



Southern Union School Board Manual



**Southern Union Conference
Office of Education
2017/2018 - 2018/2019**



Southern Union Conference
Office of Education
www.adventistedge.org

School Board Manual

for Seventh-day Adventist Schools



Southern Union Conference

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School Board Manual for Seventh-day Adventist Schools

Southern Union Conference Office of Education

Forward

The materials in this manual are to be in harmony with the information and policies of the North American Division and as contained in the Southern Union Education Codebook. This manual contains major policies, plans, and procedures recommended for the administration of conference schools. Additional information may be found in the Southern Union Education Code Book at:

http://www.adventistedge.org/site/1/AE_docs/Administration/Codebook%202017.19%20%20FINAL.pdf

General Statement Of Seventh-day Adventist Educational Philosophy

The Seventh-day Adventist Church recognizes God as the ultimate source of existence, truth, and power. In the beginning God created in His image, a perfect humanity, a perfection later marred by sin. Education in its broadest sense is a means of returning human beings to their original relationship with God. The distinctive characteristics of this Adventist worldview, built around creation the fall, redemption, and recreation, are derived from the Bible and the inspired writings of Ellen G. White.

The aim of true education is to restore human beings into the image of God as revealed by the life of Jesus Christ. Only through the guidance of the Holy Spirit can this be accomplished. An education of this kind imparts far more than academic knowledge. It fosters a balanced development of the whole person – spiritual, physical, intellectual, and social emotional – a process that spans a lifetime. Working together, homes, schools, centers, and churches cooperate with divine agencies in preparing learners for citizenship here in this world and for eternity.

Objectives

The Seventh-day Adventist Church desires to provide for all its youth a general education within the framework of the science of salvation. The fundamentals and common branches of knowledge are to be studied so that proficiency is achieved and a high quality of teaching is maintained.

The Seventh - day Adventist elementary school will assist each child to develop (1) a love and appreciation for the privileges, rights, and responsibilities guaranteed each individual and social group and (2) a wholesome respect and attitude for each unit of society—home, church, school, and government. The elementary school will offer an organized program to ensure adequate development leading toward total spiritual, physical, mental, and emotional health and a basic core of skills and knowledge for everyday living.

The Seventh - day Adventist secondary school, predicated on the results obtained through the elementary school with character building as an undergirding structure, will endeavor to operate realistically for each student in the upgrading and maintenance of health, in the command of fundamental learning processes, in the teaching of worthy home membership, vocational skills, civic education, worthy use of leisure, and ethical maturity. The secondary school implementing the Church philosophy will seek for objectives of spiritual dedication, self-realization, social adjustment, civic responsibility, and economic efficiency. (NAD Working Policy FEA 05 15)

Adventist EDGE General Information

In the mid-1990s, a North American Division Curriculum Futures Commission was established to create a renewed vision for curriculum in Seventh-day Adventist schools in the 21st century. The Commission focused on the 9-12 secondary program. Its report titled *Focus on Adventist Curriculum for the 21st Century*, often referred to as the FACT-21 report, was approved by the North American Division Board of Education in 1997. Secondary schools across the Division began to develop initiatives for change based on this report.

Educational leadership at all levels in the North American Division determined that the content of this report was vital to the school improvement process in Adventist schools. Features of the program were integrated into a variety of Adventist educational publications and resources such as curriculum guides and evaluation instruments.

Recognizing that the material in the FACT-21 report had value for Adventist education K-12, the North American Division Office of Education appointed a committee to revise and update the report and develop a document that would be fully K-12 in scope and current in content. This work was subsequently approved for publication in 2002. The primary components of the FACT-21 report—Philosophy, Goals, Essential Core Elements and Preferred Practices—were revised, expanded and integrated into a model for school improvement known as the *Journey to Excellence* and will be referred to as the *J2E* document.

The Adventist EDGE is a Southern Union change initiative for the comprehensive improvement of Adventist education, and sets the course for excellence in all areas. This PreK-12 initiative is aligned with the North American Division Journey to Excellence (J2E) and focuses on the essential core elements that identify the high expectations of what students should know and be able to do.

The Adventist EDGE – Educators Delivering GREAT Education

This comprehensive school improvement includes researched based, brain compatible, *J2E* preferred, and best practice strategies for delivering excellent education in the 21st century. This initiative includes training administrators, school boards, teachers and parents in the areas of curriculum, instruction, assessment and best practices in education. This “GREAT” education mission is identified as:

God centered
Results oriented, in an
Environment that nurtures, is
Aligned with Adventist and national standards, and a
Team effort

This intentional change process includes “*Teacher of Excellence*” and “*School of Excellence*” incentives and awards.

Organization and Administration

Constituency (Reference Code 1133)

100. Definition

The constituency consists of the church or churches and the conference administration which operates the school.

102. Membership

The constituency of the school shall include members of the church or churches operating the school and the local and union conference representatives.

104. Meetings

The constituency should meet annually or as specified in the school constitution. Special meetings may be called as needed.

106. Functions

- A. To receive reports of the school's operation
- B. To provide adequate financing for the general operating costs of the school
- C. To approve financial plans for major capital improvements as recommended by the school board
- D. To consider plans and policies for the operation of the school
- E. To encourage the organization and maintenance of a Home and School Association
- F. To establish and adopt a constitution in harmony with denominational policies, which defines the principles and guidelines by which the school shall be operated
- G. To approve the school operating budget

The School Board (Reference Code 1135)

108. Definition

A school operating board, elected according to the local school constitution, shall be organized for every school in the Southern Union Conference. The school board is responsible for the operation of the school within the guidelines and policies adopted by the conference board of education and school constitution. The school board has authority only when meeting in official session; individual members may not speak for the board. All actions of the board are implemented through its executive secretary (school principal/head teacher) in cooperation with the board chair.

The quality of Seventh-day Adventist education can be determined largely by the efficiency of the school board. Directing the school through actions and policies of the school board helps keep the interests of the school close to the members of the church.

110. Membership (Reference Code 1135-A, 1135-B, 1135-C)

The school board shall be composed of members of the Seventh-day Adventist Church or churches who represent a cross-section of the school constituency. This membership shall include the chair, treasurer, and secretary (the principal/head teacher). In a consolidated school

or where deemed appropriate, a vice-chair may be added. These officers shall be duly elected by the board at its first meeting or as specified by the constitution. (A recording secretary may be appointed to serve under the board secretary).

In addition to the above members, the board should include the Home and School Association leader/ president and the pastor(s) of the constituent church(es). The principal/head teacher, pastor, Home and School Association leader/president, and conference superintendent are ex-officio members, and have voting privileges. Due to confidentiality and conflict of interest issues, it is not recommended that regular teachers and/or full-time employees of the school, other than the treasurer, serve on the board. The school board members (other than ex-officio members) are to be elected by the constituent church(es) in accordance with the school's constitution or working policies.

- A. Officers and members of the school board usually serve on a fiscal year term. It is desirable for the sake of continuity that not more than one-half of the membership is elected each year. One of the following two plans is recommended in election of board members and their term of office:
 - 1. Members may be elected at the close of the school year and shall function for the following year, or for a term equal to that of their elected church officers.
 - 2. Members of the initial Board may be chosen for terms of one, two, and three years respectively, the new members being chosen each succeeding year for a period of three years.
- B. Members of board and committees for academies are elected according to the board of education constitution of the conference.
- C. School board vacancies are filled by each organization as outlined in their constitution. The person filling the vacancy serves only for the remainder of the expired term.
- D. Members of the same family (parents, children, siblings, spouses) of full-time school staff members shall not be elected to serve concurrently on the school board. (Any exception to this policy must be approved by the local Conference Office of education).

112. Qualifications for School Board Membership

Qualifications for school board membership:

- A. They have a commitment to Seventh-day Adventist Christian education and its goals as evidenced by:
 - 1. Having his/her own children in church school
 - 2. Supporting the church's children in church school even if he/she has not children of school age.
- B. They support Adventist education by contributing significant finances and/or through personal participation in fundraising efforts on an annual basis.
- C. They are faithful tithe payers.
- D. They are committed to following the School Board Manual for Seventh-day Adventist Schools and the Education Code.
- E. They are committed to following all denominational education policies.
- F. They are Seventh-day Adventist Church members in good and regular standing in one of the constituent churches of the school.

114. Non-Voting Representation

Permission should be granted for non-voting representation on local school boards from non-constituent churches for the awareness and promotion of Adventist Christian education in the respective churches.

116. Filling Vacancies on School Board (Reference Code 1141)

Vacancies are filled in the same way as in any other church office. The one filling the vacancy will officiate for only the remainder of the unexpired term.

Where consolidated schools are involved, it is recommended that the constitution indicate that each church shall elect board members by some method acceptable to the local congregations. This is usually done in the same manner that other church officers are elected.

118. Functions of the School Board (Reference Code 1147)

- A. To have a working knowledge of the Education Code and ensure the implementation of policies and plans of the local Conference Office of education.
- B. To develop policies in areas of local concern, such as the following:
 - 1. Use of school property
 - 2. School bus use*
 - 3. Purchasing procedures
 - 4. Tuition and/or other methods of support
 - 5. Admission requirements (in accordance with state and conference guidelines)
 - 6. Equipping and maintaining school plant
 - 7. Textbook purchases (pupil- or school-owned)
 - 8. Master planning
- C. To consider the recommendations of the school administration in situations involving serious disciplinary cases and to serve as the ultimate authority in the dismissal of students. The consideration of dismissal recommendations or appeals of administrative decisions must be in closed or executive session.
- D. To support the Home and School Association
- E. To ensure that official minutes of each meeting of the school board and sub-committees be kept, and to file a copy with the conference office of education. Each academy should also file a copy of official minutes with Southern Union Conference Office of Education
- F. To consider appeals and answer questions regarding the operation of the school.
- G. To participate in the process of school evaluations as scheduled by the Conference Office of Education or regional accrediting agencies
- H. To provide funds for ongoing professional growth and staff development in cooperation with the local Conference Office of Education
- I. To consider, in counsel with the superintendent of schools, a proposed plan of school organization, including a constitution and bylaws, the administrative organization, and the North American Division and Southern Union curriculum for the school

*Schools are required to follow legislative guidelines for approved vehicles and drivers when transporting children. (Fifteen passenger unmodified vans should not be used.)

- J. To implement the recommended conference-wide school calendar. Any modifications or contemplated change must receive prior approval from the conference Office of Education
- K. To develop and adopt a code of dress and social behavior
- L. To authorize the preparation of a school handbook/bulletin, which shall include such items as:
 - 1. Philosophy of school
 - 2. Financial information
 - 3. Tuition collection policies
 - 4. School regulations
 - 5. School calendar
 - 6. Course offerings
 - 7. Dress code and/or social behavior code
- M. To assume responsibility for the planning and funding of an annual operating budget, which will include:
 - 1. Capital expenditures/income
 - 2. Operating expenses
 - 3. Curriculum materials
 - 4. Adventist EDGE school and teacher status
 - 5. Physical education/play equipment
 - 6. Media center materials and equipment
 - 7. School supplies
 - 8. Insurances
 - 9. Indebtedness
 - 10. Other items at the option of the school board
- N. To assume responsibility for collecting and forwarding to the Conference Office of Education the conference assessment for the support of the school
- O. To assume responsibility for planning and funding a capital budget
- P. To provide opportunities for the constituency to become acquainted with the progress of the school by means of activities such as school sponsored programs in church services, reports by the principal, teacher(s), school board members; to hold regular constituency meetings in accordance with the constitution; to ensure that Christian Home Week and Education Week are held in the church as effective mediums of communication
- Q. To cooperate with the union and local conference offices of education in matters of curriculum development and the Adventist EDGE initiative
- R. To conduct meetings in accordance with generally accepted parliamentary procedures as specified by the school constitution
- S. To support the teaching staff: It is the responsibility of the school board to support and uphold the teaching staff in the organization and administration of the school

- T. To plan the opening of school: The school board should plan for the opening of school on the date set by the conference board of education unless special permission has been secured in writing from the superintendent of schools to do otherwise
- U. To dismiss or suspend pupils: While the ultimate authority in disciplinary matters rests solely in the hands of the school board, it should delegate to the principal the authority to suspend a student for a period not to exceed five days. However, in an emergency situation, the teacher may resort to a temporary exclusion of the pupil from the classroom and refer him to the principal/head teacher or board chair for prompt, appropriate discipline. In cases of very serious or continued misconduct, the board may decide to suspend the pupil from the school for a longer period of time. The period of suspension is determined by the board and, under some circumstances, may last up to two weeks. The pupil may be readmitted to the school only after satisfactory reform and reconciliation with the teacher or teachers involved. All school work lost due to suspension must be made up promptly. If a satisfactory basis for readmission cannot be effected, the pupil should either be withdrawn by his/her parents or, as a last resort, be dismissed by action of the school board.
- V. To visit the school in session: It is desirable for the members of the school board to visit the school occasionally to encourage the teachers and to become personally acquainted with the school, its work, and its needs. This is not a time for evaluation of the teachers or the teaching process. The relationship between the school board and the teachers should be friendly and on a basis of mutual confidence and respect. It is recommended that prior arrangements be made with the principal or teacher when a visit is planned.
- W. To plan for additions or new buildings: When a new school building or extensive additions or alterations are being planned, the chair of the school board should early seek the counsel of the conference superintendent of schools who will acquaint the board with the approved specifications for such building and rooms, as well as the conference policies affecting such projects.
- X. To act on pupil applications: All applications are to be made through the principal's office and acted upon by the school board or by an admissions committee authorized by the school board. Following registration day, the school board or admissions committee should meet to consider all applications for admission to the school. No pupil's registration is final until it has been approved by the school board or the admissions committee.
- Y. To provide for a census: The school operating board shall arrange for a census of all preschool and school age children, initiate plans to secure the attendance of the largest possible number of those eligible for school, and plan to provide opportunities for Christian education for all the school age children of the constituency.
- Z. To ensure that a non-discrimination policy is included in all of its brochures, catalogs and other printed advertising which it uses as a means of informing prospective students of its programs. (see Code 1602)
- AA. To promote Adventist Christian education.
- BB. To recommend employment of personnel as needed to the conference board of education.

Note: The employment, assignment, evaluation, transfer, retirement, termination, or dismissal of school personnel is the function of the conference board of education. (see Codes 4113 and 4820)

The conference superintendent, associate superintendent, conference president or designated conference representative must be in attendance, physically or electronically, and chair all personnel committees or any school board when personnel issues are being discussed. No discussion of certificated personnel may take place without the presence of the superintendent, the associate superintendent, conference president or designated authorized conference representative.

The conference board of education derives its employment authority from the conference Executive Committee. To ensure the effective and orderly operation of schools within the conference, the conference Office of Education will communicate on a regular basis with the school board. (See Code 4113)

120. Officers, School Board (Reference Code 1138)

The officers of the school board shall consist of chair and a secretary. In a consolidated school, a vice-chair and treasurer may be added. The board shall organize itself by choosing its officers at its first meeting or as specified by the constitution. The new board term begins July 1. The principal/head teacher is the executive secretary of the board.

122. Terms of Office, School Board (Reference Code 1140)

Officers of the school board usually serve on a fiscal year term. It is desirable, for the sake of continuity, that not more than one-half of the membership be new each year.

One of the following two plans is recommended in the election of board members and their term of office:

- A. Members may be elected at the close of the school year and shall function for the following year, or for a term equal to that of their elected church officers.
- B. The members of the initial board may be chosen for terms of one, two, and three years respectively, the new members being chosen each succeeding year for a period of three years.

124. Functions of the Chair (Reference Code 1146)

- A. To call and preside over board meetings.
- B. To serve as a consultant to the principal/head teacher (secretary) in preparing an agenda for board meetings.
- C. To become acquainted with and follow parliamentary procedures at board meetings.
- D. To become acquainted with the school program and confer with the principal/head teacher on items pertaining to the operation of the school.
- E. To support the principal/head teacher in the administration of the school.

- F. To act as liaison by communicating with individual churches and presenting school items pertinent to each church constituency.
- G. To assist in implementing board actions in small schools where a principal is a full-time teacher.
- H. To inform the superintendent of the progress of the school program and its special problems and needs, especially finances and personnel.

126. Functions of the Secretary (Principal/Head Teacher) (Reference Code 1146)

The school board is expected to foster a strong partnership with the pastor and school board chair. The functions of the school board principal/head teacher (secretary) include the following:

- A. To prepare the agenda for board meetings in consultation with the board chair
- B. To keep written minutes of each meeting
- C. To maintain a permanent record file.
- D. To send a copy of board meeting minutes to the conference Office of Education within ten days following each meeting. (If school is a senior academy, a copy of the minutes must also be sent to the Southern Union and North American Division offices of education.)
- E. To carry on necessary correspondence for the board. A recording secretary may be appointed to serve under the board secretary.
- F. In the absence of vice chair, serve as chair

128. Functions of the School Treasurer (Reference Code 1146)

Where a single church operates a school, the work of the treasurer may be carried out by the church treasurer or an assistant church treasurer. When a board operates a school where two or more churches are involved, a treasurer is appointed by the school board to do this work. The local Conference Office of Education will recommend the appropriate record keeping software.

- A. Keep all financial records
- B. Issue school bills to parents/guardians
- C. Collect tuition
- D. Pay authorized bills
- E. Present a complete, written financial report at each board meeting
- F. Preparing an annual budget in collaboration with the principal/head teacher and finance committee

130. Safety Officer (Reference Code 1248 for full list of responsibilities)

A safety officer shall be appointed by the board at its first meeting. The safety officer functions include the following:

- A. With the administrator, inspect plant and equipment.
- B. Give thorough orientation to all personnel on safety and emergency procedures.
- C. Monitor safety issues and report same to board.
- D. Review the comprehensive strategic safety plan and the Grab and Go packet. (See Code 1249)
- E. Serve as a member of the Crisis Action Team as identified in the Safety/Emergency Resource. (See Code 1249)

132. Board Meetings (Reference Code 1142)

A. Regular Sessions

The school board should meet at least six times per school year at a regular time and place and as often as needed during the summer months. Meetings may be open to all constituent members except when the board is in executive session. At the regular meeting, reports should be given by the secretary, treasurer, and chairman. At the last meeting of the school year, the school board should establish the regular meeting dates for the following school year.

It is important that school board officers develop the habit of beginning and ending the meetings on time. It is seldom essential that meetings last more than two hours. Notices should be sent out at least one week prior to each meeting.

B. Executive Sessions

Executive sessions may be called to discuss issues which might be sensitive to any student or adult. Only regular board members shall be permitted to attend these sessions. Guidelines should be developed for the procedures to be followed when an individual or a group asks for a hearing or appeal before the school board.

134. Quorum (Reference Code 1142)

A quorum to transact business shall consist of a simple majority of the elected board members, including at least two board officers, unless otherwise specified by the school constitution.

136. Board Agenda (Reference Code 1143)

The principal and the chairman are to mutually prepare an agenda prior to each meeting. The agenda for any regular meeting of the board shall include the invocation, reading for approval (and correction, if needed) of the minutes of the last meeting, reports by the principal (or school representative) and the treasurer, old business, committee reports, new business, and adjournment. The principal/head teacher (secretary of the board) should have copies of the agenda prepared for each board member prior to each meeting. (See 606 for sample agenda)

138. Minutes (Reference Code 1147)

The school board acts officially only through its recorded minutes.

Official minutes of each meeting of the school board and sub-committees are to be kept on file at the School and sent to the conference Office of Education. Each academy should also file a copy of official minutes with Southern Union Conference Office of Education. (See 608 for sample minutes)

140. Code of Ethics for Seventh-Day Adventist School Board Members (Reference Code 1135-E)

A. To recognize the following:

1. That fellow members have entrusted them with the educational development of the children and youth of the church(es).
2. That the future welfare of the denomination depends in the largest measure upon the quality of education provided in Adventist church schools to fit the

- needs of every learner.
3. That they and fellow board members must take the initiative in helping all the members of the church to have all the necessary facts about their school, to the end that they will readily provide the finest possible school program, school staff, and school facilities.
 4. That the authority of the school board is derived from the church(es), which ultimately controls the organization and operation of the school and which determines the degree of discretionary power left with the board as defined by the constitution.
- B. To do the following:
1. To devote time and study to the duties and responsibilities of the school board member in order to render effective and creditable service.
 2. To work with fellow board members in a spirit of harmony and cooperation in spite of differences of opinion.
 3. To base personal decisions upon all available facts, to vote with honest conviction in every case; thereafter, to abide by and uphold the final majority decision of the board.
 4. To keep inviolate all confidential committee business for protection of students, teachers, and God's work.
 5. To remember at all times that each board member has no individual legal authority outside the meetings of the school board, and to conduct relationships with the school staff, the local members, and all media of communication on the basis of this fact.
 6. To resist every temptation and outside pressure to use the position of school board member to benefit either self or any individual or agency apart from the local interest of the school.
 7. To recognize that it is as important for the school board to understand the educational program of the school as it is to plan for the business of school operation.
 8. To bear in mind under all circumstances that the primary function of the school board is to operate in accordance with policies determined by the North American Division, the Southern Union Conference, and the local conference for the administration of SDA schools and to delegate to the principal and his staff the administration of the educational program and the routine conduct of school business.
 9. To welcome and encourage active cooperation by the church members, the Home and School Association, and other agencies of the church.
 10. To strive, step by step, toward ideal conditions for the most effective school committee service to the church in a spirit of teamwork and devotion to Seventh-day Adventist Christian education.
 11. To work with the conference superintendent in support of the policies of the conference.

142. Conflict of Interest (Reference Code 1147)

Each board member should sign a conflict of interest statement annually and carefully avoid any conflict of interest in dealings with the school. A board member shall be ineligible to serve if a conflict of interest arises.

144. Confidentiality (Reference Code 1135-B)

Board members must recognize their fiduciary duty of care to the school/center they serve. This includes a duty of confidentiality. Confidential or privileged information includes, but is not limited to:

- A. Identifying information such as names, addresses, phone numbers, e-mails and other contact information.
- B. Student/child records and files (i.e. testing reports, report cards, medical conditions).
- C. Staff records and files (i.e. contracts and personnel files).
- D. Family finances and financial aid
- E. Conversations regarding students, staff, volunteers, and families.

Neither the contents nor the existence of information or documentation is to be shared with anyone other than authorized agents of the school, center, or conference. It is required that board members sign a statement of confidentiality upon appointment and for each year that he/she serves on the board. (A sample statement can be found at <http://www.southernunion.com/article/373/ministries/education/adventist-edge/resources.>)

146. Legal Responsibilities (Reference Code 1146, 1147)

The school board is a corporate body and can take action only in a duly called meeting. Board actions must be properly recorded if they are to be legal. Individuals do not speak for the board. Board members do not have individual authority unless expressly authorized by the board to act for it in some specific capacity.

Personal liability of school board members: A school board member may be held personally liable for loss or damage which results from his/her own negligent acts, as well as for the negligent acts of an employee who is acting under his/her direct supervision. Board members may be held personally liable for their willful, wanton, or malicious acts.

Defamation of character involves statements to third parties which may reduce esteem, respect, confidence, or good will in which a person is held. Defamatory statements may injure a person's reputation or good name and involve an element of personal disgrace. Board members are immune for liability from statements made at school board meetings under the doctrine of law known as "Qualified Privilege." This doctrine is applicable when it is reasonably necessary that certain information be communicated for the protection of one's own interest, the interest of third parties, or the interest of the public. This information should be communicated only during executive sessions of the board.

Any communication of information other than during an executive session may constitute defamation and the board member or members may be held individually and/or collectively liable.

148. Conference Superintendent's Relationship to the Board (Reference Code 1130)

The conference superintendent is the educational officer of the local conference, and as such is the one to whom the school board should look for counsel and direction in its work. The superintendent/Office of Education must be consulted on the selection of employees to recommend for employment, enrollment and finance, raising and lowering of the status of the

school, making additions to the school facilities, the opening or closing of a school, and/or changing the school calendar.

150. Pastor's Relationship to School Board

The conference board of education considers the office of church pastor as a vital factor in terms of support of Adventist education, responsibility for church involvement in the financial operation of the school, encouragement of effective parent/teacher/pupil relationships, and cooperation in the spiritual emphasis of the school. The pastor is also a spiritual counselor and resource person and is expected to foster a strong partnership with the school board and principal/head teacher. The pastor is an ex-officio member of the board with voting privileges. The conference board of education recommends that the pastor not serve as chair of the school board.

152. Effective Communication

The board officers should keep the Office of Education informed about the progress of the school and seek counsel early concerning any developing problems in the school. The board has the responsibility of keeping the constituency well-informed regarding the progress and needs of the school.

The Administration

160. Responsibilities (Reference Code 4162)

A principal is the person who is designated as the administrator of a school with four or more full time teaching budgets including the principal. Professional qualifications for this position include appropriate administrative certification or annual progress toward that goal.

The principal is to be a faithful member of the Seventh-day Adventist Church. He/she is the chief administrator of the school, with responsibilities and functions as designated by the conference board of education and school operating board policies. (See code 4167)

In a one-three teacher school (small school), one teacher may be appointed as head teacher in lieu of designation as principal.

Responsibilities and functions include the following:

- A. In conjunction with the staff, to implement the administrative policies of the Conference Board of Education and the operational policies of the school.
- B. To serve as the agent of the school operating board or committee in equipping and maintaining the school plant.
- C. To provide supervision and evaluation of teachers and support staff in cooperation with the conference Office of Education.
- D. To provide leadership and supervision in the implementation of curriculum.
- E. To be responsible for developing and maintaining an accurate record-keeping system in compliance with conference board of education and state record-keeping standards to ensure the security of all school records, including the following:
 - 1. Student scholastic, health and attendance records
 - 2. Minutes of faculty meetings and faculty committees

3. Minutes of school board meetings
 4. Evaluation/school improvement action plan progress
 5. Accident records and copies of reports
- F. To keep suspected child abuse records and make necessary reports to appropriate agencies.
 - G. To accept the responsibility of spiritual leadership of the school.
 - H. To represent the school as its official spokesman.
 - I. To seek to maintain student conduct consistent with guidelines set by the conference board of education and specific regulations adopted by the school board.
 - J. To develop an adequate budget and to operate the school within the approved budget.
 - K. To supply to local, union, and North American Division offices of education all required reports.
 - L. To develop and maintain positive community relations. To represent the school as its official spokesperson to the patrons of the school, to the school board, and to the public in general. To articulate and communicate to the board and to the constituency the educational plans and programs of the school.
 - M. To maintain discipline in accordance with Christian principles.
 - N. To arrange orientation programs for prospective students.
 - O. To serve as secretary of the school board and in counsel with the chairperson, prepare the agenda prior to each meeting. (In many small schools, a recording secretary is selected to take and prepare the minutes after approval by the local principal. The principal is the only representative of the school with voting privileges).
 - P. To establish and maintain effective working relationships with public school officials and civic leaders.
 - Q. To acquaint parents and other patrons with policies and procedures relative to the operation of the school.
 - R. To arrange student registrations.
 - S. To be involved in employment practices of conference-funded and locally-funded personnel as outlined by the conference board of education. (see Codes 4113-4154)
 - T. To arrange for the preparation of the annual school bulletin.
 - U. To supervise the maintenance of the school plant, grounds, equipment, supplies, and all school property for maximum efficiency and safety.
 - V. The principal and/or head teacher is to be responsible for planning adequate recreational supervision.
 - W. To develop a well-planned recruitment program. The better it is planned and the more people involved, the more effective the recruitment effort will be. This recruitment program will serve as a detailed, but not an exhaustive guideline to recruitment activities in each school district or conference. See Code 1276 for an expanded marketing program. A successful recruitment program will include:
 1. A positive school image involving the following:
 - a. Clearly stated philosophy and objectives of the school.
 - b. Pride of ownership which is shared and expressed by all.
 - c. Goodwill expressed in the relationship among the administrators, board members, staff members and students toward their school.
 - d. A positive perspective before the constituency.
 - e. A comprehensive conference-wide child/youth census.
 2. A recruitment philosophy and a sense of responsibility which is assumed by the conference and academy administration, the staff, and the board.

3. A sense of responsibility in all members of the school family.
4. Recruitment efforts begun early and continued for each prospective student including:
 - a. School paper (send copies to feeder schools)
 - b. Yearbook, formal presentation by academy principal or staff
 - c. Visits by academy personnel in feeder schools
 - d. Youth activities. The church ministries period
 - e. The worship hour Sabbath morning (a minimum of two per year recommended)
5. Designation of a Christian education secretary and recruiter coordinator f. Informed and involved parents
6. Feeder schools
7. Preplanning, organization and evaluation
- X. To be responsible for developing emergency disaster and evacuation plan including regular preparedness activities. (see Codes 1248, 1249) It is required that all school personnel be annually in-serviced in safety preparedness. A school safety coordinator shall be appointed by the school board at its first meeting annually which may be or not be the principal. The safety coordinator's functions include the following:
 1. With the principal/head teacher, inspect school plant and equipment semiannually
 2. Give thorough orientation to all school personnel on safety and emergency procedures.
 3. Monitor safety issues and report same to board.
- Y. To develop crisis and media management procedures in collaboration with the local conference office. (see Supplement O)

162. Small School Administration (Reference Code 4164 for expanded list)

The **primary** responsibility of a head teacher in a small school (one to three teachers) is to teach and guide the educational progress of students under his/her care. Additionally, the head teacher is responsible for performing certain administrative duties, or for coordinating some of these responsibilities to be performed by other educational staff, parents, constituents, or school board members.

It is understood that in a small school many administrative responsibilities normally performed by a full-time principal in a larger school, will be shared by other educational staff and by certain members of the school board, primarily the board chair. Thus, the local school board assumes a greater responsibility in sharing some of the administrative load with the head teacher.

164. Accreditation Evaluation of the School (Reference Code 1701-2)

All church schools are evaluated according to a plan outlined by the North American Division and Southern Union offices of education. The evaluation process will determine to what extent the school is achieving its objectives and meeting expected school improvement standards. Members of the board and faculty participate in the self-study program prior to a final evaluation by the visiting committee. A report of the evaluation will be presented to the school accompanied by recommendations and action plans for school improvements that must be completed.

The site visit report of the evaluation visiting committee for elementary schools and junior academies is reviewed by the Southern Union Accreditation Review Committee. Senior academies are reviewed by the NAD Commission on Accreditation.

Middle States Association of Colleges and Schools (MSA) co-accreditation is available to all schools that meet the Southern Union criteria. (See SU Codebook, Supplement S)

166. School Handbook/Bulletin (Reference Code 1715)

Every school should prepare a handbook/bulletin to be placed in the hands of school patrons so that they may know the school's policies and regulations, as well as financial information about the school. It should also include the following:

- A. A calendar of events, designated vacations and holidays
- B. List of staff members
- C. List of school board members
- D. Course offerings
- E. Requirements for entrance and graduation
- F. Non-discrimination policy statement

168. Admittance to School (Reference Code 1600, 1602)

Seventh-day Adventist schools are open primarily to young people of the Seventh-day Adventist Church who enroll for the purpose of doing earnest, faithful work, and who have a desire to develop a Christian character. (Schools may not be equipped to handle certain special needs.) Efforts should be made by the school board, in close cooperation with the pastor, the church, and the Home and School Association, to see that these young people are enrolled in the school.

All students who present themselves for admission to the school thereby pledge to willingly observe all its regulations, to uphold the Christian principles upon which the school is operated and, to the best of their ability, perform all school duties assigned to them.

It is also understood that should they break their pledge, they forfeit their right to attend the school. If they are retained in the school, it is at the discretion of the faculty and of the school board.

Seventh-day Adventist schools accept students in accordance with state compulsory attendance laws. It is the responsibility of the union and conference offices of education to be informed regarding these laws and to interpret them to the church constituency.

Christian Education Day is an excellent time to give special emphasis to encouraging all parents to send their children to church school. The sending of their children to a Seventh-day Adventist school is voluntary, yet every parent should have an understanding of the values and objectives of Adventist Education.

The Seventh-day Adventist Church in all of its church schools, admits students of any race to all the rights, privileges, programs, and activities generally accorded or made available to students at its schools, and makes no discrimination on the basis of race, color, ethnic background, country of origin or sex in administration of education policies, application for admission, scholarship or loan programs, and athletic or extracurricular programs.

Each school must also include a clear reference to its non-discriminatory policy in all its brochures, catalogs, and other printed advertising which it uses as a means of informing prospective students of its programs.

170. Admittance of Non-SDA Students (Reference Code 1611)

When a school and its constituency recognize its potential ministry to the community, non-Adventist youth may be enrolled subject to the development and implementation of a plan approved by the conference board of education. Such a plan should include the following when a board is considering acceptance of students from non-SDA homes:

1. Proper preparation of the teacher(s) to relate to such students.
2. Orientation of church, parents, and students to their role as Christian witnesses.
3. Orientation of parents or prospective students to the goals and objectives of SDA education, including philosophy and doctrines.
4. Regular pastor/teacher/principal visits in student homes.
5. Maintenance of regular SDA curriculum and school standards.
6. Adequate school facilities and teaching personnel
7. Consideration of student's character and scholastic ability.

172. School Entrance Age (Reference Code 1800, 1801)

To be eligible for admission, children must be physically, mentally, emotionally, and socially mature to do work at the prescribed level. Prior to accepting any applicant, the following age criteria must be met:

- A. Pre-kindergarten children must be at least four (4) years of age by August 15 of the year they are enrolled in pre-kindergarten.
- B. Kindergarten children must be at least five (5) years of age by August 15 of the year they are enrolled in kindergarten.
- C. First grade children must be at least six (6) years of age by August 15 of the year they are enrolled in first grade.

Any case considered for exception must receive prior approval by the local conference Office of Education or the local conference board of education.

Enrollment in secondary schools of the Southern Union Conference will not be granted to anyone beyond the age of 19 years. Any appeal for exception must be in writing to the local conference Office of Education.

174. Student Discipline (Reference Code 1852)

The basic purpose of discipline is the training of the student for self-government. True discipline is not punitive and it should result in mutual trust between student and teacher. Discipline is designed to be redemptive, remedial, and corrective rather than punitive.

Disciplinary Authority

The principal/head teacher is responsible for establishing disciplinary procedures. All members of the school staff share in the responsibility for supervision of student conduct. Minor irregularities are handled by the individual staff members. Repeated offenses or major infractions of school rules are to be handled by the principal/school discipline committee.

The following guidelines are given with the understanding that the learning process will be interrupted as little as possible. Ideally the attitude of what is best for the student and the school should be evident in every act of discipline.

A. Student Detention

Pupils should not be detained after school for any reason without the previous knowledge of the parent. If the parent cannot be notified prior to detention, it is better to keep the child the next day. Pupils should not be deprived of entire rest periods but should be with their group during the play period.

B. Student Suspension

A student may be suspended for repeated offenses when other procedures have not been effective. Evidence of prior corrective measures and parent notification should be on file in the student's folder. In the case of a serious, overt act violating school regulations, the principal may suspend a student from school even if there has been no prior deviant behavior. A suspension should be effective until the parents appear at the school to discuss the conditions for readmission. The suspension period will not ordinarily exceed five school days. Suspension that exceeds five school days should be the decision of the school board. A teacher may temporarily suspend a student from class. Suspension from school should be made by the principal. The principal/head teacher will notify the school board chair in the event of suspension.

C. Student Expulsion (1855)

The school board is the final authority in the dismissal or expulsion of a student upon the recommendation of the principal. The school administration and board should develop policies pertaining to the dismissal of students in harmony with conference educational codes. In larger schools the final authority may be delegated to a committee of teachers and administrators.

D. Student Withdrawal from School

Following the withdrawal of any student who is required by state law to be enrolled in school, the school principal is to notify the attendance officer of the local public school district.

E. Corporal Punishment

Corporal punishment is not to be used as a disciplinary measure in schools within the Southern Union.

Personnel

Employment of Certificated Instructional Personnel (Reference Code 4010-4790)

200. Definition (Reference Code 4100)

Certificated personnel categories include the following:

- A. Classroom teachers
- B. Administrative personnel who have responsibility for the instructional programs
- C. Other personnel who perform related support services who are salaried but not necessarily certified.

1. Media center and/or technology coordinator
2. Guidance and counseling personnel
3. Coordinator of work-experience education
4. Development Director

202. Employment (Reference Code 4113)

The conference board of education derives its authority from the conference executive committee to employ both conference-funded and locally-funded certificated personnel (see Code 4980).

The employment relationship, including but not limited to the assignment, supervision, evaluation, transfer, retirement, termination or non-renewal of regular appointments of educational personnel, shall be by the authority of the Conference Board of Education. The supervision of instructional personnel is delegated to the conference Office of Education. To ensure the effective and orderly operation of schools within the conference, the Conference Office of Education will communicate on a regular basis with the local school board.

Reassignment of personnel within a school, or adjustment of load due to problems such as insufficient enrollment or lack of funds to maintain a proposed program, shall be implemented by the local conference office of education in cooperation with the local school board. Ultimate authority for all personnel actions lies with the Conference Board of Education.

204. Support of Instructional Staff (Reference Code 1147, 4401)

The teacher is a conference employee whether conference-funded or locally-funded. A congenial working relationship between teachers, pastors, and school board fosters a healthy climate for Christian education.

The principal or head teacher should present from time to time a report of progress, conditions, and needs of the school to the school board.

The principal or head teacher should report to the school board delinquent and unresponsive students or those who may be a detriment to the standards and progress of the school.

It is the responsibility of the school board to support and uphold the teaching staff in the organization and administration of the school. The board shall make clear to all patrons of the school that no one has the right to come to the school for the purpose of verbally attacking or haranguing the teacher, either before the students or otherwise.

The board, in counsel with the superintendent, shall stand ready to hear legitimate complaints of patrons against the school if calm, personal discussion of the problems between the teacher and the patron has failed to clear up the matters in question.

206. Special Projects or Assignments (Reference Code 4728)

A. Part-time Teachers

Part-time teachers may be employed for special projects and assignments on a temporary basis. Such teachers do not qualify for allowances or severance pay. Because of tax implications, the conference superintendent should be contacted before making final employment agreement.

B. Summer Employment

Credentialed personnel on 10-month contracts may be employed for special projects during the time they are not under the direction of the principal or superintendent of schools.

208. Substitute Teachers (Reference Code 4732)

The local school board may authorize the school administrator to employ qualified persons on a temporary basis to fill positions of regularly credentialed employees absent from service.

Employment of Classified Personnel (Reference Code 4800-4887)

220. Definition (Reference Code 4800)

Classified employees are conference-funded and locally funded (see code 4980) school personnel for whom denominational certification is not deemed an essential part of the job description.

222. Authority to Employ (Reference Code 4820)

The conference board of education derives its employment authority from the conference Executive Committee. To ensure the effective and orderly operation of the K-12 schools within the conference, the conference board of education delegates certain personnel functions to school boards.

Although the school receives delegated authority from the conference to operate in defined areas, the conference cannot divest itself of its inherent legal obligations. Inasmuch as the Conference Association (in which school ownership rights are invested) remains legally bound by actions of school boards, it is incumbent that there be close cooperation between the school board and the conference Office of Education in the operation of schools and in all actions taken regarding school personnel.

Since all schools are part of the Seventh-day Adventist school system, they will follow the employment guidelines as established by the sponsoring conference. Employment practices for classified personnel are to be consistent with the Southern Union Employment Manual.

The conference Office of Education delegates authority for certain functions to the local School or Academy board. These delegated authorities may include overseeing the hiring process including job postings, application processing, referencing, interviewing, and selecting; evaluations; supervision; authorizing timesheets; discipline/probation. Any discontinuation of employment shall be effected in consultation with the Conference Office of Education. The conference will have the final authority regarding a local School or Academy board's decisions that are appealed by an employee.

Wages, benefits (i.e. vacation, sick leave, holidays), and probationary periods are established by the conference in consultation with the school board and principal in harmony with state and federal laws.

224. Volunteers (Reference Code 4887)

Some schools use the services of volunteer workers. Under the Department of Labor regulations, and for use in our educational institutions, a volunteer is not considered an employee if the volunteer:

- A. Performs hours of service for a public agency for civic, charitable or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered. Although a volunteer may not receive compensation, a volunteer can be reimbursed for expenses, or provided per diem;
- B. Offers services freely and without pressure or coercion, direct or implied; and
- C. Is not otherwise employed by the same entity to perform the same type of services as those for which the individual proposes to volunteer.

A clear understanding of an individual's offer to provide assistance freely without an expectation of being compensated for ministry in a church or school is a key factor to determining volunteer status. The organization may reimburse expenses or provide per diem following NAD guidelines. Written acknowledgement would be helpful in insuring that expectations are clearly communicated and mutually understood.

All volunteers must be screened by a credible, independent agency and pass a background check. Some long-term volunteers are called Task Force Workers. If these volunteers are students who have taken off a year from their college work there are specific guidelines to be followed. The program is operated by the Adventist Volunteer Service in the North American Division, working in conjunction with Adventist colleges and universities. The school administrator should work closely with these entities to assure that all policies are met. The program is detailed in the NAD Working Policy R 05. Each college or university can also help administrators who are interested in the program. Task Force Workers must meet the legal test for classification as volunteers.

General Policies (Reference Code 4905-4980)

230. Resolution of Personnel Problems

During the course of a school year, situations may arise which need resolution. In the event of questions involving competency, character, cooperation, or interpersonal conflict of certificated personnel, the superintendent's office shall be notified as soon as possible. The superintendent or his designee must be present at local school board meetings when any such issues are discussed.

240. Locally Funded Employees (Reference Code 4980)

While employees may be locally funded (i.e., their remuneration and benefits are funded by a local church or school), they are employed by the lowest level of employer in the Seventh-day Adventist Church structure, the Conference. As the lowest legal entity for employment, the local Conference is the employer for all employees within the Conference and its affiliated facilities and operations in all classifications.

Finance

300. Financial Responsibility

A school may not be opened unless there is a reasonable assurance that funds will be available through the year to meet the financial obligations. Total fiscal responsibility for the operation of the school rests with the constituency.

302. School Budget (Reference Code 3112)

A carefully organized and properly balanced budget is absolutely essential to the successful financial operation of a school. The school board should approve a tentative budget by the March meeting for the board for the ensuing school year.

A balanced, revised budget should be prepared not later than October 1 of the current school year. Copies of both budgets should be sent to the superintendent. The items entered into the budget should be studied carefully by the board, and, after adoption, the budget should be followed closely.

304. Salary Schedules

The minimum and maximum salary rates are established by the North American Division. Each union develops its own salary schedule within these limits, and all conferences are to follow the union wage schedule.

306. Auditing (Reference Code 3190)

The financial records of elementary schools and junior academies shall be audited annually under the supervision of the local conference treasurer. The financial records of academies are audited by the General Conference auditing service department. An audit report should be sent to the school board chair, principal, treasurer, and superintendent.

308. Insurance (Reference Code 3530, 3571)

All schools are to be insured in accordance with the North American Division Working Policy. Any building scheduled for demolition may be insured, by mutual agreement, for salvage value, plus the estimated amount for debris removal. Each fire insurance policy should include coverage for perils of fire, extended coverage, and vandalism.

Schools operating buses or other school-owned vehicles should provide insurance coverage on these vehicles to meet or exceed conference policy. It is recommended that these vehicles be insured with the same carrier which provides the comprehensive general liability coverage for the conference. Schools are required to follow legislative guidelines for approved vehicles and drivers when transporting children. (Fifteen-passenger, unmodified vans must not be used.)

Each school is expected to participate in the master student accident insurance plan approved each year by the conference PreK-12 board of education. School principals may secure information about the approved accident plan from the conference superintendent.

310. School Media Centers (Reference Code 3240)

It is recommended that each school board upgrade and provide for regular maintenance of school media centers on the basis of allotting the voted amount per student per Southern

Union Board of Education. These funds shall be spent for instructional media, books and periodicals. It is recommended that all schools in the Southern Union without the services of a full-time certified librarian utilize the Southern Union Library Services program to ensure that Adventist EDGE and accreditation standards are met.

312. Buildings and Grounds Financial Policies (Reference Code 3420)

Written approval of the Conference Executive Committee shall be obtained prior to contracting for construction or major alteration of any school building. The construction, reconstruction, enlargement, or improvement of properties shall be completed without exceeding the indebtedness policy of the conference.

- A. Projects exceeding \$250,000. (United States/Canada) shall be approved by the conference committee or institutional board.
- B. Projects exceeding \$3,000,000. (United States/Canada) shall be approved by the union committee or the board of union institutions.
- C. Projects exceeding \$6,000,000. (United States/Canada) shall also have the approval of the North American Division.

The Southern Union Committee shall submit to the North American Division particulars of the estimated cost, and full information regarding the means by which the project is to be financed, together with properly prepared plans and specifications for the building. It is understood that the approval of the appropriate committee shall be obtained before construction is begun or financial commitments made.

In construction or purchase of school buildings or school properties, in no case shall commitments be made or building operation begun until:

- A. For building projects, improvements and equipment, 50 percent of the funds needed for the project shall be available in cash or readily convertible assets and satisfactory provision made for securing the remaining 50 percent before authorization is granted by the responsible committee or board and commitments are made. In the case of construction, the work shall proceed and obligations shall be incurred only as funds are available. (NAD S 05 53)
- B. Before letting any contract or commencing any building project, it shall be the duty of the school board to ascertain that the plans and specifications for the new building or alterations comply with the requirements of state and local building codes.

When new structures are planned the NAD Working Policy should be checked for the latest figures.

School Operations

400. School Curriculum

The curriculum consists of the learning experiences that children have, both in and out of school, which the school utilizes to help each pupil develop into a loyal, effective citizen in his home, school, and community. In the school the basic learning experiences and content are

chosen from broad subject areas which are established and revised periodically by the North American Division Office of Education.

402. Teaching Load, PreK-9 (Reference Code 5062, 6003)

While the grade load and student load numbers outlined in this policy are considered the minimum requirements necessary for quality instruction to occur, it should be noted that specific student needs and classroom composition, along with a teacher's expertise and experience level should factor strongly in the number cap/cut-off to ensure a quality educational program can thrive in any given classroom. Factors such as number of English Language Learners (ELL) and other special needs students enrolled in class can lower the cut-off numbers outlined in this policy to maintain the appropriate instructional quality of our education system. The final teacher load decision should be made in consultation between the school principal/head teacher/teacher and the local Conference Office of Education.

A. Pre-K Stand-Alone (6003)

Pre-kindergarten Program: An educational environment designed to stimulate the growth and development of four-year-old children until they enter kindergarten. The program is designed to enhance the learning experiences of children with emphasis on spiritual, physical, social, and emotional growth prior to the kindergarten years. (A classroom with children who have not reached four years of age by August 15 of the year they are enrolled may not be classified as a pre-kindergarten program and will need to acquire and maintain a state license to operate said program.) (See Code 7000)

B. Pre-K/K (6003)

Combination Pre-Kindergarten/Kindergarten Program: A combination Pre-Kindergarten/Kindergarten program includes four-year-old and five-year-old students in the same class. If policies or guidelines differ between the two grades, the strictest regulation must be complied with.

C. Kindergarten Stand-Alone (6003)

Kindergarten Program: A readiness program which is conducted in a formal school setting and designed to prepare children for the first grade. Length of a child's stay in the program depends upon his maturation level.

D. Kindergarten—Multi-Level (6003)

Kindergarten Program: A readiness program which is conducted in a formal school setting and designed to prepare children for the first grade. Length of a child's stay in the program depends upon his maturation level.

E. Multigrade Class Size (5062)

The maximum number of grades for multi-grade elementary teachers shall not exceed six. If first grade is included in this combination and more than four grades are taught, five grades shall be the maximum load and a paraprofessional must be provided. The term "multi-grade" refers to classrooms with three or more grades.

The maximum number of students for teachers teaching two to six grades should not exceed the following:

Number of Grades per Teacher	Maximum Number of Students
6 grades*	16 students*
3 or 4 grades	18 students (16 students if 1 st grade present)
2 grades^	22 students

Enrollment in any K-1 or K-2 combinations must be limited to 12 students. Employed assistance for the teacher will be required for the entire school day when there are 13-18 students.

F. Increasing Multi-grade Class Size (5062)

1. * A paraprofessional is recommended when the number of grades or students reaches or exceeds this number.
2. ^ When schools operate a first and second grade combination, class size shall not exceed 18 students.
3. If a teacher has five or six grades, three to six additional students may be added if a part-time certified teacher is provided to assist with instruction or core subjects.

G. Multi-grade 9th Grade Combinations (5062)

Two full-time teachers are required in a school which offers a multi-grade 7-9 classroom. No more than three grades (7th, 8th, & 9th) shall be taught by the upper grades teacher. The enrollment in grades 7, 8, and 9 must be limited to a maximum of and should not exceed 20 students.

H. Single Grade Class Size (5062)

The maximum number of students for teachers having one grade should not exceed the following:

Grade Level	Maximum Number of Students
Kindergarten	16 students
1 st	18 students
2 nd	20 students
3 rd or 4 th	22 students
5 th or 6 th , or 7 th or 8 th	24 students

I. Increasing Class Size

Up to a maximum of six students may be added to a multi-grade or single class as follows:

1. One or two students may be added if a part-time educational paraprofessional is provided
2. Three to six students may be added if a full-time educational paraprofessional is provided.
3. For teaching principals in elementary schools with 50 or more students, administrative release time should be provided according to guidelines under Policy #4167 (Administrative Load).

The grade load and student load numbers outlined above are considered the minimum requirements necessary for quality instruction and learning to occur. The actual number of students in a given classroom can vary, depending on students' needs. This decision should be made in consultation between the principal/teacher and local Conference Office of Education.

404. Teaching Load, Junior Academy (Reference Code 5101)

Secondary teaching loads apply for teachers in junior academies offering standard 9-grade and 9/10-grade programs. A full-time teacher or equivalent shall be employed for both the 9th and 10th grades. In a junior academy program, a multi-grade subject preparation is the equivalent of one secondary subject preparation.

406. Teaching Load, Academy (Reference Code 5212)

The maximum teaching load for full-time staff members is five different subject preparations per day and/or a total of 750 students per week. One preparation period per day is recommended. Supervisory and co-curricular duties will be assigned by the school administrator as part of the teacher's professional responsibilities.

When a school has been granted permission to implement an innovative program, the teacher load shall be defined in the proposal and approved by the school operating committee.

408. Textbook List (Reference Code 1724 & 2030)

The North American Office of Education issues elementary and secondary textbook lists that identify approved textbooks for use in Seventh-day Adventist schools. The textbook list documents explain the reasoning and process behind materials selection as well as specifying the textbooks and accompanying materials to be used each year at each level. Instructions for ordering are also included. Textbooks lists can be found on the North American Division Office of Education and Adventist EDGE websites.

Should a school desire to use an alternative textbook, the curriculum modification procedure outlined in the Southern Union Codebook, policy 2030, must be followed.

Functions of the Conference Office of Education

500. Administrative and Supervisory (Reference Code 1130)

The Conference Office of Education is an administrative office operating within a structure authorized by the conference executive committee.

A. Personnel of the Conference Office of Education

1. Superintendent of schools/Vice President for Education
2. Associate superintendents and/or other personnel assigned to the Office of Education Professional qualifications for educational personnel include the certification appropriate to their positions.

B. Functions of the Office of Education

1. Administration and supervision
 - a. To serve as executive secretary and agent of the conference board of education in administering and supervising the conference birth - grade

- 12 system of education in accordance with the educational policies of the Union Board of Education.
- b. To serve as the agent of the Conference Board of Education in recruitment, placement, evaluation, transfer, and dismissal of educational personnel in consultation with school administration, committees, or boards.
 - c. Counsel school boards in the selection of non-certificated personnel such as teacher assistants (aides), administrative assistants, and others to recommend for employment to the conference board of education.
 - d. To develop and implement a plan of classroom supervision and instruction.
 - e. To prepare job descriptions and establish areas of responsibility for each member of The Office of Education staff.
 - f. To provide leadership in the development of long-range plans for educational growth in areas such as budgeting, school evaluation, curriculum, facilities, personnel, establishment of new schools, or consolidation of existing schools.
 - g. To provide leadership for in-service education programs.
 - h. To foster positive relationships between home and school.
 - i. To implement the union conference wage scale.
 - J. To insure that all education personnel are properly certificated.
 - k. To maintain a liaison between the Office of Education, the conference administration, and the constituency.
 - l. To prepare a master calendar providing for activities such as:
 - 1) School visitation
 - 2) Teacher counseling
 - 3) In-service meetings such as conventions, workshops, and drive-in conferences
 - 4) Board meetings
 - 5) Weeks of spiritual emphasis
 - 6) Weeks of Spirit of Prophecy emphasis
 - 7) Parent-teacher conferences
 - m. To acquaint the constituency with the imperatives of Seventh-day Adventist Christian education.
 - n. To assume responsibility for the maintenance and safekeeping of attendance and scholarship records.
 - o. To be responsible for the preservation of all records of discontinued schools.
 - p. To place the union and North American Division offices of education and college department(s) of education on the mailing list for bulletins and other professional materials.
 - q. To assume responsibility for the development and maintenance of an adequate school health program.
 - r. To assume responsibility for the maintenance and safekeeping of up-to-date service records for educational personnel.
 - s. To compile and present to the union Office of Education requests for permission to teach secondary subjects in junior academies (by June 1 of the school year).

- t. To supply each school with essential record keeping materials.
 - u. To provide teachers with the approved Southern Union Textbook List and other curriculum materials.
 - v. To support and promote the Association of Seventh-day Adventist Educators.
 - w. To promote the circulation of General Conference educational journals.
 - x. To assume leadership in encouraging professional growth for educational personnel.
 - y. To promote Home and School Associations.
 - z. To work in conjunction with the Union Office of Education on a master schedule for the conference school evaluation program.
 - aa. To gather and process reports required by the Southern Union Office of Education and NAD Office of Education.
 - bb. To consider applications for the establishment of new elementary schools in consultation with the Conference Board of Education and to process requests for junior and senior academies and make recommendations to the Union Conference Office of Education.
 - cc. To arrange regularly scheduled in-service meetings for school board personnel and Home and School officers.
 - dd. To compile and maintain a current child/youth census.
 - ee. To survey and compile data on enrollment, achievement, certification statistics, and other trends within the conference.
 - ff. To develop and maintain effective working relationships with the local and state Offices of Education and regional accrediting associations.
2. Finance
- a. To counsel with school committees in the preparation of annual budgets and to process these projections from the schools in the preparation of the conference educational budget.
 - b. To include in the conference educational budget adequate provision for items such as:
 - 1) Salaries, in-service education, preparation for advanced denominational certification, conventions, workshops, and other activities
 - 2) Curriculum development
 - 3) Contingencies
 - 4) Personnel expenses such as moving, medical, educational, and professional equipment
 - c. To compile from school projections budget requests for capital appropriations.
 - d. To submit to the conference board of education for its approval the annual budget for the conference system of education.
 - e. To assure that schools are audited annually in accordance with North American Division Office of Education policies, and that copies of audited statements are placed on file in the conference Office of Education.
3. Curriculum
- a. In cooperation with the Union Conference curriculum committee, to provide leadership for and maintenance of an on-going program of curriculum development with teacher and other church member involvement.
 - b. To implement curriculum policies of the union and conference boards of education.

- c. To initiate, encourage, and evaluate experimental programs in terms of specific needs.
- d. To conduct pilot studies in cooperation with the General Conference and union offices of education.
- e. To initiate and conduct research projects and surveys as needed.

502. Finance (Reference Code 1130)

- A. To counsel with school boards in the preparation of annual budgets and to process these projections from the schools in the preparation of the conference educational budget.
- B. To include in the conference education budget adequate provision for items such as:
 - 1. Teaching personnel budgets, in-service education, such as preparation for advanced denomination and/or state certification, conventions, workshops, etc.
 - 2. Curriculum development.
 - 3. Personnel expenses such as office, moving, medical, educational, and professional equipment.
- C. To compile from school projections budget requests for capital appropriations.
- D. To submit to the conference board of education for its approval of the annual budget for the conference system of education.
- E. To submit to the conference board of education for its approved requests for funding the total budget.
- F. To assure that schools are audited annually in accordance with North American Division Office of Education policies, and that copies of audited statements are placed on file in the conference Office of Education.

504. Curriculum (Reference Code 1130)

- A. In cooperation with the Southern Union Conference Curriculum Committee, to provide leadership for and maintenance of an ongoing program of curriculum development with extensive teacher and other church member involvement.
- B. To implement curriculum policies of the Southern Union Conference Board of Education
- C. To initiate, encourage, and evaluate experimental programs in terms of specific needs.
- D. To conduct pilot studies in cooperation with the North American Division and Southern Union Conference Offices of Education.
- E. To initiate and conduct research projects and surveys as needed.

General Information

600. Promotion of Christian Education (Reference Code 1275)

It is of supreme importance for every Seventh-day Adventist to promote Christian education. It is imperative that all denominational workers, particularly evangelists and pastors and school board members intensify their effort to make clear to church members and new converts alike the fact that Christian education is an essential belief of the Seventh-day Adventist Church. Conference workers promote this belief more effectively when their own children are enrolled in Seventh-day Adventist schools. Christian education may be promoted by the following means:

- A. Education Day programs in all churches
- B. Frequent pictures and articles in the *Southern Tidings*

- C. Use of publicity materials such as:
 - 1. Educational and marketing leaflets prepared by the North American Division Office of Education and obtainable from the conference Office of Education
 - 2. Educational brochures, posters, bulletin inserts and marketing materials prepared by the Southern Union Conference Office of Education.
 - 3. Special educational church bulletins in all churches during Education Week
 - 4. Distribution of *Journal of Adventist Education*, *Insight*, *Adventist Review*
 - 5. Encourage reading of the books *Education; Counsels to Parents Teachers, and Students; Fundamentals of Christian Education; Counsels on Education; and Volume Six (6) of Testimonies for the Church*, all by Mrs. E. G. White
 - 6. Wide distribution of the book, *Education* (Available in a paperback edition)
- D. Personal and circular letters
- E. Displays of selected pictures of Christian education activities, posters, charts, and graphs in churches, camp meetings, camps, etc.
- F. The showing of videos, CD's and DVD's on Christian education
- G. The presentation of high-quality religious programs given by students of SDA schools
- H. Public and group meetings:
 - 1. **Church service**—At least two sermons on some phase of Christian education should be preached in every church each year.
 - 2. **Education rallies**—A weekend convention or rally on Christian education should be held once each year in the larger churches and in a convenient location for groups of smaller churches.
 - 3. **Camp Meetings and district meetings**—Sermons and or workshops on Christian education should be given at camp meetings and district meetings.
 - 4. **Worker's meetings**—The urgency of enrolling our children in our own schools should be laid on the hearts of all who attend church officers' meetings and other worker's meetings.
 - 5. **Conference youth camps**—Educational workers should visit senior and junior youth camps to become acquainted with the youth and to encourage them to be in our schools.
 - 6. **Special programs**—The schools can make effective use of special programs for the promotion of Christian education. They can profitably sponsor "Christian Education Week" or "Know Your School Week," etc.
 - 7. **Frequent public appearances**—Frequent opportunities may be found in Sabbath services for the pupils to give short talks, poems, songs, or Bible memory work which will constantly keep before the members of the church the contribution which Christian education is making to the youth of the church.
 - 8. **Students home on leave**—Students from our academies and colleges should be given recognition by their local church when they are home on vacation.
- I. Personal visitation—The most effective method of gathering our children into our schools is the personal visitation by teachers, pastors, educational leaders, church officers, and lay members, with parents and others entrusted with the education of boys and girls.
- J. Student recruiting plan—A well-organized student recruitment plan should be a part of the preschool activities of the teacher and the board. The essential elements of the program are as follows:
 - 1. **Organization of volunteer members**—Groups of volunteers be organized in the church to visit every family with children of school age, following up these visits from time to time until every child possible is enrolled in our own schools.

2. **Meetings for counsel and prayer**—Student recruitment workers should meet once each week during the campaign, possibly at the close of the weekly prayer meeting, for counseling, praying, and planning.
 3. **Coping with financial difficulties**—Working through the church and school boards, provision should be made so that every school age student will be given the opportunity to attend the school regardless of the financial abilities of the parents.
 4. **Support of workers**—All workers should give strong moral support to the local church in the work of Adventist Christian education by enrolling their school age children.
 5. **Work conducted continuously**—The work of recruiting students recruitment should be conducted continuously, but especially during the vacation periods.
- K. A complete, up-to-date census, which can be used for enrolling all Seventh-day Adventist young people in SDA schools should be kept on file in the local church as well as in the conference Office of Education. The census should include the following for all children of Seventh-day Adventist parents.
1. Name and address of parents
 2. Church membership of parents
 3. Name of child
 4. Birth date of child
 5. Date of first enrollment in school
 6. Grade when first enrolled
- L. Vacation Bible Schools—Besides fulfilling the fundamental purposes for which Vacation Bible Schools are organized and conducted, they can be an effective means of promoting attendance at the church school during the regular sessions.
- M. A school website should be developed and made available to all members. It should outline in detail the school philosophy, mission, and program.
- N. The NAD education website should be made available to all members.

602. **MARKETING/RECRUITMENT**

Definition

Marketing is the act of presenting products or services in such a way that as to make them desirable. Marketers develop strategies that are designed to educate consumers about a product's most important features, persuade them to buy it, and then enhance their satisfaction with the product so consumers will become lifelong customers. In the case of Christian education marketing's major component is recruiting and retention of students.

It requires school leadership to ask the question "How can we become more competitive socially, spiritually, environmentally, financially, and academically?" Schools must define their customer profiles and develop strategies that will target each group.

Marketing: Responsibility

Since the trend among Adventist parents has shifted away from church school being the "default model," marketing now requires 100% effort and intentional planning. With such a wide range of educational opportunities available to families, Adventist schools must compete to attract students. A committed team, comprised of the principal, board members, pastors and teachers, must work together to successfully promote the school. All Adventist schools should have a marketing plan and committee to ensure that continual school recruitment efforts are in place which are consistent with the school's mission and vision.

Marketing: Suggestions that work

Marketing/recruiting includes building relationships by delivering a quality product/service through:

- A. A program of continuous school improvement
- B. Developing an integrated curriculum
- C. Following the principles of the Adventist EDGE
- D. Using current technology in both administration and instruction
- E. Providing a safe, clean, and orderly environment

Suggestions that should be considered for any marketing plan:

- A. Remember that home visitation is the most effective method to build school enrollment
- B. Develop a data base with names of prospective students
- C. Make personal telephone calls, send e-mails, letters
- D. Return calls within the same day, E-mails within 48 hours
- E. Send handwritten notes, greeting cards
- F. Prepare weekly progress report
- G. Solicit pastor(s) support and involvement
- H. Have students present Christian Education Day, Sabbath school, and vesper programs
- I. Provide after school supervision/tutoring
- J. Conduct spring pre-registration with financial incentives

604. The Home and School Association (Reference Code 1930)

The Home and School Association is organized to unite the home and school in their endeavor to provide Christian education for the children of the church, and to provide an agency by which cooperation may exist between child day-care centers, kindergartens, church schools, academies, and the parents and/or guardians of the students.

The Home and School Association should meet with school staff and the board chair at the beginning of the school year to formulate plans and objectives.

All activities and projects of the Home and School should have the approval and endorsement of the school administration and local school board.

“The parents in the home and the teachers in the school should have a sympathetic understanding of one another’s work. They should labor together harmoniously, imbued with the same missionary spirit, striving together to benefit the children physically, mentally, and spiritually, and to develop characters that will stand the test of temptations.” *Counsels to Teachers*, p. 157

Home and School Association, Purpose of (Reference Code 1931)

The purpose of the Home and School Association is to advance the cause of Christian education in home and school and to help in the development of Christian character in all its members and their dependent children. To this end, the Home and School Association shall devote itself to the following:

- A. Studying in an earnest, well-directed manner, the principles, purposes, and applications of Christian education in the home, the school, and the church.
- B. Establishing in the home the atmosphere of love and discipline, of Bible study, prayer, and family worship, and of systematic, progressive instruction to develop the child’s whole being.

- C. Bringing the church school ever more fully into harmony with the principles of Christian education in spirit, content, and methods.
- D. Highlighting the needs and the positive aspects of the school to the constituency.
- E. Working toward the goal of enrolling every Seventh-day Adventist child in church school.
- F. Assisting in providing the school with the necessary equipment to enable it to meet the highest standards.
- G. Furnishing social and educational opportunity and satisfactions to the members of the church and the community through programs, social activities, and personal and group service.

Objectives of Home and School Association (Reference Code 1932)

A primary objective of the Home and School Association is to develop and improve relationships between parents and teachers. The Association may enhance the relationship by activities such as the following:

- A. Providing instructional resources.
- B. Encouraging frequent communication between home and school.
- C. Encouraging parents to visit the school.
- D. Encouraging teachers to visit the homes of pupils.
- E. Appointing room mothers and room fathers.
- F. Providing volunteer services as requested by the school.

Membership, Home & School (Reference Code 1933)

Any adult member of the church or patron of the school who is willing to support the objectives of the Association may become a member.

Officers, Home & School (Reference Code 1934)

The officers of this Association shall be Seventh-day Adventists. The officers shall consist of a leader/president, an assistant leader/president, a secretary-treasurer, and other officers as may be needed. These officers are elected by the church. In consolidated schools the school board may appoint these officers. They may be elected by their respective churches and organized as designated in the school constitution.

Where a school is operated by a single church, the Home and School Leader is elected by the church. Where a school is operated by a multi-church constituency, the Home and School Association Leader/President is elected by the school board.

Due to confidentiality and conflict of interest issues, it is not recommended that regular teachers and/or full-time employees of the school serve as the Home and School Association Leader/President or assistant leader/president.

Executive Committee, Home & School (Reference Code 1935)

The executive officers shall constitute the executive committee of the Home and School Association.

Leader, Home & School (Reference Code 1936)

The Leader/President of the Home and School Association should be a Seventh-day Adventist parent with experience and success in training children, one whose mind is open to new ideas, who is apt to teach, and who believes thoroughly in the importance of parent education. It is

the leader's duty to promote interest in the work of training parents and to encourage the use of the studies outlined by the Office of Education.

Assistant Leader, Home and School (Reference Code 1937)

The assistant leader/president should be given opportunity occasionally to do the work of the leader, and shall continue the work in the absence of the leader. It is recommended that the assistant leader/president become the leader-elect at the change of officers.

Secretary-Treasurer and Assistant, Home and School (Reference Code 1938)

The secretary-treasurer is to keep the records of the Association. It is advised to arrange for an assistant secretary-treasurer who can carry on the work in the absence of the secretary-treasurer.

All Home and School funds are to be included in the school accounting process. Should a Home and School organization desire a separate checking account, they must have school board approval; and, therefore, make quarterly financial statements and reports to the school board. Separate Home and School accounts are subject to yearly conference audits.

Committees, Home and School (Reference Code 1941)

Committees deemed necessary to competent discharge of Association business may be appointed by the executive committee. These may include the following:

- A. **Membership Committee** – The duty of this committee is to increase both the membership and the attendance of the Home and School Association. The assistant Home and School leader is to be the chair of this committee.
- B. **Program Committee** – The duties of the program committee shall be to plan for the studies to be given at the regular meetings of the Association and to arrange for such other features as shall properly illustrate the principles of Christian education. The committee shall consist of three to five members, one of whom shall be the leader of the Association and another the head teacher or principal of the school.
- C. **Promotion Committee** – The duties of the promotion committee shall be to encourage and achieve as full and constant attendance as possible of the members at appointed meetings, seek the enrollment of all children in Adventist schools – elementary, secondary and college – and propose to the Association means for effecting this. The committee may consist of five to ten members, including the officers of the Association.
- D. **Equipment Committee** – The duties of the equipment committee shall be to study ways and means to provide school equipment.

MEETINGS, HOME & SCHOOL (REFERENCE CODE 1942)

The meetings of the Association shall be held on a regular basis.

606. Sample Agenda

Anywhere Town School Board Meeting July 16, 20____

Agenda

1. Devotion and prayer
2. Approval of minutes—May 7, 20____ meeting
3. Financial statement—June 30, 20____
4. Sale of 2008 Ford truck
5. Convention attendance request—J.T. Scott
6. Tuition discount—Susan James
7. Eighth grade class request—class trip
8. Vote of appreciation—Home and School Association

608. Sample Board Minutes

Anywhere Town School Board Minutes

July 16, 20__

Minutes

Members Present	O.R. Smith, Chair; P.L. Jones, Secretary; H.A. Wellman, T.F. Shane, F.M. Sibler, C.S. Gentry, G.A. Carmen, D.W. Shell, L.O. Cherry
Members Absent	A.G. Smith; L.Y. Tanner
Devotional & Prayer	G.A. Carmen
Approval of Minutes 10-14	VOTED to approve the minutes for the May 7, 20__ board meeting.
Financial Statement 10-15	VOTED to accept the June 30, 20__ financial statement subject to audit
Truck Sale 10-16	VOTED to authorize the school administration to sell the 2008 Ford truck at a minimum price of \$5,000 and that the money be placed in a reserve account to be used toward the purchase of a new truck.
J.T. Scott Request 10-17	VOTED to approve the request of J.T. Scott to attend the Science Teachers' Convention to be held December 3-5, 20__, in Salt Lake City with the expenses to be cared for according to regular union policy.
Missionary Discount 10-18	VOTED to grant the regular 50% tuition discount for missionary children to Susan James for the 20__ school year.
Senior Class Request 10-19	Voted to deny the request of the senior class for a trip to Hawaii since it is not in harmony with the union field trip policy.
Vote of Appreciation 10-20	VOTED to express the board's appreciation to the Home and School Association for the excellent promotion program presented in the auditorium on Sunday, May 6, 20__.
	VOTED to adjourn.
	O.R. Smith, Chair P.L. Jones, Secretary

610. Sample Constitution

The following is a sample constitution intended to serve as a general guide for developing a school constitution. The use of this sample may be valid in detail, or may be amended or abridged according to local needs, and submitted to the local conference Office of Education for approval.

School Constitution Proposal Constitution of the

Organizational Name

Date Adopted

ARTICLE I – NAME

This organization shall be known as the _____ of Seventh-day Adventists.

ARTICLE II – PURPOSE

The purpose of this organization shall be:

- A. To give direction to the formation of policy in accordance with the Southern Union and _____ Conference Office of Education guidelines as they relate to grades _____ of this organization.
- B. To consider agenda items presented by the school board and administration of this organization.
- C. To see that the scholastic standards are maintained at the level required by the North American Division Office of Education through its cooperative bodies, the union and local conference and the State of _____.
- D. To provide a balanced training of the physical, intellectual, spiritual, and social powers of each pupil.
- E. To administer the educational program of this organization in harmony with the provisions of this Constitution.
- F. To cooperate with the _____ Conference Office of Education in the selection, employment, transfer, retirement, termination or dismissal of certified and classified personnel.
- G. To approve guidelines established by the _____ Conference birth – grade 12 Board of Education as they relate to the school calendar, courses offered, inservices, conventions, professional meetings, capital improvements, school development, etc.
- H. To determine admission policies in accordance with denominational philosophy and state laws.
- I. To approve all school operations as they relate to the school bulletin, personnel responsibilities, and financial procedures.
- J. To set tuition, entrance fees, and other miscellaneous fees in accordance with

guidelines established by the _____ Conference Office of Education.

- K. To approve all school fund raisers, class outings, field trips according to the _____ Conference guidelines.
- L. To approve and submit to the _____ Conference Office of Education an annual budget for school operation.
- M. To establish and approve local church (constituent) support and financial assessment(s) for this organization.
- N. To establish committees to deal with the finances, employment of non-certified personnel, and development of the present or new facilities.

ARTICLE III – CONSTITUENCY DISTRICT CONCEPT

Section I

The constituency of this organization shall be composed of the following:

- A. Members in good and regular standing of all constituent churches (either in a local church concept or district organizational concept).
- B. Additional churches recommended by the _____ Conference office of education as a result of the district concept.
- C. Churches of the current constituency and/or district concept include the following:

- D. Churches desiring membership shall make a formal written presentation to the school board. Acceptance or rejection of membership shall have formal approval of the _____ Conference birth – grade 12 Board of Education.
 - 1. Any duly organized Seventh-day Adventist church or company may become a constituent church by complying with the requirements set forth by the conference.
 - 2. A church requesting to become a constituent member shall present the school constitution at a duly called business meeting of said church, notice having been given as to the purpose of the business meeting, and shall obtain acceptance of the constitution by a two-thirds vote of members present.

A letter of intent to become constituent to the school signed by the church pastor and clerk and accompanied by a copy of the resolution adopted during said church business meeting, shall be presented to the chair or secretary of the academy board.

- 3. Recommendation by the school board for approval of a requesting church for constituent status shall be accomplished at a duly called board meeting. A two-thirds vote recommending approval shall be required. Designated representatives from the requesting church shall be present but shall not vote.
- 4. Ratification of the school board recommendation shall be accomplished at an annual constituency meeting or a duly called special constituency meeting. A two-thirds vote for ratification shall be required. Designated representatives from the requesting church shall be present but shall not vote.

5. New constituent churches shall not be granted claim to existing school assets except as specifically requested under financial investment plan and approved by two-thirds vote of a constituency meeting.
 6. All constituent churches shall enjoy the privileges and proportionate responsibilities in all aspects of the operation of the school.
- E. Churches desiring withdrawal of membership shall make a formal written presentation to the school board. Withdrawal of membership shall have formal approval of the _____ Conference birth – grade 12 Board of Education.
1. A church desiring to withdraw from constituent membership shall duly call a church business meeting and obtain a two-thirds vote favoring withdrawal.
 2. Notice of intent to withdraw from constituent membership by a church shall then be submitted in writing to the chair and the secretary of the school board. Said letter shall be signed by the pastor and church clerk and shall be accompanied by a copy of the resolution adopted during the church business meeting.
 3. Notice of intent to withdraw shall be made 12 months in advance of withdrawal and shall be implemented only during the summer months.
 4. All constituent financial obligations shall continue during the notice period and those obligations remaining after withdrawal will be met by the withdrawing church.
 5. A church withdrawing from the constituency shall have no claim to any assets of the constituency.

Section II

The duties of constituent and/or district churches shall be:

- A. To appoint representatives to the school board
- B. To share in the financial support of the school based on previously determined subsidy formula.
- C. To participate in all meetings.

Section III

The formula for church representation at constituency meetings shall be:

- A. One representative per every 200 members or major fraction thereof or at least one.
- B. The pastor and/or his designee from each church.
- C. All full-time and part-time employees of the organization.

Section IV

The formula for church subsidy assessment shall be (each organization developing a constitution may choose A, B, or C):

- A. An assessment based on _____ per member as recommended by the _____ Conference birth – grade 12 Board of Education, or
- B. An assessment based on the cost of living percentage or a facsimile percentage of the tithe of each church as of December 31 of the previous calendar year, or
- C. An assessment based on a tithe, membership, and enrollment percentage combination as approved by the _____ Conference birth – grade 12 Board of Education.

- D. Monthly subsidies are due on or before the first of each month July 1 through June 30 (12 months).
- E. A church's delinquency in church subsidy support shall be referred to the _____ Conference birth – grade 12 Board of Education for proper action.

ARTICLE IV – CONSTITUENCY MEETINGS

Section I

Constituency meetings shall be held in the following manner:

- A. Held a minimum of once a year, or as needed.
- B. A quorum will be attendance of two-thirds of the constituency members at a regular or special called meeting of the constituency.
- C. Each representative has one vote.
- D. All school employees (except principal and treasurer), conference officers, superintendent of schools and union personnel shall be representatives-at-large.

Section II

Notification of constituency meetings shall be handled in the following manner:

- A. Given to each constituent and/or district church in time for church bulletin and public announcement to be made two (2) successive Sabbaths immediately preceding the regular meeting date.
- B. Special meetings may be called provided notification is given in time for church bulletin and public announcement to be made two (2) successive Sabbaths immediately preceding the special called meeting date.
- C. The school board shall call and prepare for all regular and special called meetings of the constituency and/or district.
- D. Constituency meetings shall be open to all members in good and regular standing. Only representatives designated by roll call and constituency formula shall be voting members.

Section III

The agenda of the constituency meetings shall consist of the following:

- A. Items prepared by the chair and/or secretary of the board.
- B. Items submitted in writing to the chair and/or secretary at a regular scheduled meeting of the school board.
- C. Agenda items submitted to the constituency shall be acted upon as reports from the school board.

ARTICLE V – SCHOOL BOARD MEMBERSHIP

Section I

The school board shall consist of the following:

- A. A total membership of not less than seven (7) and no more than 25, exclusive of the conference officers and superintendent of schools and union personnel. (The size of the school board is dependent on the size of the constituency or district.)
- B. At no time shall the membership of the school board have more denominational employees than lay persons.
- C. The principal and treasurer of the school shall be included in the membership of not less

than seven (7) or more than 25. The principal/head teacher is usually the only representative of the school with voting privileges.

Due to confidentiality and conflict of interest issues, it is not recommended that regular teachers and/or full-time employees of the school, other than the treasurer, serve on the board.

- D. Where possible every church shall have representation on the school board, whether pastor or layperson.
- E. Ex-officio members of the school board shall be:
 - 1. Conference president, secretary, and treasurer
 - 2. Superintendent of schools or designee
 - 3. Union director of education or designee
- F. President of the Home and School Association or Home and School leader where there is not official association. (Home and School president/leader is included in the total board membership as outlined in Section I-A or Article V.)

Section II

Term Office:

- A. Board members shall be elected for a term of one to three years.
- B. There shall be a nucleus of at least one-third of the school board's membership that overlaps from year to year.
- C. Any vacancy created on the school board for any reason prior to completing term of service should be filled by requesting the respective church board to vote a representative at its earliest convenience.

Section III

School Board Quorum:

- A. The quorum for school board meetings shall be 50 percent of the members established in Section I-A of Article V.
- B. The quorum for school board standing committees shall be one-third of the membership established for that committee.

ARTICLE VI – SCHOOL BOARD OFFICERS AND COMMITTEES

Section I

School Board Officers:

- A. Chair
- B. Vice-chair
- C. Secretary (principal/head teacher)

Section II

Standing Committees:

- A. Executive Committee
 - 1. Chair
 - 2. Vice-chair
 - 3. Secretary
 - 4. Chair of all standing committees
- B. Finance Committee
- C. Personnel Committee

- D. Development Committee

Section III

Ex-Officio Members of all Committees:

- A. Board chair
- B. Board vice-chair
- C. Secretary (principal)
- D. Board treasurer
- E. Constituent pastors

Section IV

Standing Committee Membership:

- A. Standing committee membership shall be divided among the total membership of the school board.
- B. No school board member shall be deleted from serving on one of the standing committees.
- C. Any vacancy in a standing committee will be filled by the school board in session. (See Section II-C of Article V.)

ARTICLE VII – ELECTION OF SCHOOL BOARD AND OFFICERS

Section I

The process of election for board members:

- A. The constituency shall select a nominating committee at its spring meeting to elect school board members for a triennium period.
- B. Nominating Committee shall perform its duties during the constituency session and report its nomination for approval.
- C. School board members shall take office July 1 of that year.

Section II

The process of election for school board officers:

- A. Board chair and vice-chair shall be selected at the first meeting of the school board for the new board term.
- B. Committee chairs shall be selected at the first meeting of the school board for the new term.
- C. The secretary (principal or principal/teacher) and treasurer are not elected officers. (They are officers by virtue of their position in the organization.)

ARTICLE VIII – DUTIES OF THE OFFICERS

Section I

Chair:

- A. To call all meetings of the school board and constituency.
- B. To preside over all school board and constituency meetings.
- C. To perform such duties as would naturally be the responsibility of the chair of the board.
- D. To direct the school board in planning for and operating the school at its highest efficiency.

Section II

Vice-chair:

- A. To act in the place of the chair in his/her absence.
- B. To perform such other duties as the board shall direct.
- C. The vice-chair shall be responsible for helping to develop a strong alumni association.

Section III

Secretary (principal):

- A. To keep the minutes and other records of the board and constituency meetings.
 - 1. The secretary shall mail copies of the minutes to board members in time for the following meetings or prepared and distributed at said meetings.
 - 2. Within 10 days after each meeting the superintendent of education for the _____ Conference of Seventh-day Adventists shall receive from the secretary of the board a copy of the minutes.
 - 3. The secretary shall prepare a draft of the minutes within 10 days of each meeting.
- B. Shall carry on the necessary correspondence of the board.

Section IV

Treasurer:

- A. The treasurer will deposit all school monies into the appropriate school's bank account (checking or savings).
- B. To disburse funds as directed by the board.
- C. To render a monthly financial statement to the board.
- D. To assist in the everyday financial management of the school's operation.

ARTICLE IX – DUTIES OF THE SCHOOL BOARD AND CONSTITUENCY

Section I

Duties of the School Board:

- A. To organize itself at the beginning of each fiscal school year (July 1) by electing its officers and appointing the standing committees.
- B. To hold regular monthly board meetings. At least six (6) per school year.
- C. To fill offices and committee vacancies when they occur.
- D. To recommend employment of personnel as needed to the conference board of education.
- E. To operate the school in harmony with the principles and policies of this constitution and the policies of the _____ Conference and Southern Union Conference offices of education.
- F. To provide the equipment and conditions essential for the general welfare and efficient operation of the school at a high scholastic level.
- G. To call annual and special constituency meetings.
- H. To assist in planning for the agenda and business to be considered at the constituency meetings.
- I. To prepare a financial budget prior to opening of each school term:
 - 1. Preliminary budget shall be presented to the board not later than March 1 of each year.

2. Permanent budget shall be presented to the board not later than September 30 of each year.
- J. To plan for finances for the operations of the school:
 1. Delinquencies of each church are to be brought to the attention of the board and local church treasurer and pastor each month.
 2. Major fund raising school projects must be submitted to the school board for approval.
- K. To determine the assessments on which all financial obligations will be allocated to each constituent church.
- L. To approve eligibility of students for admission.
- M. To review major disciplinary problems.
- N. To attend to all other matters which would naturally come under the responsibility and jurisdiction of the operating board.

Section II

Duties of the Constituency in Session:

- A. Receive reports from school board concerning the operation of the school.
- B. Accept and/or vote actions initiated by the school board.
- C. Meet at least once a year according to this Constitution.
- D. Have as its direction the general welfare and concern for the successful operation of the school.
- E. Approve the annual operating budget.

ARTICLE X – AMENDMENTS

This Constitution may be amended by a two-third majority vote of those present at a duly called meeting of the school constituency, provided the proposed amendment has been announced in the notice of the regular or called meeting of the constituency.

ARTICLE XI – DISSOLUTION CLAUSE

A dissolution clause covering disbursement of school facilities, equipment, and financial debts and assets should be approved and signed by each church board of the constituent churches.

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