda. The Board President will send each Director and ex-officio Director a copy of the Board packet. The packet will consist of an Agenda, minutes of the previous meeting, financial statements from the previous month, the Superintendents Report, Board Committee Reports, recommendations to be considered, and correspondence to the Board. The packet will be sent to each Director via email. Printed copies will be made available for pick up at a pre determined location.

PERSONS AND PARTIES WISHING TO APPEAR BEFORE THE BOARD

Any person or party wishing to appear before the Board at the monthly meeting is to put their request and rationale in writing and send it to the President of the Board. The President will consider the request and make a determination as to if the appearance is to be placed on the agenda.

In making the determination, the President will consider the how to best handle the matter so as not to block access to the Board by constituents and still accomplish the work of the Directors in an efficient manner. Where appropriate, the matter should be referred to an appropriate Board Committee or the Superintendent. Should an appearance be determined to be the best way to handle the matter, the person or party will be subject to the same requirements as Directors or Administrators in bringing business to the Board. The recommendation (Appendix A) will be presented in writing and received by the Board President at least 7 days prior to the Board meeting for inclusion in the Board packet. Any Director may assist the person or party in preparing the information for the Board.

CHAPTER 5 THE MONTHLY BOARD MEETING

The monthly meeting of the Board will be the place and time when the Board acts officially as the Board. Action taken during this meeting is binding upon the school.

Prior to the monthly meeting, all board members will receive a pre-meeting packet in order to help them prepare for the upcoming meeting. (See Chapter 4)

The actual meeting will consist of four parts: 1) Devotion, prayer and administration; 2) Reports from the Superintendent and Committees; 3) Old Business; and 4) New Business.

DEVOTION, PRAYER AND ADMINISTRATION

Devotion and prayer will begin each Board meeting. Each member of the board will take a turn during the year to lead this section of the meeting. The person designated to lead the devotion and prayer will also bring refreshments for the Board. The assignment of this responsibility will be done by the Board secretary. If a person is unable to attend the assigned meeting, they are responsible for obtaining a substitute to lead the devotion.

After the devotion and prayer, the president will read the mission statement of the school. The minutes from any previous meeting(s) will then be presented to the Board for approval.

Once minutes are approved, the president will recognize guests that are present at the Board meeting.

The president will then make the Board aware of any correspondence that the Board has received. Prior to the meeting, the president will preview all correspondence and determine the proper method of presentation to the Board. Some may be read, passed around, referred to committee, or placed on the agenda for discussion. For correspondence that requires a reply, the president will draft a reply to be sent on behalf of the Board prior to the meeting. The Board can modify and/or approve the response so that it may be sent as soon as possible. **At no time will unsigned correspondence be presented to the Board.** Unsigned correspondence will be discarded immediately by the chairman.

The last part of the administration section will be the approval of the agenda. Members will be solicited for any items that are to be added. Adding items to the agenda at this time is highly discouraged and should be avoided. In order to maintain the agenda, the Board President will determine if an item is to be allowed on to the agenda. A 2/3rds vote of the Directors present will be required to over turn the Presidents decision to postpone a new item to the next meeting.

REPORTS OF THE SUPERINTENDENT AND COMMITTEES

Prior to the meeting, each Board member will have received written reports from the Superintendent and each Committee. During the report phase, each Board member will be given the opportunity to ask questions about the report as presented. Anyone that has submitted a report that was included in the Board Packet will only have the opportunity to answer questions and provide clarification to the written report.

After the reports have been covered, the Board will then consider the recommendations of the committee as they have been presented in writing to Board. The recommendation will be considered a motion of the committee and will not require a second. The president will first ask if there are any questions about the recommendation. After questions have been answered, the president will ask if anyone cares to speak against the motion. If no objection is raised, the president will move immediately to a vote. If an objection is raised, discussion both for and against the recommendation will be heard. After discussion ends, or the question is called, a vote will be taken.

During this part of the meeting, only written reports and written recommendations that have been received by the Board prior to the meeting will be discussed. Should a committee fail to provide a written report and/or recommendations they will be skipped over during this portion of the meeting.

OLD BUSINESS

During this section of the meeting, any business that has been discussed at a previous meeting and not assigned to a standing committee of the Board will be discussed. At this time any individuals or special committees will make their report and/or recommendation to the Board. Like the Superintendent and Board Committees, these reports and recommendations are to be in writing and submitted to the Directors in the Board Packet. The same procedure will be followed in the receipt of these reports and handling of these recommendations as outlined in the Reports of Principals and Committees section above.

NEW BUSINESS

This section of the meeting is the only place business that is completely new to the Board may be discussed. However, new recommendations that have been presented in writing to the Board prior to the meeting may also be discussed here. At this point in the meeting, the Board can choose to 1) act on a motion for the approval of an item of business or 2) refer the matter to a standing committee, an appointed individual, or create a new committee. Whomever the item is referred to will be directed to study the matter and return to the Board with a report and/or recommendation. The referral should also include a deadline for the completion of this task.

ADJOURNMENT

Although adjournment is not a part of the meeting, it is critical to the long term efficiency of the Board. Board meetings are scheduled to end at **9:30 pm**. As the order of the day approaches, the president has to entertain one of three motions. 1) Adjourn the meeting. 2) Adjourn the meeting for the evening with a continuation meeting set for a specific date, time and place. 3) Continue the meeting with a specified extension of the order of the day. Should the president fail to recognize the order of the day, another member of the Board should interrupt and declare a point of order.

If a motion to adjourn is successful, the meeting will be closed in prayer.

CHAPTER 6 - THE ANNUAL BOARD PLANNING MEETING

Once per year, normally during the month of December, the Board will conduct a meeting for the purpose of conducting long and short range planning.

The President is responsible for setting this meeting. The President will also be responsible for assembling materials, securing a location and planning for meals and other logistical matters.

The meeting will be conducted so as to accomplish the following objectives:

1. Discuss last years short range goals and objectives. These goals and objectives will be evaluated as follows:
 - a. Was the goal or objective accomplished?
 - b. If not, should it be a goal or objective for the next year?
2. What additional short range (1-year) goals and objectives do we want to accomplish in the coming year?
3. Assignment of the short range goals and objectives to individuals and/or committees.
4. Discussion of the long range (2-5 years) plan. Discussion will include:
 - a. Are long range goals and objectives still valid?
 - b. Are there any long range goals and objectives that require action this year in order to be accomplished on time? If so, make assignments of action to be completed.

All Board members, to include ex-officio members will attend this meeting unless providentially hindered. Care will be taken to insure that new members attend this meeting. The Board may invite other participants to participate as deemed appropriate.

The results of this meeting will be recorded and distributed to all Board members. The results will also be reported out to the staff and faculty of the school and the Sessions of the sponsoring churches as appropriate.

CHAPTER 7 - THE EVALUATION OF THE SCHOOL SUPERINTENDENT

It will be the responsibility of the Board of Directors to conduct an evaluation of the Superintendent of Evangelical Christian Academy on an annual basis. (In the event that there is no Superintendent at the school, the Board shall determine which staff members are to be evaluated by the Board)

The Superintendent will be evaluated by a committee consisting of the officers of the board and the chairman of each committee. The president of the Board will convene and chair this committee.

This evaluation will be conducted in four phases:

PHASE ONE - INITIAL MEETING

The initial meeting will be held in August, prior to the beginning of the academic year. Prior to this meeting, the Superintendent will examine their job description and formulate a set of goals and objectives that they feel will fulfill the given job description. This set of goals and objectives is to be sent to each member of the evaluation committee prior to the meeting. During the actual meeting, the current job description and submitted goals and objectives will be discussed. The Superintendent will have the opportunity to question the committee about expectations and to articulate the goals and objectives they have set. The final list of agreed upon goals and objectives will be recorded. The Superintendent and each member of the committee will receive a copy. The Board will also receive a copy in a report to be made during the September meeting.

PHASE TWO - FIRST EVALUATION

The first evaluation will take place in November of the academic year. The committee shall meet prior to meeting with the Superintendent for the purpose of formulating an evaluation. The basis of this evaluation will be the goals and objectives formulated in phase one. The committee will make comments on whether or not the Superintendent is making satisfactory or unsatisfactory progress in the accomplishment of the stated goals and objectives. Observed strengths and weaknesses will also be noted. If necessary, corrective action will be identified and recommendations made. Once the evaluation is completed by the committee, two persons from the committee will be appointed to meet with the Superintendent to review the committee's evaluation.

PHASE THREE - SECOND EVALUATION

The second evaluation will be conducted in February of the year. The procedure to be followed will be the same as phase one. Special attention will be taken to make sure that any recommended corrective action has been followed and that satisfactory progress is being made.

It is assumed that this evaluation will be for the encouragement of the Superintendent and acknowledgement of their good work. However, should the committee feel that a problem has been identified that may result in a non-renewal of the Superintendent contract; the Superintendent is to be placed on notice at this time. A plan of improvement is to be formulated and presented to the Superintendent. This plan of improvement should have a time line that will allow the committee and the Board to make a determination about the renewal of the Superintendent's contract prior to Spring break. If the Superintendent's contract is to be non-renewed, that decision will be made not later than the April Board meeting.

PHASE FOUR - FINAL EVALUATION

The final evaluation will be made in June, shortly after the end of the academic year. Procedure will be the same as Phase One. The foundation for Phase One of the next year will be laid.

Should any Board member have an observation that they feel should be considered in the evaluation of the Superintendent, they should communicate that with a member of the evaluation committee. (This provision is for matters of job performance only; matters of sin are to be approached using the principles found in Matthew 18)

If at anytime the Superintendent feels that the committee has made an error in its evaluation, the Superintendent will make his complaint made known to the Board. The Board as a whole will hear both the Superintendent and committee. After hearing both sides, the Board will take action to accept the evaluation as presented by the committee, reject the evaluation and direct a new evaluation, or accept the evaluation with modifications.

CHAPTER 8 – COMMUNICATION WITH THE BOARD

The Board of Directors for this corporation will have many solicited and unsolicited opportunities to communicate with various people that have an interest in the school. Each Director must use discernment during these opportunities. The balance between gathering useful information and entertaining gossip can be delicate. The following guidelines and procedures are provided for guidance in these matters.

PARENT(S) TO BOARD

Each Director should feel free to communicate with parents. When doing so the following should be kept in mind:

1. Be sure to distinguish between your opinion and Board opinion. You should only communicate your opinion unless you are sure you know the mind of the Board.
2. Remember, after the decision has been made, it is a Board decision. It would be inappropriate to express information such as “well I voted against that,” or “it was a very close vote and member X and Y were against it,” etc.
3. If the school or someone in the school is complimented, encourage the parent to pass the information on to the person concerned. You should also pass the compliment on as soon as possible.
4. If the parent is passing on a complaint, be careful how you handle it. If the complaint deals with a matter of job performance, you can receive it as information. Encourage the concerned parent to discuss the matter directly with the person concerned if appropriate. You may also wish to take action on your own. Appropriate action could include passing the information on to an appropriate Superintendent or committee of the Board. DO NOT over react to any information you receive and take action in an area that you do not belong. If the complaint deals with a matter of sin or character, the principles found in Matthew 18 must be followed. Try to stop the parent from discussing the matter with you until they have discussed the matter with the individual concerned. You should follow up with the parent to make sure that step is taken. Should the parent refuse to confront the individual because of fear or some other reason, it may be inappropriate for the matter to drop. If the nature of sin is such that it would affect the honor of the school, you should confront the individual and follow the procedures of Matthew 18 as appropriate.
5. If you receive written correspondence from a parent, and it is specifically addressed to you, you may respond using the guidelines outlined above. However if the salutation is “Dear Board Member” or “Dear Board” or is a copy of correspondence sent to the Board or some other person, you should not respond as an individual. The Board will respond.
6. Never try to block a parent’s access to the Board. If they have a matter that should come before the Board, encourage them to communicate to the Board with a letter. Assure them that all letters, timely received, will be received and acted on at the next meeting of the Board of Directors.
7. A parent who wishes to appear at a Board meeting should be advised to put the request and rationale in writing and address it to the Board President. Upon receipt of such a request, the Board President will make a determination regarding the request. (See Chapter 4)

SCHOOL STAFF TO BOARD MEMBERS

A natural part of being an involved Board member will be interaction with the Staff at ECA. Caution and discernment are required to handle any communications in a proper manner. These guidelines and procedures are provided for those situations:

1. Compliments may be received and given at any time. Do so every chance you get.
2. Complaints must be handled with discernment, but should almost always be channeled to the appropriate staff member. For example, a teacher expresses a concern over the lack of adequate supplies. You know that the Board is out of money and a spending freeze has been imposed. It is acceptable to discuss the matter with the teacher and try to explain the bind the Board is in. However, if the perceived shortage is being created by a principal rationing out supplies and the teacher does not agree with the Superintendent's procedure, that is an inappropriate communication to a Board member. You should gently redirect the teacher and encourage them to discuss it with the principal. You should also make the principal aware of the comments made by the teacher.
3. Some complaints cannot be dismissed, even if they appear to be inappropriate. See the Board Policy on Sexual misconduct for guidance.
4. A staff member who wishes to bring a complaint or grievance to the Board can do so in writing (see Chapter 4). However, the staff should only take this step after consultation and with the permission of their building principal and/or supervisor. We cannot block access to the Board; however the staff can be counseled that to approach the Board in an inappropriate manner will be considered in the overall performance of that staff member.

APPENDIX A
FORMAT FOR A COMMITTEE RECOMMENDATION TO THE BOARD

ISSUE:

Use this section to state the problem as briefly as possible.

REFERENCES:

List the references used in the research of this issue.

BACKGROUND AND DISCUSSION:

This is the section used to discuss the issue at hand. You can begin this section with some background information that will set the stage and explain how the issue arose. This section should also contain the information that came from your research of the applicable references. Facts and figures that are pertinent to the issue should also be stated here. Avoid making any conclusions in this section.

ALTERNATIVES CONSIDERED:

List the alternatives that were discussed and discarded during the formulation of the final recommendation. This section eliminates the question “did you think of this?” Persons reading your report will see that other ideas were developed. After stating the alternative solution, briefly list the advantages and disadvantages of the alternative solution.

RECOMMENDATION:

This is the section to state the recommendation and list the advantages and disadvantages of that recommendation. If the recommendation is also a motion, it should be stated in the form of a motion.

FINANCIAL IMPACT:

This section should contain facts about the financial impact of the recommendation. If there is no financial impact, state: None.

APPENDIX B
SUPERINTENDENT'S MONTHLY REPORT TO THE BOARD

ENROLLMENT

In this section, the number of students currently enrolled will reported. If the Superintendent has any comments about the losses and gains made in enrollment, they should be made here.

TRIUMPHS

This is the section to report the "Good News" about what has happened on the campus during the month.

TRIALS

In this section, the Superintendent can inform the Board of the negative events of the month. These would include incidents with students, faculty and/or parents that the Superintendent feels the Board should be aware of.

POLICY MATTERS AND RECOMMENDATIONS

Based on events during the month, the principal may have questions about school policy. Also, the principal may have policy recommendations to make to the Board. This section can also include any other recommendations the Superintendent may have regarding operations at the school. If appropriate, make recommendations in the suggested format (Appendix A). If the Superintendent does not have a recommendation', the matter should still be placed here. The Board will then take appropriate action on the matter.

PRAYER REQUESTS

The Superintendent will list any matters that should be prayed about by the Board for the following month.

APPENDIX C
FORMAT FOR COMMITTEE REPORTS

As a report to the Board, the committee should submit a set of minutes from the meetings that have taken place during the month. Since most committee meetings are informal, it is expected that the minutes will also be informal. The following are guidelines for committee minutes and the committee report for the Board.

ATTENDANCE

This section should list who was present, who was absent and who was excused from the meeting. All committee members should be account for in this section.

MEETING SUMMARY

This section should summarize the action taken at the meeting.

At a minimum, it should include the motions that were made and approved by the committee. Other information about discussions, defeated motions, plans for the future can be included. The committee may want to submit the minutes from the meeting in this section.

RECOMMENDATIONS

Any recommendations that the committee wishes to make to the Board should be listed here. The recommendations should be attached to the report in the format found in Appendix A.

APPENDIX D
THE ANNUAL BOARD CALENDAR
FISCAL YEAR CALENDAR OF ACTIVITIES

(This list does not include the monthly activities of each committee)

During the course of a school year, there are recurring activities, events and reports that must be anticipated and planned. This Annual Calendar is provided for the members of the Board and Administration to help anticipate these key events and reports. Each month lists key activities that will occur or reports that should be presented at the Board meeting.

Month	Activity, Event or Report	Responsibility of:
July	<ul style="list-style-type: none"> • New fiscal year begins • New board terms begin • Board committee assignments • New teacher contracts 	<ul style="list-style-type: none"> • Board • Board • President • Personnel to Board
August	<ul style="list-style-type: none"> • Annual board planning retreat • Board goals for fiscal year • New teacher theological orientation class • Superintendent evaluations (Phase I) 	<ul style="list-style-type: none"> • President & Superintendent • Board Committee Chairs • President & Superintendent • Executive Committee for Supt., Supt. for other Superintendents
September	<ul style="list-style-type: none"> • ECA annual report for the prior fiscal year completed and published • Budget review and revision • Annual goals from administration 	<ul style="list-style-type: none"> • President & Superintendent • Finance to Board • Superintendent to Board
October	<ul style="list-style-type: none"> • Annual report delivered to Sessions 	<ul style="list-style-type: none"> • President & Superintendent
November	<ul style="list-style-type: none"> • Superintendent evaluations (Phase II) 	<ul style="list-style-type: none"> • Executive Committee for Supt., Supt. for other Superintendents
December	<ul style="list-style-type: none"> • Job descriptions updated 	<ul style="list-style-type: none"> • Personnel to Board
January	<ul style="list-style-type: none"> • Next fiscal year budget, salary schedule and fee schedule • Admission and reenrollment materials 	<ul style="list-style-type: none"> • Finance to Board • Superintendent to Board
February	<ul style="list-style-type: none"> • Progress review for accomplishing board goals • Notification of possible contract non-renewals • Advertisements for possible faculty openings • Superintendent evaluations (Phase III) 	<ul style="list-style-type: none"> • Board • Personnel to Board • Personnel & Superintendent • Executive Committee for Supt., Supt. for other Superintendents
March	<ul style="list-style-type: none"> • Contract for Superintendent • Superintendent and teacher contracts offered and returned 	<ul style="list-style-type: none"> • Board • Personnel & Superintendent
April	<ul style="list-style-type: none"> • Next fiscal year school calendar • Summer coverage plan • Handbooks – Student, Staff and Faculty 	<ul style="list-style-type: none"> • Superintendent to Board • Superintendent to Board • Superintendent to Board
May	<ul style="list-style-type: none"> • New teacher contracts • Superintendent evaluations (Phase IV) • Annual Meeting of the Corporation <ul style="list-style-type: none"> ○ Director reelections ○ Officer elections ○ Affirm & publish the Statement of Non-Discrimination 	<ul style="list-style-type: none"> • Personnel to Board • Executive Committee for Supt., Supt. for other Superintendents • President
June	<ul style="list-style-type: none"> • New teacher contracts • Annual report inputs • Annual Board Calendar • Board Policy Manual updated • Current fiscal year ends 	<ul style="list-style-type: none"> • Personnel to Board • Superintendents to President & Superintendent • Executive Committee • Executive Committee • Board

Appendix E Board Advisory Committees

- E-1 Marketing Committee**
- E-2 Information & Technology (IT) Committee**
- E-3 Coordinating & Planning (CAP) Committee**
- E-4 Finance Committee (Draft-Only)**
- E-5 Personnel Committee (Draft Only)**

Charter for the Marketing Committee

Approved July 8, 2008

PURPOSE. The Marketing Committee will have responsibility for planning and implementing a comprehensive marketing program for Evangelical Christian Academy (ECA). The goal of the Program is to integrate marketing with admissions and administration throughout the curriculum and to encourage continuing development of these abilities. The Program will do so in cooperation with other Committees, Staff and Board Members, which share this objective.

In pursuing this goal, the Marketing Program assumes these specific deliverables and others as appropriate:

- Executive summary
- Industry analyses
 - SWOT: strengths, weaknesses, opportunities and threats
 - Porter 5 forces analysis: customers; your own company; current and future competitors; suppliers; and the regulatory environment.
- The target market
 - Target market demographics: income levels; interests; activities; living environment; other geographic descriptions; psychological mindsets; political and denomination affiliations; family situations; age ranges; tastes; etc.
 - Industry or societal trends that affect Christian/Private Education.
 - Our target customers' needs and wants, and corresponding benefits.
- Marketing strategy
 - Overall objectives and mission statement
 - Positioning relative to competitors and in eyes of customers
 - General strategies to reach objectives and fulfill mission
 - Marketing mix, including specific marketing programs
 - Services
 - Pricing strategies
 - Outreach channels
 - Promotions, advertising and other marketing programs
- Forecasts
 - Size of target market and growth projections.
 - Sales growth projections.
- Measurements
 - Measurable goals and success metrics for each program
 - Intermediate measurements for monitoring progress

The Marketing Committee is appointed to carry out these responsibilities under the leadership of a Chairperson.

STRUCTURE. The Marketing Committee is based in Colorado Springs and serves the ECA Board and community.

The Evangelical Christian Academy School Board in accordance with the Corporations by-laws appoints the Chairperson and committee members. The Chairperson appoints committee members as needed with the concurrence of the board and according to board policy and by-laws. The Chairperson of the Marketing Committee is responsible for providing intellectual leadership for its conceptual development and timely implementation as well as for the administrative leadership of its members and management of its resources.

In addition to the chairperson, the committee will consist of members. One member will be designated as the vice chairperson and one will be designated as the secretary.

Faculty in Evangelical Christian Academy may be drawn from any department as appropriate (with prior approval from the school superintendent), or may be appointed to serve as advisors to the Marketing Committee.

The Chairperson reports all activities and progress to the board, at our designated monthly meetings, via written reports and verbal updates. The Chairperson is advised on by-laws and policy by the governing board. Thus the chairperson is a permanent member of the board and is consulted regularly regarding The Marketing Program plans and development. Further, a representative of the School Board sits permanently on the committee. The Marketing Program will be reviewed periodically by outside evaluators.

BUDGET. The Chairperson of the Marketing committees administers the Committee budget (if Any) within the approval of the school board.

Information & Technology Committee

Approved July 8, 2008

Purpose:

Evangelical Christian Academy (ECA) is a private Christian School with a solid reputation for academic excellence and up-to-date facilities. ECA believes that technology is an essential tool for teaching, learning, and conducting educational functions.

The ECA Technology Committee (hereafter "the Committee") is a standing Committee of Evangelical Christian Academy, chartered by and responsible to the Board of Directors of Evangelical Christian Academy. The purpose of the Committee is to cultivate a partnership between the ECA School and the local Technology Community, and to foster the advancement and efficient use of the school's Information Technology.

The Technology Committee is responsible for

- Recommending to the ECA Board actions that will expand and improve student learning through the use of technology;
- Recommending to the ECA Board actions that will improve efficiency and effectiveness of ECA processes through the use of technology;
- Recommending policy direction to the School Board for consideration and approval;
- Recommending to the ECA Board guidelines and procedures for effective and efficient use of technology;
- Maintaining a ECA technology plan that is consistent with the needs of the Schools goals, and that anticipates how the role and use of technology in education will change in the future;
- Periodically evaluating the effectiveness of the Technology Committee, ECA faculty and staff regarding the implementation of Board directives and policies.

Through its own efforts or delegation to others, the Technology Committee accomplishes its responsibilities by

- Establishing both short term and long term technology plans and goals for the school.
- Analyzing the school's internal and external environment to identify issues and trends that require addressing;
- Identifying potential solutions that address the identified issues and trends, including in the criteria for solution selection both short-term and long-term costs: initial hardware and software costs, training costs, replacement and update costs;
- Recommending to the ECA Board the solutions the Committee believes should be implemented;
- Providing assistance when requested in the development and implementation of solutions;
- Reviewing the outcome evaluation data after solutions have been implemented.

Committee Composition:

The Committee shall have no less than 2 and no more than 5 members, consisting of representatives of industry/academia.

Membership Criteria:

In addition to the criteria specified in the ECA By-laws, persons selected to serve on this committee shall have:

1. Relevant experience within the Community
2. Availability to participate in the activities of the Committee

Membership Terms:

Members shall serve for a term of two years. Upon completion of an initial two year term, a member may serve one additional two year term if recommended for retention by a majority vote of the Committee. Upon completion of two consecutive two year terms (i.e., four years total), a member must step down from the Committee for at least one year before becoming eligible again for membership. After one year, a former Committee member is eligible for membership on the same basis as a new member. Only the Committee Chairman may make exceptions to this policy.

Committee Meetings:

The Committee shall meet on a regular basis, generally monthly on the third week of each month, or at the call of the Chairman. A quorum for meetings shall be a majority of the members. Issues requiring a vote of the Committee (other than election of members) shall be decided by majority vote. Minutes of each meeting shall be published and distributed. Subcommittees shall meet on an "as required" basis.

Attendance Requirements:

In accordance with the Membership Criteria, regular attendance at monthly Committee meetings is expected.

Charter for the Coordinating & Planning (CAP) Committee

Approved August 12, 2008

PURPOSE. The Coordinating & Planning (CAP) Committee will have responsibility for providing oversight, coordination and planning for matters that touch on overlapping and multiple areas within the organization.

Specific areas of focus will include (but are not limited to):

1. Planning the annual Board retreat
2. Evaluating and making recommendations regarding future (one or more Academic Years in advance) revenue for the school to include fees, tuition, scholarships and fund raising activity.
3. Oversee all policy manuals that exist in the corporation. The committee will focus on the coordination, de-confliction and maintenance of the manuals. When appropriate, the committee can make policy recommendations to the Board of Directors.
4. Coordinate communications from the Board to parents, individuals and organizations.
5. Other duties and assignments as directed by the Board

STRUCTURE..

Members will be appointed in accordance with the Corporations by-laws and Board policy.

The committee will consist of at least two Board members, and up to 4 additional qualified members. The superintendent will be included on this committee as a non voting member.

BUDGET. The Chairperson of the committee administers the budget (if Any) within the approval of the school board.

The Finance Committee (Draft Only)

1. Recommend a system of income for the school to include tuition and fees schedule, fund raising goals, and other sources of income.
2. Review the annual budget as submitted by the school Superintendents and prepare a recommendation to the Board.
3. Monitor the income and expenditures of funds throughout the year. Make the appropriate recommendation to the Board if corrective action is necessary.
4. Make reports of the financial condition of the school to the Board at each regular meeting.
5. Enforce the Board policy concerning delinquent tuition.
6. Provide information to the appropriate Superintendent for the evaluation of the school financial secretary.
7. Evaluate the requests for financial aid and make appropriate recommendations to the Board.
8. Conduct studies on financial matters as directed by the Board.
9. Evaluate the schools insurance programs annually.
10. Ensure that all school funds are handled in a responsible manner.
11. Ensure that an annual audit is conducted.
12. Assist the Superintendents to ensure all bills are paid promptly.
13. Review actions of the Board for tax law compliance.
14. Ensure all school legal documents are safeguarded and available for retrieval as necessary.
15. Oversee the maintenance of school building and grounds.
16. Assume any other responsibilities as designated by the Board of Directors.

The Personnel Committee (draft Only)

1. Investigate the qualifications of candidates for the Superintendent position in order to insure that qualified personnel are employed in those positions at the school. After investigation make recommendations to the Board for hiring.
2. Review the recommendation(s) of the Superintendents for the hiring of faculty. Report to the Board on those recommendations.
3. Maintain and make recommendations for change in personnel policy matters at the school. The matters include salary schedules, benefit packages, leaves and absences, contract provisions and general conditions of employment. Perform an annual salary review for presentation to the Board at the January meeting.
4. Develop and monitor a policy for the evaluation of teachers.
5. Assist and advise the Superintendents, when asked, in matters concerning the hiring and other personnel matters concerning support staff. Support staff includes school secretaries, classroom aides and others that are not Superintendents or teachers.
6. Become knowledgeable of the legal aspects of all employments laws and regulations. Request professional legal advice when necessary.
7. Assume any other responsibilities as designated by the Board.