

## **200 Board of Directors**

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## 200 Board Qualifications

Candidates for the Board must be members of the association for a minimum of one year. All candidates must be members in good standing, current on all their tuition and fee obligations. Board candidates must be approved by a majority vote of the board before they are put on the ballot at the Annual Association Meeting. The Nominating Committee is responsible for recruiting candidates for the Board, collecting applications, interviewing the candidates, researching their qualifications and references, and nominating them at the April Board meeting.

A candidate may appear to be well qualified, but the staff knows if he/she has a history of engaging the teachers about his/her children, or if he/she complains frequently about school policies, etc. The Nominating Committee Chairman must first interview the Administrator and staff about potential candidates.

It is also recommended that the board candidates have some previous experience serving on committees at the school. This allows board members to observe the potential board candidate and assess their commitment and readiness to serve on the board of education.

### Desirable Character & Personal Qualities of a Candidate for the Board

- Able to make impartial decisions
- Able to respect the opinions of others
- Able to see the “big” picture
- Able to support the majority vote
- Christian schooling is a personal conviction
- Unequivocally supports Christian schooling
- Consensus builder
- Encourager
- Enjoys looking to the future rather than dwelling on the past
- Good listening skills
- Insightful demonstrates integrity
- Knows the importance of confidentiality
- Non-judgmental, Servant Leader, Team Player
- Thinks Christianly-applies biblical principles to decision making
- Thinks positively rather than negatively
- Visionary
- When observing a problem, offers plausible solutions, confronts others only in a loving manner.

## 201 Characteristics of the ideal board member

- The ideal board members come to the board meetings well prepared and stay for the entire meeting.
- Ideal board members have respect for the confidentiality of board meetings (leaving the communications function to the authorized board spokesperson, administrator, newsletter, or other appropriate vehicle.)

- Ideal board members insist on seeing the long-range impact of short-range decisions.
- Ideal board members ask for data, both hard (enrollment, attrition, finance) and soft data (who is in favor, who is not, who benefits, who loses).
- Ideal board members require evidence of success or failure, again on “hard” or “soft” terms. .
- Ideal board members persist in asking about the appropriate level of board activity. They follow the chain of command, and insist others do the same.
- Ideal board members visit the school frequently (but bear in mind while doing so that their presence generates some anxiety among faculty and staff, and that any comments made to anyone are interpreted very differently and are taken much more seriously than the same comments made by a parent or other visitor). While on the school visit, the board member remembers that he/she is not wearing his/her Board Member Hat.
- Ideal board members never delegate duties or assign jobs to the faculty or staff in person, phone or by email without asking the administrator first. They must remember that the staff has duties to complete and anything new needs to be given a priority by the administrator.
- Ideal board members remember that the administrator does not report to individual board members, but only to the board as a group. They should never surprise the board or administrator at a board meeting.
- Ideal board members keep their own child’s needs in perspective, carefully distinguishing between what is best for the child and what is best, long-term, for the school ministry.
- The ideal board member characteristics that are essential are integrity, compassion, willingness to give of one’s self, and of one’s resources.
- The ideal board member will maintain a teachable, humble spirit and attend yearly training workshops at ACA or through ACSI.
- Ideal board members will refrain from inappropriate discussion of School Board business at any non-business function or gatherings.
- The ideal board member will keep things short and simple; make your point with a few well-chosen words.
- Ideal board members will be willing to give of their time and talent with a joyous spirit and faithfully pray for the school.
- Ideal board members are always current with their tuition responsibility and they donate financially to the school.

The Board, collectively, is expected to:

1. Be the policy maker in the establishment of policy directives, curriculum selection, dress and disciplinary codes.
2. Be responsible for making the final approval on hiring/dismissal of all personnel.
3. Only call a Board Meeting with the knowledge of the administration.
4. Deal with all employees on the basis of Matthew 5:22-24, 18:15-20, and other such passages which teach Christ-like attitudes and dealings between Christian brothers.

## 202 Spiritual qualities for serving on the board-

Qualifications for Leadership in Ministry-1 Timothy 3:1-3 and Titus 1:6-9

1. Board members are mature Christians who are daily growing in their personal relationship with Christ.
2. There is evidence of a genuine, “born-again” experience.

3. Board members are involved in the ministry of a local Bible-believing church.
4. Board members have a Christ-centered focus with the desire to bring honor and glory to Christ through all that is said and done.
5. There is an evidence of faith through a transformed life that produces godliness and Christ's likeness in daily activities and relationships and reflects a successful effort to become mature in their faith.
6. Board members view their service on the school board as a ministry and a calling from God.
7. Board members believe in the power of prayer and are exemplary in their commitment to pray for the school, leadership, faculty, and students.
8. Board members acknowledge the Lordship and sovereignty of Christ.
9. Board members realize that nothing can be accomplished apart from the work of the Holy Spirit.
10. Board members understand and are committed to a biblical worldview and a Christian philosophy of education.
11. Board members balance their work with their spiritual lives and home responsibilities – and have the same expectations for the staff.
12. All financial obligations are in decent respectable order and tuition payments are current.
13. Board members will contribute both time and financially to the ACA ministry. They will be the first ones asked to pledge to a major financial commitment.

### **Biblical Principles**

The following scriptures describe how to relate to others and the world in which we live:

Proverbs 3:1-2            Psalm 15  
 Psalm 1                    Colossians 3:23-24  
 1 Corinthians 6:14 – 7:1            1 John 2:15-17

### **Spiritual Perspectives on Fund Raising**

- A. God is the owner of all (especially the ministry of ACA) – Genesis 1:1, 1 Chronicles 29:14, Luke 14:33
  1. All resources
  2. All talents
  3. The medium of time
- B. People are stewards – Genesis 1:26-28, Luke 15:11-31, 19:5-9 and 19:12-26
  1. God created man for a purpose.
  2. God expects us to manage according to his will.
  3. We are accountable for what we do.
- C. Prayer
  1. Ask for prayer for finances through the various prayer groups in the school.
  2. Challenge everyone to pray for a specific amount for a specific project
- D. Donors
  1. Start with board members, parents, friends, relatives, alumni, local churches
  2. Challenge people to give in proportion to how they feel God has blessed them
  3. Always be positive in your letter writing, phone or visitation campaigns.
  4. Stress all the positive blessings God has bestowed on the ministry
  5. Point out the school's vast potential

## 203 Information Leaks-

(From To The Point, Independent School Management, January 2001)

If you haven't experienced the frustration of "leaks" of information about sensitive matters, your situation is rare. You know the sinking feeling of discovering that a very tense and delicate board discussion has become general knowledge among either students or parents within 24 hours – and among both groups within a couple of days.

While your school's board should be perceived as "open" by its various constituencies, don't allow that concept to be misconstrued by individual board members. They must not view this openness as a license to comment about private matters or to divulge that specific members or factions of the board have expressed certain attitudes or positions.

### **How Leaks Occur**

Board members are privy to a wide variety of sensitive information. For example, in order to understand a school-related problem, a board member may need to be told in confidence about a teacher or student, perhaps related to a home situation, substance abuse, pregnancy, or a financial reversal. Or the board might discuss compensation issues, contemplate staff reduction, or engage in an emotional debate.

It is only natural to want to vent about a vexing problem, discuss a thorny issue with someone whose judgment you respect, or be the first to announce a piece of "hot news" to a friend. However, board members must understand the need for confidentiality; issues should stay within the board's circle and should not be discussed with others who do not have access to the same information.

### **Can't You Keep It "All In The Family"?**

It would seem so, but the greatest breaches of confidentiality tend to result from comments made by board members within their own homes. A full report of a meeting's challenges and frustrations to a partner can seem reasonable and even productive. However, that person has now been placed in a very difficult position. He or she must handle this new knowledge with even greater discretion – because it is second hand, important points may have been communicated unclearly or misunderstood. In addition, an "outsider" has no real feeling for the possible implications if the information is spread to others – intentionally or inadvertently.

Board members with children attending the school face an additional problem. Their offspring's omnipresent (and immature) ears are quick to pick up on any conversation that has to do with their school, and they may not be discreet. Imagine the effect on administration and faculty when it's discovered that highly sensitive details about a teacher or staff member are circulating through the student grapevine. Some heads-of-school have even learned via this network that they were about to lose their jobs, before they had any inkling from the board. Even if children don't repeat what they have heard, they are sharp enough to note an adult's attitude, for example, toward a particular faculty or staff member. This will have an impact on their own actions and discussions at school. A board member's responsibilities include public relations – and good public relations begin at home.

## **Board Training**

Emphasize the need for discretion, starting with the cultivation and orientation processes. Board members must understand right from the outset that they will be dealing with a host of problems including some that are extremely sensitive. Generally, it is easy for board members to understand the need for discretion about personnel matters, negotiations, financial issues, personalities, and the like. However, you must also show them that even seemingly innocuous discussion about board opinions and actions can have repercussions.

In a conversation of a general nature concerning the board meeting, you may find yourself revealing more than intended about a specific situation or a fellow board member. You may, in reality, be using the “outside” conversation to vent your frustrations with an individual administrator, teacher, or board member, or with the board as an entity. As you express your opinion, you tend to “lock in” that particular perspective. Even if data is later presented that might change your outlook, you are less likely to make a change once you have stated your position to one or more outsiders.

Discussions with outsiders are biased because those individuals lack the foundation of information that you possess. No matter how objective you are when you attempt to share those details with them, they hear only your interpretation. Occasional reminders when a particularly sensitive issue is on the agenda for board meetings, or when information has leaked out, constitute another strategy.

Keep in mind that when leaks do occur, it is often impossible to determine the source. If a board member is at fault, he may not even realize that he let the information slip out. However, if repeated indiscretions can be traced to a specific member, the board president or vice-president must counsel that individual and, if necessary, counsel him or her out.

Occasionally, board members have a legitimate need to discuss an issue outside the meeting, in order to sort out the pros and cons. What should they do? Instead of confiding in a spouse or another outsider, they should seek out fellow board members and talk the matter out with them. A luncheon or meeting might be scheduled in a member’s office or at another site that provides the privacy required for a full and open discussion. Remember that these discussions are solely for the purpose of “venting” and exploring the ins and outs of a particularly difficult matter. They should not become a habit. Avoid even the perception, much less the reality, that members are making decisions in advance of meetings or forming coalitions to support a particular point of view.

## **Share Board Information with Constituents**

Maintaining appropriate communication with parents, faculty, and the management team can help ease the pressure on the board to share what has occurred during a meeting. When constituents know that they will be provided with reliable, relevant information on a consistent basis, they are less likely to probe individual board members. All major board concerns, considerations, and decisions should be shared with the school as a whole in some form, although the method and the degree of detail would depend on the topic and the circumstances. However, the information should be distributed on behalf of the entire board and as a result of board policy, not by default.

Consider publishing a summary of board activity to be distributed to faculty and staff the day after a meeting. Before each meeting ends, hold a brief discussion to determine what will be communicated. The secretary of the board will generate this report to be reviewed by the chairman before distribution.

Your goal is to provide a general overview of the topics that were considered. Omit nonessential details; even though they might be included in the minutes, as well as specifics about any discussion that does not yet constitute a formal board decision. For example, the report might note that the board continued its work on a draft of the strategic marketing plan, but would not yet provide details on areas of the plan still under discussion.

Acknowledge the possibility of “loose lips,” even on a dedicated and well-intentioned board. Discretion is everyone’s watchword when it comes to talking about board issues.

## 204 Making Policies

This is the primary function and responsibility of the Board of Education. Policies can include financial, hiring and removal of staff and board members, athletics, academics, dress code, music, etc. Policies should never be changed or added without a lot of discussion and prayer! A policy committee made up of teachers and parents can be very helpful in making policy change recommendations. The discussions should concentrate on how the new policy will affect current and future staff, how it will be implemented, and how it will be enforced. If a policy is not clear it will be very hard for the administrator and staff to enforce it on a daily basis.

Caution should be taken when changing a policy in the middle of a school year. If parents complain about an existing policy, ask them to discuss their concerns with the administrator. If the administrator receives many complaints he can advise the board that it would be a good idea for the board to look at the issue again. The board could possibly make a change for the next school year. If the policies are continually changed the staff will have a hard time enforcing them.

When adding or changing policies, the board must realize how much extra work will be added to the staff to update the school web site, enrollment packets, handbooks, etc. The office staff should be given the changes by July 1<sup>st</sup> if it affects the coming school year. This will allow time to update the many documents and get the information to the parent association before school begins in August.

### 204.1 Professional Development Policy (Also Reference 405.8, 418.4, 700.7) BOE Approved 8-09

The Board of Education of Ankeny Christian Academy (ACA) shall maintain and support a comprehensive career development program for the professional development of its staff, and shall budget for the program in accordance with state requirements. It is the policy of the school to support the connection between educator professional development and improved student achievement.

Under the direction of the Administrator or his/her designee, ACA shall annually establish school improvement priorities with an aligned action plan for professional development. ACA will develop and implement a professional development system with the following characteristics:

1. Its primary focus is improved student learning and achievement.
2. It is based upon current, documented research findings.
3. It focuses upon content and curricular needs as well as teaching methodology.
4. It utilizes approved content providers.
5. It is developed and directed by professional educators.
6. It is aligned with teacher and administrative performance standards.

The Administrator or his/her designee, will report annually to the Board of Education the effectiveness of their building's professional development system and its relationship to its student achievement goals identified in its school improvement plan.

### 205 Parent or board member? - Understanding your role

Serving on the board of education of the school where your children attend has both challenges and blessings. It is a privilege and honor to help guide the growth of your child's school. Thank God for committed parents who give of their time and talents to serve the Christian School. The challenge is to distinguish between the roles of parent and board member.

Board members wear a governance hat when attending board meetings, an implementation hat when completing a delegated board assignment, and the volunteer hat when the board members join with parents in assisting at school activities. At all other times, board members wear the parent hat. For example: While directing car pool traffic the teacher noticed a car entering the exit lane. She stopped the car only to hear the driver proclaim, "But I am a board member." Yes, he/she was a board member by title, but at that moment he/she had no authority.

When taking off the parent hat and putting on the governance hat, board members are obligated to make decisions without partiality or showing favoritism. Scripture calls partiality sin. (James 2:1-13) A parent/board member should not bring to the board table issues that might directly help their own children, such as a board member challenging guidelines for determining the valedictorian, or a particular class having too much homework, etc. Whenever a potential conflict of interest exists, it would be prudent for the board member to excuse himself/herself from the debate and/or the vote. Board deliberations must never be influenced by family circumstances or what seems best for a few friends. Don't be a ball carrier or middleman for others.

When a parent/board member brings a "family" problem to the board meeting and the chair allows it, the administrator must politely remind the board that this issue should be resolved outside the boardroom.

No individual board member, not even the chair, has the authority to give directions to the staff, teachers or the administrator. Such authority rests with the administrator and the full board.

Board members must focus on what is best for all the students, the school and the future. They must understand and commit to consistently applying all policies and being impartial in all decisions. April Moore shares a wonderful illustration from school administrator Paul Horvitz, comparing the parent/board to a camera:

"The parent is naturally equipped with a single, close-up lens... The task of the administrator and others on the board", says Horovitz, "is to provide the parent/board member with two additional lenses – wide angle for viewing the school as a whole and a telephoto lens for taking a long view of the school's future."

The chair serves as a model of board behavior. From the chair, new board members learn how to respond as parent/board members. The administrator and the chair must agree on all parent/board member issues.

When board members willingly surrender personal agendas and biases to what is best for the school ministry, and submit themselves to being guided by the principles of Scripture, the board will enjoy unity of purpose and mission. “Behold, how good and how pleasant it is for brethren to dwell together in unity!” (Psalm 133:1)

Remember that parent/board members’ roles in the school, and their relationships with other parents will change. Parents may urge them to bring specific concerns to the board, but their board role centers in facilitation rather than problem solving. What they say carries more weight now because people interpret it as a board opinion. Board members should be good listeners but MUST urge the parents to talk to the teachers first and then the administrator. Board members must not forget that they have no power outside of a duly constituted board meeting. Scripture reminds us we are to be “quick to listen but slow to speak” (James 1:19). Matthew 18 gives us direction for resolving problems.

Confidentiality of board deliberations is absolutely essential. Dissent is healthy when it remains within the board meeting. Once the vote is taken, the board speaks as one voice. To put it another way, all board members speak inside the boardroom but only one designated person; usually the chair, speaks outside the meeting, and only on matters already decided by the board. Individual board members cannot make promises, anticipate, or circumvent the one voice of the Board.

206 Whose role is it? - Board or Administrator

Dennis W. Mills, Ph.D., Association of Christian Schools International-ACSI

If you don’t know whose role it is, you better be good at recruiting personnel! Next to an accurate job description, understanding whose role it is will reduce the amount of strain that can harm relationships and ministries.

Indicated on the line is who has the major responsibility:

A = Administrator, B = Board

Ab = Team, but Administrator has more responsibility

Ba = Team, but the Board has more responsibility

Fund Raising	___ B ___
Setting Major Policy	___ B ___
Facility Upkeep	___ Ba ___
Daily School Operation	___ A ___
Hiring of Teachers	___ B ___
Recruiting of Teachers	___ A ___
Interviewing Teacher Applicants	___ Ab ___
Firing of Teachers	___ B ___
Parent Orientation	___ A ___
Teacher Orientation	___ A ___
Dress Code	___ Ba ___
Student Admissions	___ A ___
Student Suspension	___ A ___
Student Probation	___ A ___
Student Expulsion	___ B ___

Evaluate Curriculum	___Ab___
Salary Schedule	___Ba___
Faculty Standards	___Ba___
Spiritual Guide for School	___B___
Delinquent Tuition Collection	___B___
Adding Classes to Curriculum	___Ab/Ba_ - Financial
Student Aid/Scholarship Program	___Ba___
Student Recruitment	___Ab___
Student Behavior Policy	___B___
Supervision of Teachers	___A___
Evaluation of Teachers	___A___
Setting Tuition Rates	___B___
Public Relations Programs	___Ba___
Develop Policy Manuals	___B___
Handle Parental Complaints	___A___
Yearly Calendar	___Ab___

207 Board Meetings

The schedule of the monthly meetings of the ACA Board is published in the school monthly calendar. Agendas are posted outside the administrator’s office on the bulletin board. Persons who wish to place items on the agenda may do so by contacting either the administrator or the chairman of the board. All requests should be submitted in writing. To be included on the regular meeting agenda, requests must be received at least 7 days prior to the meeting. Meetings are open to the public, with the exception of closed or executive BOE sessions.

208 Officers of the Board – See Article VIII - Board of Education By-Laws - ACTIVE

Chairman, Vice-Chairman, Secretary and Treasurer – The Officers must all be in good standing financially and an officer may **not** be a scholarship recipient.

209 Board of Education Meeting Procedures

The board chairman creates the agenda and it is posted at the school a week before the monthly board meeting.

One board member is assigned devotions and another is assigned refreshments each month. The board chairman will include that on the agenda.

Each committee chairman and the administrator are on the agenda. They need to report on committee progress, bring recommendations to the board to vote on and submit the minutes of their meetings.

The board and committee meeting minutes are kept in the administrator’s office and may be viewed by any staff or association member. They are not to be taken out of the administrator’s office.

Any association member or staff is welcome to address the board on policy issues. To speak to the board you must call the board chairman and ask to be put on the agenda. If it is a teacher issue, you will be asked if you have discussed this with the teacher and the administrator first. (Matthew 18) If it is a staff issue, you will also be asked if you have talked with the administrator first.

**Board of Education meeting visitors –**

Visitors are always welcome to observe a board of education meeting. All visitors are asked to sign in.

They will be given an agenda. They may pick up a handout explaining the procedures and the definitions of open and closed sessions of the board.

**Closed session –**

The board of education may sometimes call a closed session of the board. This can be issues of personnel, staff salary, family scholarship and/or recommendations that would all be considered a private issue. There cannot be visitors at these meetings. Minutes will be taken but are kept confidential for current board members and the administrator.

Executive Committee – The executive committee includes the Chairman, Vice-Chairman, Secretary and Treasurer. They may also meet in closed session.

210 Robert's Rules of Order - Some Basics

(Edited by Carter McNamara, PhD | Applies to nonprofits and for-profits unless noted)

The following was condensed from the Robert's Rules of Order and includes typical rules to manage a board meeting. Readers wanting the last official version should see Robert's Rule of Order Newly Revised, published by Scott, Foresman (known as NONR). This is the 9th Edition of Robert's book.

All motions must be seconded and adopted by a majority vote unless otherwise noted.

All motions may be debated unless otherwise noted.

**About Motions**

<b>About Motions</b>	<b>Purpose of Motion</b>	<b>To Enact Motion</b>
Main Motion	to take action on behalf of the body	debatable; requires majority vote
Adjourn	end the meeting	not debatable; immediately voted upon and requires majority vote
Call for Orders of the Day	asks to stick to the agenda	not debatable; requires 1/3 majority to sustain
Call to Question	closes debate and forces vote	not debatable; requires 2/3's majority vote
Motion to Limit or Extend Debate	limits or extends debate	not debatable; requires 2/3's majority vote
Point of Order	is a question about the process or a particular motion	automatic if granted by Chair
Point of Information	to ask about the process or particular motion	Automatic
Motion to Rescind	to change the results of a vote	requires 2/3's majority vote to reverse results of earlier vote
Motion to Suspend the Rules	suspend formal process for a short period	debatable and requires 2/3's majority vote

### **About Debate**

Each motion that is debated receives ten minutes of debate. The member initiating the motion speaks first. The Chair asks for a rebuttal. All members wishing to speak about the motion receive the opportunity to speak before any one member speaks for a second time.

### **About Voting**

Majority vote is more than half of the members. 2/3's vote is more 2/3s or more of the members. Be sure to announce what is being voted on before the vote.

### 211 Committees

A. Committees shall be open to all Association members and ACA staff. Potential committee members must sign up for a committee between school Spring Annual Meeting and one month after orientation night. Committee members (as determined by the committee Chair) will do committee voting.

B. As a member of the Ankeny Christian Academy school board, the chair will ask you to chair or participate on one or more committees established by the BOE.

C. Ankeny Christian Academy has the following regular Committees as per the ACA Constitution Article VIII

- 1) Prayer Committee
- 2) Education Committee/School Improvement Advisory Committee (SIAC)
- 3) Promotion Committee
- 4) Finance Committee
- 5) Facilities/Technology Committee
- 6) Athletic Committee

Additional committees are: Long-Range Planning, Nominating, Building Committee, Policy Committee and Search Committee. Some committees are only formed when the need arises such as purchasing a new building, interviewing a new administrator, or nominating new board members.

The purpose of these committees is to research and make recommendations to the BOE. This saves the board members time and helps them make an informed decision without having to do the research for all issues. The committee members are to vote on the recommendations given to the board. If the committee is split, both sides can send recommendations to the BOE.

If any committee is creating or changing a current fee (admissions, tickets for an event, soliciting of funds from the community) of any kind, it needs to also be reviewed by the financial committee before it is brought to the board.

It is very important to keep communication open between the Board and the committees. Committee recommendations should always be given serious consideration, as Committee members may have closer insights to a particular issue than the Board. While the Board has an open right to reject any recommendation(s) of the committees, it is the responsibility of the Board to give the committee reasons for the rejection, in writing, for the committee to discuss with the Board a perspective in mind. The committee is then given another chance to revise the recommendation and return it to the Board for

approval. It is cautioned that if the Board habitually rejects committee recommendations, committee members will feel their input is unappreciated by the Board, and will lose interest in serving on the committee.

The Role of the Chairman of a Committee is to explain the work that is to be accomplished for the current school year. The chairmanship is for one school year only. He/She is to draw input from everyone on the committee. He is always to present his/her own opinions last. He must promptly take the voted recommendations to the Board for a vote and report the results back to the committee.

Removal of a Committee Chairman-The BOE, by a two-thirds majority vote, may remove a board person from a chairmanship, and appoint a new Committee Chairman by consensus.

## 212 Committee Rules of Order

### Philosophy of Committees

All committees of Ankeny Christian Academy (ACA) are recommending bodies and do not set policy nor decide issues for ACA. Their action is to make recommendations for the Board of Education (BOE) to consider. As such the BOE has the prerogative to accept, decline, or modify recommendations from the committees.

### Committee Procedures-

1. All Committee meetings will be opened and closed in prayer.
2. Roberts Rules of Order shall govern the conduct of the committee meetings except as superseded by the ACA Constitution, ACA By-Laws, and the following Committee Rules.
3. The regularly planned meetings will be posted at the school. It is recommended that an agenda be sent out prior to the meeting.
4. If the appointed Chairman is unable to attend, he may ask another Board of Education (BOE) member or committee member to chair the meeting in his absence.
5. The minutes shall be taken at each committee meeting per ACA By-Laws, Article IX – Books and Records
6. Committee membership (excluding ex officio members) will be limited to 15 voting members, including committee chairman.
7. Committee membership will have a sign up period beginning at the spring Annual Meeting, and will close one month after Orientation night the following fall.
8. Committee membership shall be opened to all Association members and Ankeny Christian Academy staff. Potential committee members must apply for a committee. Committee Chairman may appoint committee members within or outside of the Association with an approval by a simple majority of the BOE. Up to 3 members do not have to be a current member of the ACA association.
9. If there are more than 14 eligible people applying for a committee, then incumbent applicants will seat first for membership. The committee Chairman will then randomly choose from the remaining applicants to fill the 14 memberships. Any remaining interested applicants will be put on a waiting list to fill possible upcoming vacancies.
10. The Committee can be comprised of faculty and staff members in a ratio not to exceed 50% of the total number of members.

11. The Chairman of the Committee may appoint subcommittee Chairs from the members with the approval of a simple majority of the committee.
12. Special meetings can be called by the Chairman if all the following occur:
  - a) A documented attempt has been made before the special meeting to contact all committee members informing them of the meeting and agenda items.
  - b) A quorum of at least 1/3 the committee membership is present.
  - c) The special meeting is limited to the announced agenda items.
13. No policy recommendation shall be sent to the BOE from a committee until a simple majority in at least two separate committee meetings has passed such recommendation, without revision, except for housekeeping corrections such as syntax, spelling, typographical error. The Chairman may require non-policy issues, to be subject to the above rule.
14. After 3 unexcused consecutive absences, at the discretion of the chairman that member may lose his committee membership privileges.
15. The Chairman may remove a member of the committee with a two-thirds majority of the BOE.

### 213 Purposed Board Advisory Committee - ACTIVE

1. Often the board vice-chairman chairs this committee. The committee is comprised of the most experienced, generally senior board members or previous board members who had fulfilled their board terms and want to be a part of the committee. It could also include Christian school teachers, administrators, pastors and college professors. Up to 5 members do not have to be a current member of the ACA association. The board chair and school administrator are ex-officio members of this committee.
2. Recommends policy on how the board functions and establishes, monitors, and refines a Governance Model.
3. Evaluates the board's use of committees, whether more (or fewer) committees are needed, monitors committee membership and rotation of committee members and chairpersons. (Advises the board chair).
4. Monitors board member terms and plans well ahead of the need for new board members.
5. Serves on the Nominating Committee for Board Elections. (Assures that each candidate meets the qualifications to serve as a board member.)
6. Recommends prospects who fit the profile to keep balance of expertise on the board.
7. The board profile should include women, minorities, and special needs.
8. Confirms that the current and prospective board members are association members in good standing (current in tuition, active member of a local church, family and household in order)
9. Helps plan the Orientation Program for new board members.
10. Prepares for and conducts the annual evaluation of the board, board members, and board chair and reports results to the full board.
11. Plans board retreats and in-service programs designed for board growth and improvement.
12. Oversight of the ACA Constitution and By-Laws, making sure the board always operates legally.

214 School Improvement Advisory Committee (Reference 107, 604, 906), BOE Approved 3/09  
Ankeny Christian Academy SIAC will provide student learning goals, reviewing student achievement and performance and meet at least annually. After looking at student achievement, data trends, the committee will recommend student learning goals in at least the areas of reading, math and science for the members of the Board of Education to approve and report to the community as to the student achievement data on an ongoing basis.

*School Improvement Advisory Committee*” means a committee, as defined in Iowa Code section 230.12 that is appointed by the board. Committee membership shall include students, parents, teachers, administrators, and representatives from the local community which may include business, industry, labor, community agencies, higher education, or other community constituents. To the extent possible, committee members shall have balanced representation of the following: race, gender, national origin and disability. The school improvement advisory committee as defined by Iowa Code section 280.12 and the board are also part of, but not inclusive of, the local community.

“*Student learning goals*” means general statements of expectations for all graduates.

“*Student with disabilities*” means students who have individualized education programs regardless of the disability.

“*Successful employment in Iowa*” may be determined by, but is not limited to, reviewing student achievement and performance based on locally identified indicators such as earnings, educational attainment, reduced unemployment, and the attainment of employability skills.

This committee is required to meet at least annually.

### 215 Removal of a Board Member

The following is 5 ways that a board member may leave the ACA board of education:

1. The board member turns in a letter of resignation and resigns before his board term ends.
2. Leave of Absence –
  - a. Voluntary – The Board member may request a leave of absence for a stated amount of time. This may be necessary for various personal reasons.
  - b. Mandatory – The Board member may be required by the Chairman to take a leave of absence for an agreed length of time. This maybe necessary when a Board member is dealing with a personal situation which would interfere with their duties as a Board member or could be interpreted as a hindrance to their leadership.

The leave of absence approach opens the door for the board member to return at a mutually agreed date, with out permanent removal from the Board.

3. Termination by a unanimous vote of **all** board members for reasons of gross inefficiency or immorality, or for willful and/or persistent violations of reasonable regulations of the board and board policies, or no longer a tuition paying association member in good standing.

### 216 Board Code of Ethics

This page will be signed annually by all Ankeny Christian Academy board members prior to attending their first board meeting or within the first month of serving on the board of education.

As an elected board member for Ankeny Christian Academy, I will, to the best of my ability:

- Be committed to my responsibilities as a member of the board, realizing it is a God given ministry and deserves my diligent attention, preparation, and energies (Col. 3:23). In everything, I shall seek primarily to bring honor and glory to God and to His son, Jesus Christ (1 Corinthians 10:31).
- I will commit to send all of my school-aged children to ACA.
- Maintain my fellowship with God by regular prayer, study of the Bible, meditation, personal cleansing, and consistent fellowship with believers in a local church.
- Pray for the ministry, parents, staff and volunteers. I will remember that this is a non-denominational ministry and I will support a Christian approach to athletics and maintain that the Bible is the core subject in the academic program.

- Govern my relationships and duties as a member of the board by the principles of love and respect for one another (1 Corinthians 13, 1 John 3:11)
- Fulfill my responsibilities with honesty and integrity, respecting the confidentiality of privileged information.
- Focus my efforts on the Statement of Faith and the mission of the ministry and not on my personal goals, agenda or denominational issues.
- Represent the entire association honestly and equally and refuse to surrender my responsibilities to special interest or partisan groups.
- Avoid any conflict of interest or the appearance of impropriety, which could result from my position, and shall not use my board membership for personal gain or to give any type of discounts to others.
- Recognize that a board member has no authority as an individual and that decisions can be made only by a majority vote at a board meeting. Take no private action nor make personal promises that might compromise the board or administration.
- Support the majority decisions of the board, maintaining a positive spirit while retaining the right to seek changes in such decisions through ethical and constructive channels. I will not make promises, anticipate, or circumvent the one voice of the Board.
- Carry out my responsibilities by not attempting to interfere or direct the daily operation of the school, but along with my fellow board members be sure the school is operated on the basis of sound administrative policies. I recognize that tasks related to the day-to-day operation of the school, e.g.-making judgments about faculty-are not part of my responsibility. Accordingly, seek not to influence or direct individual staff members.
- I will try to commend, encourage and support the staff. I will support and protect ministry personnel in proper performances of their duties.
- Direct/refer concerned parents to the appropriate staff person (Matthew 18 Principle).
- I will be a positive sales person for the school and communicate my commitment to the ministry to others inside and outside the association.
- I will contribute financially to the ACA ministry during the year and I will help open the doors to friends and family who may be interested in contributing.
- I will be prompt and current with all fees and tuition requirements.
- By signing and putting into effect, all parties agree to a procedure of conflict resolution within the organization, as described in Matthew 18:15-17 and I Corinthians 6:1-8, before going to any outside organization or individual.

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Name

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Date

SIGNED COPIES TO: BOARD MEMBER, ADMINISTRATOR, FILE COPY

217 Key Dates for Board Decisions-

Needs to be to the ACA office by-

October 1st -

Revised Budget (when we have enrollment counts)

List of approved fund-raisers and dates (especially if they add any new ones!)

November – 3<sup>rd</sup> Monday in November -

Board Christmas letter written

December 1<sup>st</sup> -

Budget information gathered from administrator to Finance Chair for compilation.  
Changes in rates for child care/preschool  
Building rental rate or tenant changes.  
Board candidate letter

January 1st-

Faculty Handbook approved for contracts

February 1st for the re-enrollment packets–

Budget – **SUGGESTED CHANGE TO JANUARY**

Fee Schedule – **SUGGESTED CHANGE TO JANUARY**

School start & end dates, Christmas and spring break dates – **SUGGESTED CHANGE TO NOVEMBER**

Vote on teacher contracts

March 15th-

Next year's athletic schedule

Parent/Student Handbook approved (if changes)

April 1<sup>st</sup>-

Tropical Sno work schedule and buildings put in place

New Board member applications needs to be returned and meetings set up for interviews

May 1st -

Write letter to parents for annual meeting agenda and board elections

Parent/Student Handbook for next year to give out at the annual meeting (if changes)

Sign Diplomas

August Board Orientation Meeting date set for new board

June-

Elect new board officers

Assign board chairman for each committee

August –

Meet for board training and orientation

218 Review and Revision Policy - ACTIVE

219 Board of Education Application Form - ACA web site, BOE Approved 5-08

Adopted 4/05, Revised 7/06,8/07,6/09