

**Jim Elliot Christian High School**  
**BOARD HANDBOOK**

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## **BOARD MEMBERSHIP**

The government of Jim Elliott Christian High School, under the direction of the Holy Spirit, shall be vested in a Board of Directors. Terms shall be as described in Section 1 of the JECHS Board Policy Manual.

The membership of the Board shall be composed of:

- An integrated balance of male and female and racial mix.
- A variety of geographical locations in the San Joaquin County.
- A variety of professionals representing multiple backgrounds.
- Denominationally integrated and diverse individuals.

## **BOARD MEMBER QUALIFICATIONS**

Knows Jesus Christ as his/her personal Savior and daily accepts Him as Lord of his/her life.

2. Members of the Board of Directors shall be in full agreement with the said Statement of Faith of Jim Elliot Christian High School.
3. Be a member in good standing or regularly attend a church or fellowship whose doctrine is in agreement with the Statement of faith of Jim Elliot Christian High School.
4. Shall exemplify a life of faith and loyalty to the Word of God and to the teachings of their respective church groups.
5. Shall be persons who have an interest in the spiritual life and Christian education of children.
6. Board members shall meet the character qualifications in I Timothy 3 and Titus 2.
  - Above Reproach - Nothing in one's lifestyle or behavior that would bring shame or disgrace upon the school.
    - Faithful To Husband/Wife.
    - Self-Controlled
    - Displays Wisdom
    - Good Reputation - Well respected
    - Not Addicted to Alcohol
  - Temperate - Not violent or controlled by greed or the love of money.
    - Actively Manages His/Her Family and Household.
    - Walks Humbly - Not arrogant or quick-tempered.
    - Integrity - Honesty
7. Shall be willing and capable of assuming responsibility.
8. Shall possess the ability to work with others, should have courage in their convictions, should always vote their beliefs and should be champions of the school.

9. They must be willing and able to make sacrifices of their time, knowledge and personal resources for the benefit of the school.
10. They must be sufficiently convinced of the priority of Christian education for Christian families.
11. Understand and are able to cope with the fiscal circumstances faced by the school.
12. No employee of the school or, spouse of a school employee shall be eligible to serve on the School Board.

## DUTIES OF THE BOARD

To provide fiduciary and visionary leadership to the school, to seek God's will and direction for the school and to take responsibility for preservation of the God ordained ministry of Jim Elliot Christian High School (JECHS).

Duties of the Board as a collective body:

- a. The Board shall help set the spiritual tone for the school. Board members shall individually and corporately pray for the administration, faculty, staff, parents and students of the school. They will be inclined to pray, ever mindful of their own dependence upon God, for His grace and wisdom to manifest in their leadership.
- b. The primary function of the Board is to set school policy and is ultimately responsible for the administration of the school. The daily administration is the work of the Administrator.
- c. The Board's authority is corporate. Individual Board members have authority to act only when the Board is convened in regular or special session. However, the President of the Board has the authority to act outside of the Board meetings, provided the President is acting on issues the Board has discussed or ruled upon.
- d. There shall be only one line of authority, which will flow from the Board President, or the Board member designee, to the Administrator who is charged with the responsibility for properly conveying the decisions and actions of the Board to the faculty, staff, students and parents as appropriate.
- e. The Board shall procure, protect, maintain and manage the property and equipment of the school.
- f. The Board shall oversee the general financial operation of the school by approving annual budgets, formulating methods of raising necessary operating funds and determining how these funds shall be disbursed. The Board shall conduct a financial review on an annual basis.
- g. The Board shall have the authority to borrow money in the name of the school, but all measures will be taken to operate with a balanced budget.

- h. The Board shall determine the fiscal year for the school.
- i. The Board shall exercise due care to determine that the school operates according to accepted legal principles which should include, but not be limited to, the obtaining of competent legal counsel to advise the Board on matters of safety, general liability and personnel issues.

A significant duty of the Board is the selection of its Administrator. The Administrator will implement the Board's legislated policies and directives and manage the day-to-day operation of the school. The annual evaluation of the Administrator is the responsibility of the entire Board.

- k. Upon the recommendation of the Administrator and Personnel Committee, the faculty and staff of the school shall be appointed by the Board after careful consideration of each individual's spiritual and academic qualifications. Such employees shall be chosen to meet the educational objectives and to execute the academic programs and policies of the school.
- . The Board shall have the authority to dismiss and/or not renew the contract of any personnel associated with the school who do not fulfill the requirements set forth in the JECHS Bylaws, their, employment agreement or fail to beA Christian role model,
- m. The Board shall ensure that a faculty and staff handbook is developed, revised as needed and annually distributed to all employees after being approved by the Board.
- n. The Board shall approve the educational programs and standards of achievement for the school. This shall include the review and approval of all textbooks and courses of study recommended by an ad hoc committee formed for such a stated purpose, in conjunction with the Administration.
- o. The Board shall evaluate itself annually. Each member shall also evaluate his/her willingness and ability to continue in a Board position.

## **BOARD MEMBER RESPONSIBILITES**

A Board member is expected to:

- 1. Be faithful in attendance at all Board meetings. If unable to attend, they are responsible for notifying the Board Secretary or President in advance.
- 2. Prepare for each Board meeting by reviewing agenda, minutes of past meeting, and other materials pertinent to the meeting.
- 3. Be willing to give of his/her time and talent with a joyous spirit and faithfully pray for JECHS.
- 4. Follow school policies when addressing inquiries and complaints.
- 5. Recognize and encourage the staff.

6. Refrain from inappropriate discussion of Board business at any non-business functions or gatherings.
7. Use God-given discretion in deciding what matters can be shared with his/her spouse so as to cultivate and maintain important partnership relationships with the spouse. Matters pertaining to personnel and other matters of sensitive nature should not be shared outside of meetings.
8. Place a high priority on attending as many school functions as possible.
9. Be a member in good standing of a local church or fellowship. Membership is to be defined by the church in question.
10. Regarding interaction with teachers and staff, the Board member shall not use their position in an intimidating or demeaning manner.
11. Abstain from entering into the administration of the day-to-day operation of the school.
12. Pray faithfully for JECHS
13. Actively participate in raising funds necessary to operate the school, and be committed to personal stewardship toward JECHS as personal resources allow.
14. Maintain open communications with the school, faculty, parents, alumni and friends.
15. Actively promote the school within the community.

## **BOARD MEMBER SELECTION PROCEDURES**

### **A. Board determination to initiate selection of new Board members**

The Board shall determine on an annual basis the need to fill vacant Board positions. The objective of the Board shall be to have new Board members complete the new Board member orientation prior to the first meeting of a new school year. In order to accomplish this objective, the Board shall determine whether the need exists to add a new Board member(s) before the end of the calendar year preceding the upcoming new school year. The Board shall solicit applicants and publicize its intent to add new Board members in such a manner as the Board determines reasonable 'to accomplish these time objectives. In soliciting applicants and publicizing its intent to add new Board members, the Board shall consider the Board's current skill/talent mix, and if appropriate, seek the inclusion of new Board members possessing specific skills/talents that would enhance the overall excellence of the Board and JECHS.

## **B. Proposed calendar for new Board member and officer selection process**

**July through December** - Board shall decide if any retiring board positions or existing vacant positions are to be filled for the next school year. During this time the board would decide if there are any specific skills or talents that the new board applicant should possess.

**January through March** - Board shall prepare application packages that describe the responsibilities and duties of a Board Member, as well as any specific skills/talents currently being sought. Such informational materials shall be made available to interested applicants, wherein applications can be available to interested candidates by accessing the school website or sending an email to the School Board. Only complete applications will be accepted and the cut-off date will be the end of March or specific deadline determined by the Board. *Revised 1/11/18*

**April** - The Board Executive Committee shall review all applications received for the open Board position(s). The committee will recommend all qualified applicants to the Board for interview.

**May** - Board President will schedule all interviews to be completed and new Board member(s) selected.

**June through July** - the Board President or designee(s) will take all new Board members through the "New Board Member Orientation" process.

**August** - New Board member(s) will attend their first meeting. The first agenda item for the August Board meeting will be the election of officers for the current year.

## **C. Application process**

The application package shall include:

- a. Cover Letter
- b. Board Policy Manual
- c. Board Handbook
- d. Board Member Application Form
- e. Pastoral Reference Form

Interview applicants should study the application documents and complete the Board Member Application Form and Pastoral Reference Form. Once complete the form should be turned into the school office or to a board member.

## **D. Interview Process**

Based upon the Board Executive Committee's recommendation, the Board President shall determine the necessity and timing of applicant interviews. Applicant interviews shall be conducted by the full Board, and the Board President shall be given discretion to disseminate interview protocols and outlines to the Board prior to the interview process. Following the interview process, the Board shall vote on the selection of any new Board member(s).

## **E. Prospective Board Member Interview Guide**

Candidate Name \_\_\_\_\_

Interview Panel: You may elect one member of the Board to present all the questions or each member of the Board may select a question(s) to present. For the sake of time, one member of the Board should assume the responsibility of keeping the interview going at a reasonable pace. Guide the interviewee in keeping responses brief and to the point.

Objective: Keep in mind that you have had the opportunity to review the application in advance. You are already well aware of the candidate's background and work history. It is appropriate to raise questions later in the interview regarding those issues. However, listen for the candidate's attitudes regarding the following:

1. Working as team member and ability to reconcile differences of opinion among board members.
2. Skills in resolving issues.
3. Their views regarding the importance of confidentiality.
4. Listen for responses that might indicate that furthering one's own agenda for the school would be a primary objective, rather than seeking God's will.
5. Listen for their commitment to JECHS.

## F. Board Candidate Interview Agenda

Greet and welcome the candidate. Introduce interview panel and open in prayer.

Suggested Interview Questions:

1) Why are you seeking a Board position?

Comments:

2) Would you please list the strengths of JECHS as you see them?

Comments:

3) Would you please list your impression of the greatest weaknesses of JECHS? Comments:

4) As a parent of a JECHS student, what affect will that have on your role as a Board member? Comments:

5) A parent(s) calls you to express complaints. How do you react? What do you believe the proper steps to take are?

Comments:

6) As a board member, what responsibilities do you have to the Administrator? Comments:

7) How effective do you believe the current Administration to be?

Comments:

8) How effective do you consider the current Board to be?

Comments:

9) Have you ever faced an issue and had groups with opposing opinions? If so, how did you handle the situation?

Comments:

10) Have you been in a situation with limited financial resources, yet overcome the barriers and succeeded in the project?

Comments:

11) Do you have any questions for this panel?

Close in prayer & dismiss

Interviewer

( ) Appoint ( ) Non - Appoint  
Date

Concluding Commentary:



## **G. Orientation Process**

The Board President shall conduct an orientation for new Board members. The objective of this orientation is to familiarize new Board members with the duties, responsibilities, and conduct of the Board. The orientation will be provided to new Board members through activities such as but not limited to:

1. Orientation for new Board members (June and July of each year).
2. Discussions and visits with the Administrator and other members of the school staff.
3. The provision of printed and audio-visual materials on Board and administrative policies and procedures.

Orientation shall be considered an ongoing process for all school Board members and may include activities such as those indicated above and the addition of items such as but not limited to:

1. Attendance at School Board and administrative conferences and conventions.
2. Exchange of ideas through joint meetings with the school's Administrator, teachers and administrative staff.

## **H. Orientation checklist for new Board members**

The following checklist may be used for orientation purposes:

1. Meet with the new Board member(s) to review:
  - a. Board member job description and responsibilities
  - b. Roles of Board member versus parent (Board members may wear three hats)
  - c. Importance of confidentiality in all issues, specifically Board executive sessions, personnel issues and private matters.
2. Importance of attending all meetings.
3. The Board's function is to set policy and governance while the Administrator is responsible for the operations of the school.
4. Review the Mission Statement, Vision Statement, Core Values, and Statement of Faith..
5. Issue a copy of the policy manual and review the table of contents.
6. Issue a copy of the Employee handbook.
7. Issue a copy of the School handbook.
8. Review the admissions policy.
9. Review the network of school communications---Eagle PRESS, RenWeb, etc.
10. Schedule an appointment with the chairperson of the Finance Review Committee to review financial reports. Learn to read the reports and gain an understanding of the present financial condition of JECHS.
11. Schedule appointments with all other committee chairpersons to gain an understanding of the operations and responsibilities of the respective committees.
12. Schedule an appointment(s) through the Administrator to meet office staff and guidance counselor.
13. Schedule classroom visits through the Administrator to visit three different classes and meet with the teachers.

14. Plan to attend a Chapel service in the first quarter and if possible participate in a mentor group after assuming a position on the Board.
15. Issue a copy of "Serving God on the Christian School Board" by Roy W. Lowrie, Jr.
16. Provide a copy of "Rules for the Board Novices," "Code of Ethics for Members of the Christian School Board," "Essence of a Framework for Effective Governance," and "Roberts Rules of Order Revised Version."
17. Provide contact information for Board members and the Administrator.
18. Provide copy of current school calendar.

## **BOARD MEETINGS**

### **A. Meetings**

1. Board meetings are open to school parents and other interested individuals. The President may grant the privilege of the floor to observers at his/her discretion.
2. The President of the School Board, in consultation with the Administrator, shall prepare an agenda for regular meetings of the Board. Such agendas shall be distributed to each member of the Board with sufficient time to review prior to the scheduled regular meeting.
3. The School Board has the right to meet in executive session.
  - a. An executive session can be called for by any Board member for the purpose of discussing personnel and other sensitive matters.
  - b. Executive sessions shall have in attendance all Board members present at said meeting, the Administrator of the school and any other persons who are specifically asked to attend this session by the Board President. When the executive session is for the purpose of evaluating the Administrator, the Administrator may be asked not to attend.

### **B. Rules of Order and Meeting Format**

Robert's Rules of Order, Newly Revised, shall be followed by the President of the Board in the conduct of all Board meetings. Rules may be suspended at any meeting of the School Board by a majority vote of members present. The President of the Board shall be familiarized thoroughly with the agenda prior to each meeting and should understand the shape and tone of each meeting and keep its image clearly before the Board and audience at all times. The President should direct the meeting in such a manner as to focus on the main issues, exploring the consequences of various choices, encouraging pointed discussion when it starts going around instead of ahead. The President should move through the agenda in an orderly and efficient fashion.

The President shall stop any discussion that does not apply to the motion last made. He/she may also stop the discussion of a matter if the Board has previously agreed to confine discussion to a definite period of time and that period has expired. Aside from such limitation, the President shall not interfere with debate as long as a member wishes to speak.

### **C. Special Meetings**

1. Special meetings of the School Board may be called by the President of the Board or by a majority of the Board members.
2. Board members shall be notified of the time, place and purpose of all special meetings of the School Board 48 hours prior to the scheduled special meeting. Special meetings can also be held on an electronic basis.

### **D. Emergency Action**

In an emergency, the President of the School Board may poll the full Board to secure authorization for a given course of action.

### **E. Presumption of Assent**

Any member of the Board who is present at a meeting of the School Board at which action is taken shall be presumed to have assented to the action taken unless his/her dissent is entered in the minutes of the meeting or unless the Board member files his/her written dissent to the action taken with the Secretary prior to the next regularly scheduled meeting. The right to dissent shall not apply to a Board member who has voted in favor of the action.

### **F. Waiver and Consent**

The transactions of any meeting of the School Board, however called or noticed, shall be valid if a quorum is present and if either before or after the meeting each of the Board members not present sign a written waiver of notice or a consent to the holding of such meeting or an approval of the minutes thereof.

## **BOARD COMMITTEES**

Board committees will be structured according to Section 2.19 and 2.20 of the JECHS Board Policy Manual.

### **Qualification for Board Committee**

1. A Board member must chair all board standing committees.
2. At least one Board member must be on all ad hoc board committees.
3. All regular committee members must be born-again Christians. A non-Christian may be asked to serve temporarily on an ad-hoc basis only.
4. Membership on a committee is for a one-year period or a designated time if serving on an ad committee.
5. Committee members may be selected from any persons interested in the school if so deemed by the Board President or full Board.

## **COMMUNITY RELATIONS**

### **Community Relations**

The school community relations program shall be such that the community is fully informed about the educational program, the strengths and needs of the school, and the services that are available to the school community. An informed citizenry is essential for complete cooperation and support.

## **FIVE YEAR STUDY**

### **Five-Year Study**

All major phases of the school's program, including school philosophy, school goals, instruction, and curriculum services, shall be carefully studied and evaluated at least once every five years. The results of such studies shall be used to implement improvements.

## **BOARD POLICIES**

### **A. Availability of Board Policies**

The Manual of Jim Elliot Christian High School's Board Policies shall be kept in the Administrator's office and shall be available upon request to Jim Elliot Christian High School's parents, pupils and personnel.

### **B. Written Policy System**

1. The school program shall be operated in all areas according to written policies.
2. Written policies shall consist of several forms and types, but in general shall be classified as follows:
  - a. Board Policies shall consist of written statements officially adopted by the School Board to govern its own operation and to serve as guides for administrative action. These statements should be specific enough to give clear direction and guidance to the Administrator and staff, but broad enough to allow for the use of administrative skill and discretion in making decisions.
  - b. The Administrator shall further develop the written policy system of operation by expressing directions to the staff in the form of written statements called Administrative Procedures. These statements should come within the boundaries of the policies of the Board, statues of California, regulations of Accreditation Commission, and should be developed by the Administrator to design and implement plans and procedures to achieve goals and objectives of the school system.

- c. The Administrator should also develop written policies for teachers, staff, families, and students in the form of written statements called Employee Handbook and School Handbook.

## **ASSOCIATION OF CHRISTIAN SCHOOLS INTERNATIONAL**

### **A. ACSI Membership**

As a result of this (ACSI) membership, there are several experiences in which JECHS may participate. The activities are as follows:

- Fall Convention for all staff members or other all-school training/staff development
- ACSI Administrator's Conference
- Student Activities

Other participation will be evaluated at the time new activities are available.

### **B. ACSI Certification**

All teaching and administrative personnel of Jim Elliot Christian High School will hold valid ACSI certificates. Teachers and administrators who have a Temporary Certificate are expected to complete the requirements for the Standard Certificate before their Temporary Certificate expires. The Board desires that all teachers and administrators work toward the Professional Certificate of ACSI.

### **C. ACSI & WASC Accreditation**

Jim Elliot Christian High School shall work toward maintaining a program of accreditation with the Association of Christian Schools International and Western Association of Schools & Colleges.

### **D. ACSI Teacher Conventions**

Jim Elliot Christian High School will cover the costs of all full-time and part-time teachers and administrators attending an ACSI-sponsored teacher convention.

### **E. ACSI Administrator/Board Conferences**

Jim Elliot Christian High School will cover the costs of all school administrators attending an ACSI-sponsored administrator/board conference.

## EVALUATE YOUR BOARD'S PERFORMANCE

On a scale of 1 to 5 with 1 being the lowest and 5 the highest, rank the following:

- \_\_\_\_\_ Board activities deal with governance and Board policy issues rather than management issues.
- \_\_\_\_\_ All management activities are delegated to the school Administrator.
- \_\_\_\_\_ The Board annually reviews importance documents (e.g.: bylaws, board policy manual, etc.).
- \_\_\_\_\_ Each Board member has a copy of his/her job description.
- \_\_\_\_\_ Board members understand their legal responsibilities as trustees for the school.
- \_\_\_\_\_ Board members are lobbyists for JECHS.
- \_\_\_\_\_ Board members contribute extra time to the school outside regular Board meetings.
- \_\_\_\_\_ The Board holds yearly self-evaluations.
- \_\_\_\_\_ The full Board annually evaluates the Administrator and approves final evaluation documents.
- \_\_\_\_\_ Board needs are clearly communicated to the Administrator.
- \_\_\_\_\_ New Board members receive orientation before their first Board meeting and during their first few months on the Board.
- \_\_\_\_\_ Each Board office and committee has a job description.
- \_\_\_\_\_ Board members receive in-service training at least every six months.
- \_\_\_\_\_ The Board budgets monies for its own growth.
- \_\_\_\_\_ Conflicts among Board members or between Board members and the Administrator are confronted and handled quickly by the Board President.
- \_\_\_\_\_ Board members understand that communication with staff should be channeled through the Administrator, not around the Administrator.
- \_\_\_\_\_ Board activities focus on the Vision, Mission, and Core Values of JECHS.
- \_\_\_\_\_ The Board insists on having a strategic plan for school growth and improvements.
- \_\_\_\_\_ JECHS has seen significant achievement under this Board's leadership.
- \_\_\_\_\_ Board members are satisfied with the overall operation of the Board.

## RATING YOUR BOARD MEMBER SKILLS

Using the list below, identify the areas you feel the most prepared as well as the least prepared to make a contribution to your board. Give a score of ten (10) to the areas in which you have made the strongest contribution and a score of one (1) to those you have felt the least adequate in performing. A score of less than five (5) should indicate that your contribution has been marginal.

You may also choose to rank every skill in priority order giving a score of one (1) to the weakest skill up to a score of ten (10) for your strongest skill.

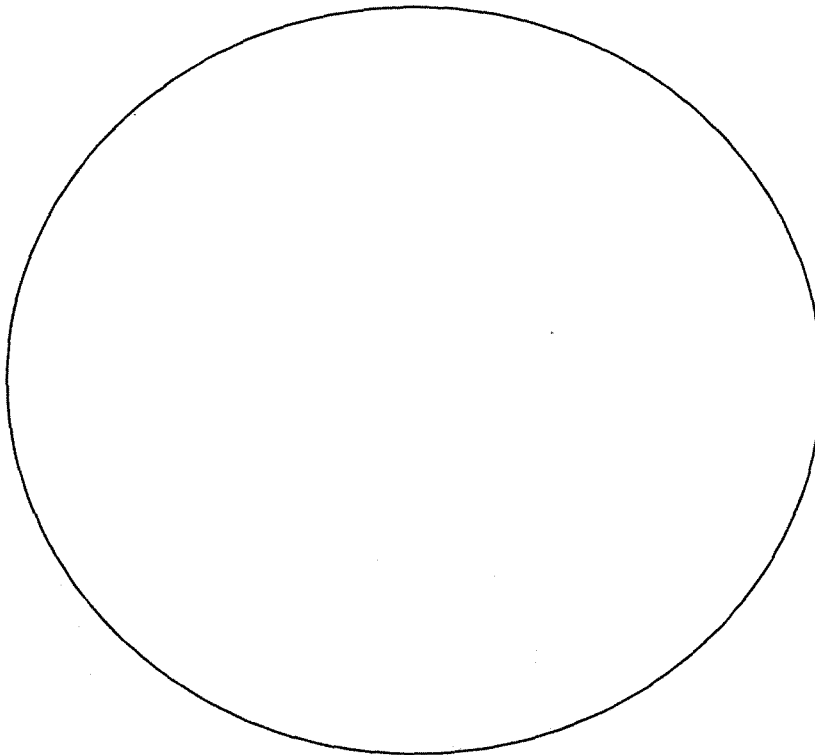
NOTE: Board members weakness indicates a need for in-service training.

- \_\_\_\_\_ "Team Player" Skills
- \_\_\_\_\_ Spiritual Leadership
- \_\_\_\_\_ Meeting Participation
- \_\_\_\_\_ Influence in Christian Community
- \_\_\_\_\_ Giving of Personal Resources
- \_\_\_\_\_ Financial Analysis Skills
- \_\_\_\_\_ Fundraising Ability
- \_\_\_\_\_ Influence in General Community
- \_\_\_\_\_ Policy

**HOW SHOULD YOUR BOARD MEETING TIME BE USED?**

**Instructions:** Each Board member should be given a blank pie on which to describe his/her opinion on how the Board is spending its time or SHOULD spend its time.

- A. Administrative Issues
- B. Debate
- C. Evaluation
- D. Financial Issues
- E. In-Service Training
- F. Policy Development
- G. Prayer
- H. Receiving & Acting on Reports
- I. Special Projects Strategic Planning
- J. Strategic Planning



APPENDIX A

Board Member Application Form



APPENDIX B

Administrator Evaluation Matrix