

# **1. INTRODUCTION**

## **1.1 Morrison Christian Association Relationship to Morrison Academy**

Morrison Christian Association is the name of the not-for-profit organization registered in New Jersey established by the member missions who founded Morrison Academy. The [bylaws](#) of this association state that “The primary purpose of Morrison Christian Association is to sponsor Morrison Academy” and that “Morrison Academy exists to glorify God by meeting the educational needs of the children of Christian missionaries throughout Taiwan.” (MCA Members 2019) The corporation is owned and operated by The Evangelical Alliance Mission (TEAM), One Mission Society, WorldVenture, and the International Mission Board of the Southern Baptist Convention (IMBSBC).

Morrison Academy is a private Christian school founded in September 1952, primarily as a school for the children of missionaries. The school provides a high-quality American-based curriculum to students in Grades K-12. Biblical truth is integrated into the total curriculum, in addition to each student taking required Bible courses. Morrison Academy serves students from over thirty different countries.

## **1.2 Board of Trustees**

The Board of Trustees is responsible for managing the affairs of Morrison Academy. The Board of Trustees normally consists of twelve Trustees: up to eight Trustees are appointed by the member missions (two from each mission) and up to four are chosen by the Board of Trustees from missionary parents and alumni. The Trustees:

- Provide direction and policies for the running of the school;
- Determine the structure of the school;
- Provide accountability for the Superintendent; are accountable to missions and to the community;
- Ensure that the school operates in the best interest of missionary students by providing a top-quality and affordable education.

Reference: Policy 1000, 1010

## **1.3 Ministry of Interior Juridical Person**

The Ministry of Interior (MOI) Juridical Person (JP) is the legal body in Taiwan that makes decisions about the affairs of the Morrison Academy in Taiwan. Most of the decisions made by the MOI JP deal with the purchasing and selling of land, and legal matters involving Morrison and the Taiwan government. The MOI JP is legally registered as a religious institution, giving Morrison Academy significant freedom in expressing our Christian beliefs and values and in the use of the physical assets for explicit religious purposes.

The MOI JP consists of Trustees and other missionaries appointed by the departing MOI JP Board of Directors. The members of the MOI JP serve for 5 years. Election of members is completed two months before members are put in place. The MOI JP must meet at least twice a year.

Decisions made by the Board of Trustees, which need the approval of the MOI JP, are referred to the MOI JP members for their signatures without a formal meeting. The MOI JP functions to satisfy the requirements of Taiwan law by legalizing the decisions made by the Board of Trustees.

The MOI JP was updated with the Taiwan government in September 2023, with the following as MOI JP members:

Mark Dinnage  
Peter Dodd  
Sharon Hearn  
Matt Bandy  
Allen Messimer  
Barry Owen (Chair)  
Joseph Swanson

The JP Organization and Donation Articles are available at the following web site:  
[http://wiki.mca.org.tw/doku.php?id=legal\\_docs:taiwan\\_juridical\\_person](http://wiki.mca.org.tw/doku.php?id=legal_docs:taiwan_juridical_person)

#### **1.4 Ministry of Education**

In 2018, the Ministry of Education (MOE) required the formation of a new School Board of Directors according to Articles 17-20 in [Regulations for the Establishment and Management of Private Elementary Schools, Junior and Senior High Schools, and Affiliated Preschools for International Residents](#). The MOE considers MAT, MAC and MAK as three separate schools, with separate MOE Boards. All three MOE Boards will consist of the same Directors

Morrison Academy has avoided committing any of its physical assets to the oversight of the MOE. As a governing body, the MOE is more likely to place demands on the schools that could create conflict with our Christian beliefs and values, which could in turn place the schools' physical assets at risk.

The plan is to maintain all the MOI JP and MOE boards separately but to have the same Directors and Chair on all boards. Normally, the MOE Directors will serve 5 year terms, as do the MOI JP Directors.

The MOE Board would approve administrators selection or major program revisions adopted by the Board of Trustees. MOE Board minutes would then be sent to the MOE for final approval.

## **1.5 Morrison Academy History**

1952 - Morrison Academy began with just 6 students in a bamboo storage shed on the compound of the Oriental Missionary Society in Taichung, Taiwan.

1953 - The name, "Morrison" was adopted in honor of Robert Morrison, the first "modern" missionary to China, who came to the Orient as a clerk with Butterfield and Swire Shipping Firm, and who, during his off hours, translated the New Testament into Chinese.

1953 - An old mansion (Lin family mansion) on the south-side of Taichung rented by Morrison Academy served as the day school and dormitory for the school. Classes began in the fall with an enrollment of just 35 students.

1954 - The Taiwan Missionary Fellowship turned the sponsorship of Morrison Academy over to five missions, thereby forming the Morrison Christian Association Juridical Person in Taiwan. At that time the Association also oversaw a guest house and a language school, in addition to Morrison Academy.

1956 - Morrison occupied newly built facilities in North Taichung on Chien Hsing Road and graduated its first class with just 3 students, Philip Bly, Ted Chandler, and Harry Winslow.

1961 - Bethany Christian School was established independently in Taipei in 1961, with a K-6 program.

1967 - Bethany joined the Morrison system.

TEAM established a school in Taitung for the children there.

1968 - A satellite school in Chiayi was established. This one-room school educated students in Grades 1-6.

1971 - The previously established Taitung school joined the Morrison system.

1972 - The high school moved to its present Shui Nan Road location, followed by the elementary school in August.

1973 - A one-teacher satellite school began in Hsinchu.

A seventh grade program was added at Bethany Christian School.

1974 - Following the closure of a Department of Defense school, Morrison Academy Kaohsiung was established for Grades K-8 on the outskirts of the rapidly growing industrial port city of Kaohsiung.

1975 - The previously established one-teacher satellite school in Hsinchu moved to the Philips compound where it served the children of the Philips Company staff, as well as the missionary community. It operated with 2 to 4 teachers. The school was most unique in the fact that the majority of students were from non-English speaking homes, but used English freely, even on the playground, as the only common language.

An eighth grade was added at Bethany Christian School.

1976 - The old Kaohsiung campus was built.

1982 - Additional facilities were added to the old Kaohsiung campus.

1983 - Morrison's Chiayi satellite school closed.

1988 - A satellite school was established in Chungli. It was later moved to Yang Mei.

Old Kaohsiung campus facilities were expanded.

1993 - The Taitung school closed.

1996 - A ninth grade was added at Bethany Christian School.

In January, the Kaohsiung school moved into temporary facilities at the Da Hwa Elementary School.

2000 - In the fall, the Kaohsiung school added a ninth grade and moved to a new campus in DaShe, Kaohsiung County.

2002 - A satellite school was established on the campus of Concordia Middle School in Min Xiong, north of Chiayi city.

The Chungli satellite school closed.

2007 - In the summer, the previously established satellite school in Min Xiong moved to the Chia Hwa Junior / Senior High School campus in Chiayi.

2010 - In June, the satellite school in Chiayi closed.

2013 - After unanimous consent from the Board of Trustees and input from the administration at each campus, it was decided that a high school program was to be added to both the Morrison Academy Kaohsiung (MAK) campus and the Bethany campus.

A tenth grade class was added at MAK.

2014 - An eleventh grade class was added at MAK.

2015 - A twelfth grade was added at MAK in the fall.

2016 - The first graduating class of MAK graduated in May.

2017 - Due to space and timing considerations, Morrison Academy Bethany campus delayed beginning its high school program until 2017 when it added 10th grade. The decision to add 10th grade was made just before construction began on their new campus in New Taipei City's Linkou district.

2018 - Opened another satellite school once again in Chiayi, as many missionaries are serving in that area of Taiwan. The school is called Morrison Academy Chiayi (MACY) and is under the umbrella of MAC.

Morrison Academy was recognized by the Taiwan government and was given special recognition as a "foreign" school in the Republic of China.

2020 - The Bethany campus moved to new facilities in 2020 and became Morrison Academy Taipei (MAT). MAT's new campus in the Linkou district of New Taipei City was completed with facilities for a full K-12 program. MAT also celebrated its first graduating class at the end of the school year.

## **2. STATEMENTS OF THE ORGANIZATION**

### **2.1 Statement of Faith**

The members of this corporation adhere to the following beliefs:

1. The divine inspiration and consequent authority of the whole canonical Scriptures.
2. The doctrine of the Trinity.
3. The doctrine of the deity of the Lord Jesus Christ, His virgin birth, His sinless life, His miracles, His vicarious and atoning death through His shed blood, His bodily resurrection, His ascension to the right hand of the Father, and His personal return in power and glory.
4. The fall of man, his consequent moral depravity, and his need of regeneration.
5. The atonement through the substitutionary death of Christ.
6. The doctrine of justification by faith.
7. The present ministry of the Holy Spirit, by whose indwelling the Christian is enabled to live a holy life.
8. The resurrection of the body, both in the case of the just and the unjust.
9. The eternal life of the saved and the eternal punishment of the lost.

October 21, 1964 (Paragraph VI of the [Certificate of Incorporation](#))

## **2.2 Philosophy Statement**

The educational philosophy of Morrison Academy is based on God's truth as revealed by the Holy Spirit in God's inspired and infallible Word, the Bible, and in creation. (John 8:32; Romans 1:20; Revelation 4:11; John 17:3; Romans 3: 10-12, 20; Romans 10: 9,10; Matthew 6: 10)

Morrison Academy facilitates student learning by integrating Biblical truth with educational knowledge and applying the synthesis to life situations. (II Timothy 3: 16-17; Ephesians 4: 14-15; Titus 2:14; James 1:22, 2:8; John 3:14-18; Romans 8:9)

The Morrison Academy teaching faculty must be born-again Christians who exemplify high moral standards based on Biblical values. (II Timothy 2:2; Philippians 3:17; John 3:7, 14-18).

Morrison Academy partners with parents in their God-given responsibility of training their children. (Colossians 3:20; Romans 13:1)

Revised by the Board of Trustees September 12, 2024

## **2.3 Purpose Statement**

Morrison Academy exists to glorify God by meeting the educational needs of the children of Christian missionaries throughout Taiwan.

Revised by the Morrison Christian Association Members March 5, 2019

## **2.4 Core Values**

Jesus Christ is central to Morrison Academy's values.

Morrison Academy's core values are:

- To follow Jesus Christ
- To proclaim God's Truth to the world
- To pursue excellence in student learning
- To educate the whole person
- To partner with parents
- To cultivate a caring community

Revised by the Board of Trustees Feb 26, 2019

## **2.5 Vision Statement: Organization Aspirations**

Revised by Governance Committee (April 2026)

The vision of Morrison Academy is that every student will experience a quality, biblically-integrated education, so that each one will be equipped to impact the world dynamically for Christ.

Revised by the Board of Trustees November 16, 2010

## **2.6 Vision For Our Learners (VFOL): Student Aspirations**

A maturing Morrison student will be a:

- Christ Follower
- Effective Communicator
- Critical and Creative Thinker
- Life-long Learner
- Moral and Ethical Citizen
- Wise and Responsible Steward

Revised by the Board of Trustees May 5, 2017

## **3. DOCUMENTS AND MANUALS**

### **3.1 Certificate of Incorporation**

This legal document (originally dated Sept. 18, 1964) recognizes Morrison Christian Association as a corporation registered in New Jersey, U.S.A. It states the name and purpose of the corporation, the Statement of Faith, and the most basic policies of the corporation. The Board of Trustees does not have the power to change the Certificate of incorporation.

[http://wiki.mca.org.tw/doku.php?id=legal\\_docs:certificate\\_of\\_incorporation](http://wiki.mca.org.tw/doku.php?id=legal_docs:certificate_of_incorporation)

### **3.2 By-Laws**

This legal document supports the Certificate of Incorporation by clarifying general policy of the corporation in the areas of membership, purpose, trustees, officers, and other miscellaneous provisions. Only the Morrison Christian Association Members have the authority to change the By-Laws. [http://wiki.mca.org.tw/doku.php?id=legal\\_docs:by\\_laws](http://wiki.mca.org.tw/doku.php?id=legal_docs:by_laws)

### **3.3 Ministry of Interior Morrison Christian Association Juridical Person**

On June 10, 1965, Morrison Christian Association was registered as a non-profit juridical entity in the province of Taiwan, ROC. This legal document states the name and purpose of the juridical entity. Only the MOI Morrison Christian Association Juridical Person has the authority to change the MOI JP Organization and Donation Articles.

Revised by Governance Committee (April 2026)

[http://wiki.mca.org.tw/doku.php?id=legal\\_docs:taiwan\\_juridical\\_person](http://wiki.mca.org.tw/doku.php?id=legal_docs:taiwan_juridical_person)

### **3.4 Ministry Of Education Charter**

This is the legal document for the governance of the Ministry of Education (MOE) Board. Any revisions to this document must be approved by the MOE Board and the MOE.

### **3.5 Board Policy Manual**

This manual establishes the guiding policies by which the administration makes decisions. This manual is one of the primary responsibilities of the Board of Trustees.

The Policy Manual is a living document that undergoes continual review and change by the Board of Trustees. Every year, different sections of the Policy Manual are reviewed so that after four years the entire manual has been reviewed. The review schedule is listed in Section 4.8 of this handbook (Also see [Policy #1520](#)).

Many times, policy change recommendations come from SAC or directly from the Superintendent and are processed by the Governance Committee. Financial related policies are reviewed by the Finance Committee. Then the Governance Committee may recommend revisions to the full Board through the Consent Agenda or the Discussion Agenda.

The policy manual is made available to Trustees at the following web site:

[http://wiki.ma.org.tw/doku.php?id=policy\\_manual\\_contents](http://wiki.ma.org.tw/doku.php?id=policy_manual_contents)

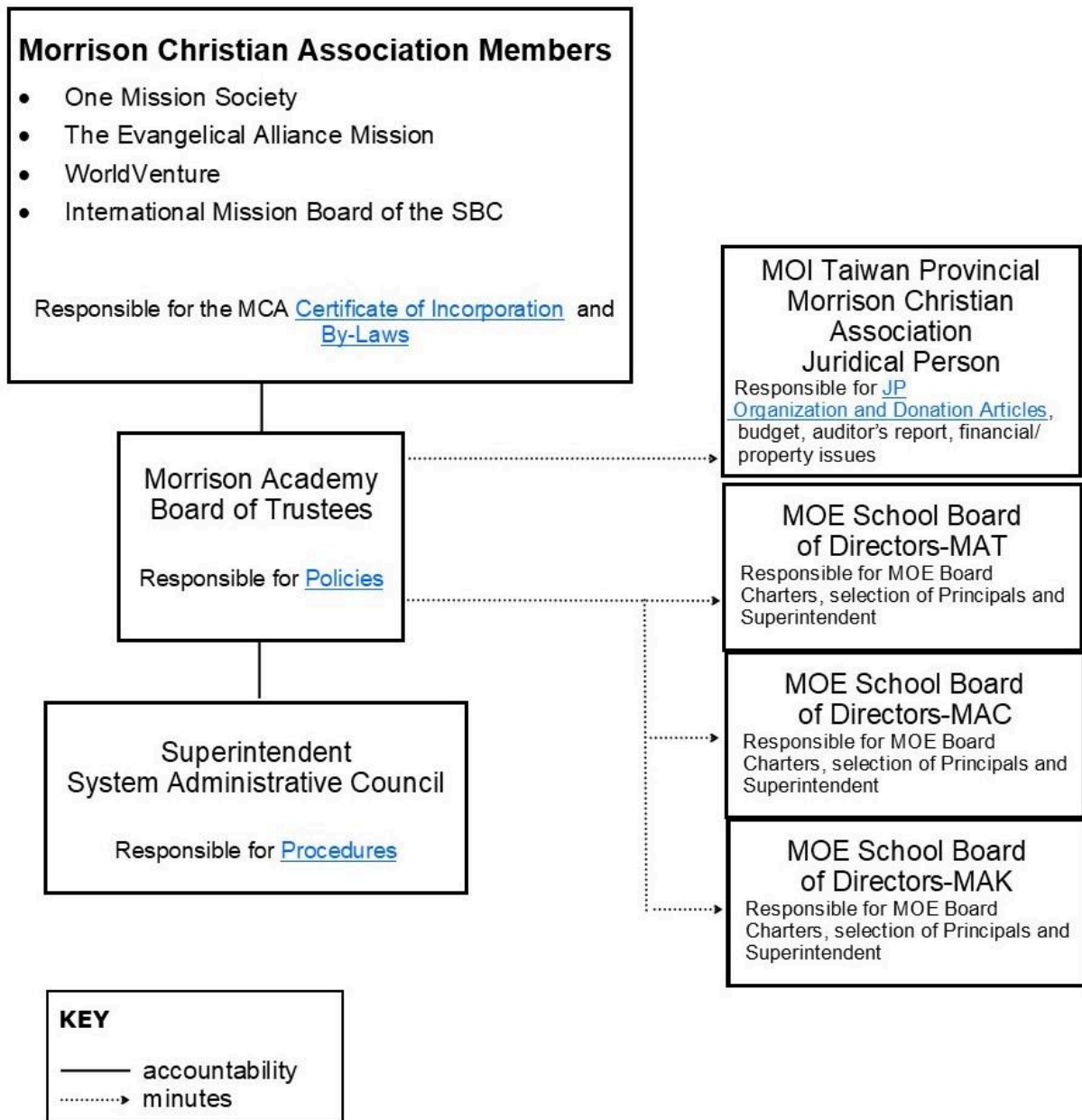
### **3.6 Administrative Procedure Manual**

The Administrative Procedure Manual includes established guidelines for implementing the policies of the Trustees. These are written and used primarily by the administrators, and are reviewed for policy alignment by the Trustees every four years. The review schedule is stated in Section 4.8 of this handbook. The procedure manual is not published in paper form. It is readily available at the following web site:

[http://wiki.ma.org.tw/doku.php?id=procedure\\_manual\\_contents](http://wiki.ma.org.tw/doku.php?id=procedure_manual_contents)



### 3.7 Organization Chart



## 4. RESPONSIBILITIES

### 4.1 Board of Trustees' Responsibilities

The primary responsibility of the school's Board of Trustees is to provide direction for Morrison Academy. The Trustees' term of service will correspond with the fiscal year (July 1-June 30). The Board of Trustees will:

1. Set and oversee the vision and direction for the school and sustain its Christian heritage.
2. Hire, support, and evaluate the Superintendent.
3. Ensure effective organizational planning.
4. Be good stewards of all the resources entrusted to the Board in order to fulfill the ministry of Morrison Academy.
5. Monitor the success of the school in fulfilling its vision and purpose.
6. Ensure legal and ethical integrity and maintain accountability.
7. Sustain quality Board leadership through new Trustee orientation, ongoing Trustee education, Board evaluation, and Board leadership succession planning.
8. Promote and adhere to the core values, vision and purpose of Morrison Academy.

Reference: Policy 1030 DUTIES OF THE BOARD OF TRUSTEES

#### **4.2 Individual Trustees' Responsibilities**

Trustees, upon election to the Board, take on certain duties and obligations as individual Trustees which include the following:

1. To inspire students and staff, by personal example, in Christian faith and living and to model Christian Behavior and Professional Ethics as stated in Policy #3020.
2. To familiarize themselves with the policies of the Board, administrative procedures and at least the past two years of Board meeting records.
3. To respect the confidentiality of privileged information entrusted to a Trustee.
4. To work through the Board Chair in dealing with Board-related issues.
5. To refer complaints and questions through the proper administrative channels, abstaining from individual action.
6. To attend most Board meetings. Notify the Board Chair when unable to attend regularly scheduled meetings.
7. To participate on Board-assigned committees.
8. To pray regularly for the school.
9. To be a positive ambassador for the school.
10. To publicly support the decisions of the Board.

Reference: Policy 1120 RESPONSIBILITIES OF INDIVIDUAL TRUSTEES

#### ***Other Responsibilities:***

1. Regular attendance at board meetings.
2. Involvement on one of the standing committees outside of regular board meetings. While each committee's time commitment varies, the usual expected hours of volunteer time to be put in on a monthly basis is between 1-2 hours.
3. Attendance at key school functions.
4. Thorough reading of the Morrison Trustee Handbook.
5. Willingness to support annual giving and capital campaigns to the best of his/her ability.
6. Regular trustee training and Professional Learning.
7. Understanding of and making a commitment to "holding the school in trust for one's children's children."

### **4.3 Board Officers: Specific Duties**

The Board Officers' duties are listed in Policy 1200-1240. In addition to those duties, the following are also responsibilities of Board officers:

#### **Chair**

- Serve as the "Chief Executive Officer of the Morrison Christian Association" in accordance with Bylaws Articles V.2
  - Work with Superintendent to establish the Agenda for Board meetings
  - Conduct Board meetings, according to Robert's Rules of Order
  - Review Board minutes before distribution.
  - Keep informed of progress of Board committees
  - Attend Board committees as available. The Board Chair is ex-officio on all committees. Assist Board members in answering questions. Request information from appropriate sources for the Board.
  - Be informed by the Superintendent of issues concerning the school, problems with staff, investigation of reported harassment, and emergency decisions made by the Superintendent.
  - Receive complaints of harassment, and refer to the Superintendent, unless against the Superintendent.
  - Represent the Trustees at various functions; forums, commencement, appreciation dinners, etc. The Chair, or a Board designee, participates in the Commencement ceremony, but is not expected to say anything.
- Executive Committee Actions
    - Disseminate information: verbally or written, by phone, video conference, text or email

Obtain the vote of each member of the Executive Committee by phone, video conference, text, or email.

The motion passes with a simple majority of the Executive Committee, If a majority (3) cannot be contacted, the motion should wait.

### **Vice Chair**

The Vice Chair, in the Chair's physical absence, shall be vested with all the powers and be required to perform all the duties of the Chair.

### **Treasurer**

The Treasurer shall serve as Chair of the Finance Committee. The Treasurer will also consult with the Director of Finance in order to:

1. oversee Missionary and Christian worker discounts as established in [Policy #4281](#) TAIWAN MISSIONARY DISCOUNT and [Policy #4282](#) CHRISTIAN WORKER DISCOUNT.
2. oversee the Financial Aid Account and Financial Aid Grants as established in [Policy #4285](#) FINANCIAL AID.

### **Secretary**

The Secretary shall keep full minutes of all meetings of the Trustees. The Secretary shall attend all sessions of the Board, shall act as clerk, and record all proceedings. The Secretary shall provide official copies of the minutes to the Superintendent's office to be distributed.

## **4.4 Board Committees**

The Board Chair appoints the members of each standing committee, including the Chair, at the beginning of the year.

All committee meetings should be scheduled at least 8 days prior to a Board meeting. Minutes are kept of each committee meeting and should be distributed to the rest of the committee within 24 hours. When taking committee minutes, it is helpful to clearly identify the next action or step to be taken. For example, specifying which items are for the Consent Agenda, Discussion Agenda, or whether it is an issue being referred to another Board committee will assist the Board Chair and Superintendent in setting the Board Agenda. All committee minutes will be distributed to the full Board by e-mail in the Board packet at least 5 days prior to Board meetings.

Because Finance Committee may refer policy issues to Governance Committee before being presented to the full Board, it is helpful if the Finance Committee meets prior to the Governance Committee.

***Executive Committee:***

In addition to the three standing committees, there is the Executive Committee, which is comprised of the Board Chair and one Trustee from each of the four member missions. This committee is responsible for exercising the powers of the Trustees during the intervals between Board meetings. Actions by the Executive Committee are put into the minutes and reported to the Trustees at the next Board meeting.

Reference: Policy 1310

***Governance Committee:***

Responsible for:

- Evaluating the Board of Trustees and the Superintendent;
- Preparing nominations for Associate Trustees and the Board Officers. This should take place at the end of each school year. Those who are elected will serve during the following school year;
- Initiating Professional Learning activities for the Board;
- Overseeing orientation for new trustees;
- Reviewing the Board of Trustees Handbook on a regular basis;
- Reviewing the Personnel section of the Administrative Procedure Manual every four years;
- Reviewing the Personnel and Instructional-Students sections of the Policy Manual and the position statements (Statement of Faith, Philosophy Statement, Purpose Statement, Vision Statement, Core Values, and Vision For Our Learners) every four years. (See Policy 1540 Review of Position Statements).
- Drafting and/or reviewing policies and policy proposals for action by the Board.
- Reviewing General and Operational Procedure Manuals;
- Reviewing the 2000 and 6000 policy series

Reference: Policy 1330

***Finance Committee:***

Responsible for:

- Reviewing financial status and budgets;
- Authorizing financial aid grants;
- Administering the financial aid account;

- Reviewing Finance Policies, and the Finance Section of the Procedure Manual;
- Reviewing and recommending Contracts - might even include "large contracts" or "building, and long term contracts;"
- Approving missionary and Christian Worker applications;
- Overseeing Fund raising;
- Assisting in the Budget process by setting budget goals, reviewing budget proposals, and making recommendations to the Board;
- Overseeing the development and maintenance of a long range strategic plan, including a strategic financial plan.

Reference: Policy 1340

***Communications Coordinators:***

For each campus, a trustee will be appointed by the Board Chair to serve as the most visible representative of the Board on that campus. The Coordinator's duties are:

1. Organize and oversee the Staff Appreciation Dinner for their campus of responsibility. This will also mean coordinating with the Board Chair and other Committee members on the theme, budget, and other ideas.
2. Intentionally develop relationships with the staff, parents, and students on their campus of responsibility to communicate the core values and vision of Morrison Academy.
3. Be aware of and ensure Trustee participation in as many activities as possible on their campus of responsibility.
4. Be aware of governance related issues on their campus of responsibility and communicate items of significance to the Board Chair and/or the Superintendent.

Reference: Policy 1350

**4.5 Task Forces**

Specific issues may arise which require study outside the responsibilities of regular Board committees, or that require expertise and input from outside the Board. The Trustees may appoint a Task Force to discuss the issue and make a recommendation to the Trustees. A Task Force may include Trustees, administrators, staff, parents, and/or community experts.

**4.6 Selection of Associate Trustees**

The Board of Trustees has the authority to annually select Associate Trustees to serve on the Board with the same responsibilities and authority as member mission Trustees

and may serve as an officer of the Board. The number of Associate Trustees is limited according to Policy and By-laws, and they are subject to the same qualifications and requirements as member mission Trustees. Usually, four Associate Trustees have been appointed for two-year terms. Normally these terms are offset to enhance consistency. Usually, new Associate Trustees are appointed for a one-year term.

The Governance Committee will normally:

1. Recruit potential candidates from the larger missionary community based on criteria such as: Godly character, governance experience, institutional memory, professional expertise, enthusiasm for the vision, Mission representation, and geographical location.
2. Gain Mission leader permission to approach candidate(s)
3. Invite the candidate(s) to submit a questionnaire.
4. Select nominee(s) from the eligible candidates.
5. Set up an interview time during a Governance Meeting and interview candidate.
6. Present new candidates to the board at the February or March board meeting.

Reference: Policy 1115

#### **4.7 Budget Approval**

In late Fall, the Finance Committee sets goals for the next year's budget including tuition increases, FTE ratio, and any limitations deemed necessary in developing the budget.

The Director of Finance, working with the System Administrative Council, submits a balanced budget proposal to the Finance Committee in the spring. The Finance Committee is responsible for reviewing the proposed budget. If the proposed budget is aligned with policy/procedure and meets all other Board pre-determined restrictions, the Finance Committee will recommend the budget proposal to the Board of Trustees for approval.

The Board of Trustees is responsible for approving the budget. When approving the budget, tuition, fees, and discounts are simultaneously approved by the Trustees.

#### **4.8 Policy/Procedure Review**

The following policies and procedures are to be reviewed during the school years indicated. Finance Committees refer proposed policy revision to Governance Committee.

<u>2024-2025</u>	<u>Committee</u>
Philosophy Statement	Governance
Personnel (3000's)	Finance
Financial Procedures (300-399)	Finance
Operations Procedures (400-499)	Governance

<u>2025-2026</u>	<u>Committee</u>
Purpose Statement	Governance
Board of Trustees (1000's)	Governance
Administrative Organization (2000's)	Governance
Personnel Procedures (500-798)	Finance

<u>2026-2027</u>	<u>Committee</u>
VFOL Statement	Governance
Vision and Core Value Statements	Governance

<u>2027-2028</u>	<u>Committee</u>
Finance and Operations (4000's)	Finance
Boarding (6000's)	Governance
Instructional Procedures (000-299)	Governance
Instruction - Students (5000's)	Governance

#### **4.9 Conferences and Professional Learning**

Professional Learning is valuable not only for teachers and administrators but for trustees as well. Trustees may be involved in several ways:

##### ***Teacher Professional Learning days***

Board members are welcome to participate in the annual Professional Learning Days. This enables Board members to learn more about the program and become acquainted with teachers and staff.

##### ***Board Professional Learning***

A Professional Learning session may be held during the year in conjunction with a Board meeting. This gives an opportunity to discuss issues, or receive specialized training outside of a formal Board meeting.

##### ***Conferences***

Attending professional conferences can be a very beneficial experience for board trustees, particularly for the Board Chair. These may include conferences such as the annual EARCOS conference, or ICEC conference. Some conferences have sessions



particularly for Board members. The Superintendent and Board Chair decide if attendance at a conference would further enhance Trustees' effectiveness, and what funds are available. The Board Chair may attend, or another Trustee may be selected to attend.

Costs related to the conference will be covered by the school including transportation, hotel, meals and conference registration.

#### **4.10 Behavior and Ethics**

Annually, each Trustee is required to sign the Morrison Christian Association Statement of Faith. This is done at the first Board meeting of the year.

Trustees are expected to abide by the Biblical principles for conduct becoming a Christian. Behaviors destructive to the interests of the school are grounds for removal from the Trustees.

Trustees also are expected to abide by the same standards of behavior and ethics as required of Morrison Academy personnel, as listed in [Policy 3020 Christian Behavior and Professional Ethics](#). Any form of harassment is also prohibited.

#### **4.11 New Trustee Orientation**

All Trustees need to have a clear understanding of what being an effective and functioning trustee entails. Orientation for new trustees is usually done immediately before or after the first Trustee meeting of the school year. The Governance Committee along with the Board Chair and Administrators conduct this orientation. During the process, new trustees should receive a thorough orientation to the multiple aspects of trusteeship, which includes the responsibilities listed in 4.1 Trustees' Responsibilities.

All new Trustees are encouraged to **observe** the May Board meeting.

#### **4.12 Consent Agenda**

The Board of Trustees uses a Consent Agenda (Policy #1435) for the full Board Meetings. A Consent Agenda is a bundle of items that is voted on, without discussion, as a package. Consent items are those which are non-controversial and do not require discussion or explanation prior to Board action. Consent items might include tasks such as, but not limited to, approval of the agenda, approval of previous minutes, approval of policies and approval of reports.

#### **Prior to meeting**

1. The Board Chair and Superintendent will set the Meeting Agenda.
2. The Administrative Assistant for the Superintendent will distribute materials (Administrative reports, committee minutes, agenda) at least 5 days prior to the Board Meeting.
3. Each Trustee should read through the materials prior to the meeting and direct any questions to the Board Chair, appropriate Committee Chair or Superintendent.
4. If a Trustee still believes an issue on the Consent Agenda is worthy of full Board discussion, it is best practice to contact the Board Chair by email or phone at least 24 hours prior to the Board meeting.

### **At the meeting**

1. At the meeting, the Board Chair may update the meeting agenda by:
  - adding item(s)
  - deleting item(s)
  - transferring item(s) from the Consent Agenda to the Discussion Agenda
2. The Board Chair will ask if there are any other items that need to be transferred from the Consent Agenda to the Discussion Agenda.
3. The updated meeting agenda will be accepted by the Board.
4. The Board will unanimously approve the Consent Agenda.

## **5. BOARD – ADMINISTRATION RELATIONSHIP**

### **5.1 Administrative Interviews**

The Superintendent recommends the candidate to the Board or Governance Committee, which makes a recommendation to the Board of Trustees, in accordance with [HIRING/REHIRING Policy #3105](#). Information on the Administrative candidate will be circulated among Board members before a decision is made.

### **5.2 Superintendent Search**

When the Superintendent leaves or if he/she has given notice, the Board Chair will appoint a Superintendent Search Committee. The committee should be comprised of a majority of the Trustees, the majority of whom would continue on the Board of Trustees for the length of the search.

An Interim Superintendent should be appointed if a replacement is not found prior to the Superintendent leaving. The Interim Superintendent may be considered as a candidate for Superintendent.

The committee will seek to find a candidate who possesses the qualifications for the Superintendent as listed in Policy 3611. These qualifications include educational and leadership qualities, as well as a conversational level of Mandarin Chinese. Most Superintendents have been long-term, Mission Supported personnel.

Contact may be made with missions, ACSI, other mission schools and agencies for potential candidates. The opening should also be publicized among Morrison personnel.

The committee may narrow down the field of candidates, and proceed with a telephone interview with one candidate. If favorable, the candidate will visit the campuses, if not already familiar with the System.

A final interview should be held during the candidate's visit with all of the Trustees present. The Search Committee would conduct the interview, and may also invite Administrative and Teacher representatives. The Committee would make a recommendation to the Trustees.

Approval by the Trustees shall be an action of a regular or special meeting of the Trustees with at least three-fourths of the Trustees voting affirmatively.

### **5.3 Superintendent Evaluation**

It is essential for the Board to annually conduct an evaluation of the Superintendent to determine the Superintendent's job performance. In addition to the qualifications in Policy 3611 QUALIFICATIONS FOR THE SUPERINTENDENT and job performance in Policy 3613 SUPERINTENDENT- RESPONSIBILITIES AND DUTIES, the Superintendent is evaluated according to his/her annual goals and objectives, as well as leadership, and communication abilities.

In the first step of the evaluation, the Governance Committee works with the Superintendent to set the goals and objectives for that year. The second step, about mid-year, follows up the progress made towards accomplishing these goals and provides any suggestions about potential improvements. An evaluation form may be sent to Board members, SAC administrators, system services personnel, and some teachers. While this is a Board evaluation of the Superintendent, the opinions from those under the Superintendent can help Trustees to understand the effectiveness of

his/her relationships and communication. Every year, the committee will interview the Superintendent. The Superintendent will be given a list of questions and the results of the survey three days prior to the interview. During the interview, the Superintendent will be asked to respond to the questions provided.

The Governance Committee oversees the evaluation process. A written evaluation will be presented to the Board of Trustees for further discussion. It should include the following: commendations, areas for improvement and recommendations.

As a result of the evaluation process, the **Governance Committee recommends** that \_\_\_\_\_ be offered a contract for another four year term as Superintendent.

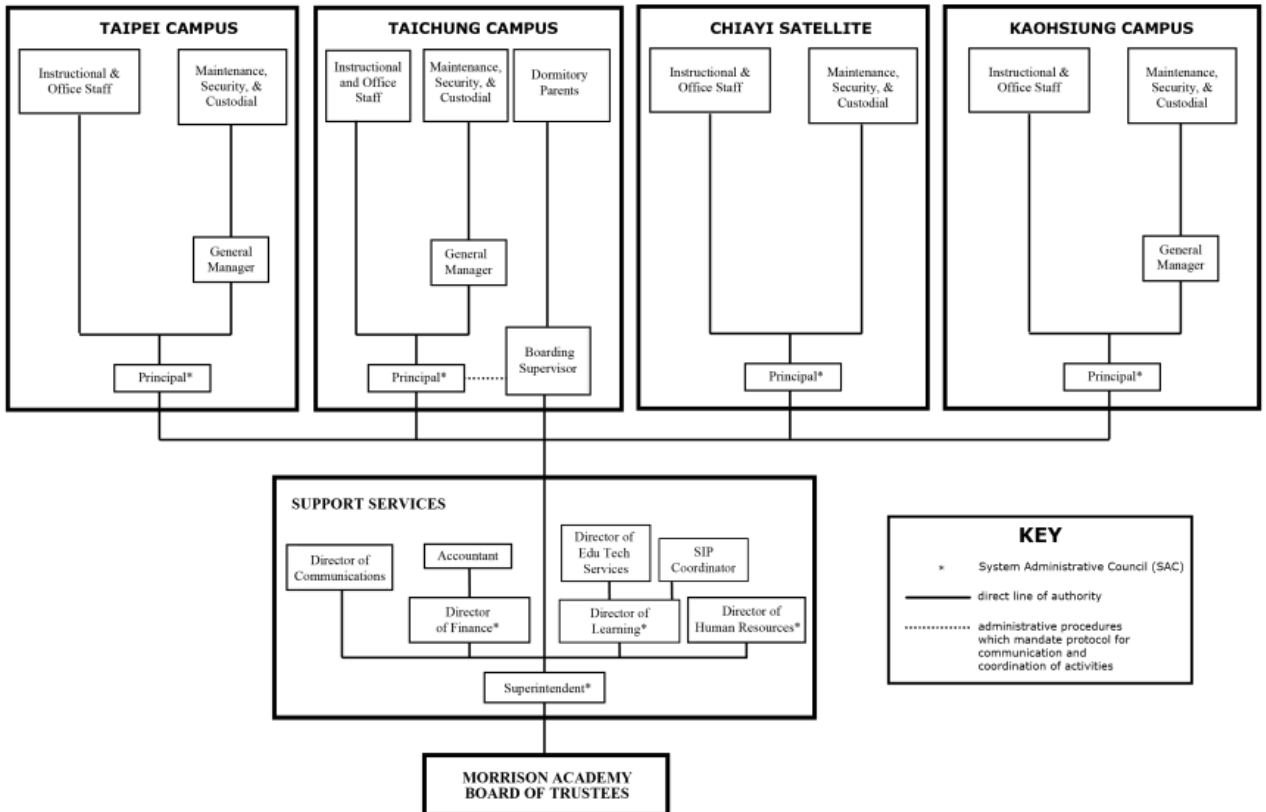
These are some questions Governance Committee may consider.

1. Reflecting on the past two years, what do you see as your most significant contributions to the continued development of the Morrison system?
2. As you look five years into the future, what areas would you like to give the greatest attention or emphasis? Where would you like to see Morrison improve?
3. What ideas do you have for various contingencies with reference to our numbers of MKs? (i.e. if our numbers were to fall below 30% how would you like to see us respond?)
4. We seem to have developed a GPA focused culture. Considering that our mission statement emphasizes, "meeting the educational needs of the children of missionaries," are we on target or have we allowed our academic standards to be raised too high?
5. What personal or professional goals do you hope to pursue in the next few years? How could the Board of Trustees facilitate those?
6. How would you evaluate the Board of Trustees? Could the Board be structured differently to better address system needs? How could we do a better job?

## 5.4 Organizational Chart and Lines of Authority Policy 2011

Morrison Academy is under the authority of Morrison Christian Association, an organization incorporated in the United States of America, in the state of New Jersey. Organizational lines of authority within Morrison Academy are shown below.

5/23



## **6. BOARD LOGISTICS**

### **6.1 Board Expenses**

The school will pay all Board-related expenses that a Trustee incurs. These include:

- Travel to and from Board meetings, including taxi, bus, train, or air expenses.
- Telephone calls, photocopy and postage expenses for Board business.
- Meals while on Board business.
- Lodging for scheduled Board meetings away from your home.

To receive reimbursement:

1. Submit your receipts with an explanation of the purpose for each expense to either the Admin. Assistant to the Superintendent or the cashier on one the campuses.
2. The cashier will process your request. This usually is a fairly quick process and can be handled the same day; however, larger requests may require an extra day.

### **6.2 Arrangements for Out-of-town Meetings**

Meetings are held at the various campuses once or twice each year in order for the Trustees to see each campus, to be visible to the school community and to meet teachers and parents in forums.

Overnight housing arrangements may be made through the Superintendent's office or you may choose to make your own arrangements.

## **7. BOARD FUNCTIONS**

Each year, there are a number of social functions that the Trustees host for the staff and students. Trustees are asked to attend and support these functions, as well as to plan and host several of them.

### **7.1 Staff Appreciation Dinners**

Each year, the Trustees host a dinner at each campus to show appreciation to the staff. Recognition is given to staff with significant years of service, as well as those who are leaving Morrison.

Each Trustee is encouraged to attend the dinner closest to his/her home. The Board Chair and Superintendent should plan to attend all of these dinners.

For each campus a Trustee will be appointed by the Board Chair to serve on the Communication Committee. Trustees of the Communication Committee are responsible to organize and oversee the dinners. This includes coordinating with the Board Chair and other Committee members on the theme, budget, and other ideas. For information regarding the amount of budget given, contact the Director of Finance.

### **Communication Committee's Responsibilities**

#### *Selecting Restaurant and Billing*

- Check various restaurants, compare prices and facilities. Survey teachers for restaurant ideas (Western/Chinese) if appropriate.
- Reserve the chosen restaurant or facility, as early as possible. Some restaurants will not take reservations until one month prior to the dinner.
- Most restaurants will ask for a down payment. Reimbursement or an advance can be obtained by completing a Payment Request Form online.
- Arrange for billing/payment. Service charges will be added in. Usually, the school prefers to be billed after the dinner. They must also receive an official receipt. Obtain the school tax number from the business office.
- One week before the dinner, double-check the menu with the restaurant or meal planners. Inform the restaurant how many tables are needed for seating, how many extra tables are needed for awards, drinks, cake, etc., and check the sound system.
- Three days before the dinner, check for a final count of people who plan to attend and finalize with the restaurant.

#### *Invitations*

The following should receive invitations: (E-invitations are encouraged.)

- Teachers, staff, including Chinese staff, boarding personnel, and spouses
- Support Services' Administrators and their spouses
- Trustees and their spouses
- The Board Chair, Superintendent and their spouses are invited to all dinners.
- If recommended by the Principal, independent music teachers may also be invited.
- Parents may bring children under 6 months of age.

- An employee may bring a guest, but he/she will be responsible for paying for the guest's meal.

The following are not invited to this dinner: Parent Advisory Committee members, class sponsors, volunteers, and substitute teachers. Campus recognition should be given to these.

Invitations should be sent out at least two weeks before the dinner, allowing one week for replies. A map and/or copy of the restaurant's name card should be included. Campus secretaries may be able to collect responses. The Administrative Assistant to the Superintendent may arrange for printing and distribution of invitations if the Trustees provide a draft at least three weeks before the dinner. Otherwise, printing/copying and distribution in teachers' mailboxes is done by Trustees.

### *Dinner/Program*

The dinner and program should be a pleasant highlight for teachers, and should be kept relatively short. There does not need to be a planned program or a special speaker. The program may consist of the following:

Welcome, Introductions and Prayer  
Dinner  
Words of appreciation by the Board Chair  
Presentations by Superintendent and Board Chair  
Closing Prayer

Trustees or others may be asked to serve as greeters, servers, program coordinators, and/or sound system coordinators, as needed. Attending Trustees, as a group, should also consider going to each table to thank staff members.

Contact the Board Chair and the Principal to discuss the order of the program. The Principal needs to communicate any program plans to the Board member planning the dinner.

The Communication Committee may decide to arrange for a small gift for contracted and non-contracted staff.

Master of Ceremonies

Information about each staff member who will receive an award (according to [policy #3543](#)) will be provided by the Administrative Assistant to the Superintendent.

Consider the following points when preparing a script.



- **Honor all staff, not just the “teachers”.** Use inclusive language such as “Those who serve at Morrison.” Or “Those who work to provide a place for our children to be educated.” Use inspiring stories about janitors, dorm parents, cooks, administrative assistants, administrators. It can be discouraging to spend an entire year working and then to go to an event that honors someone else but forgets to recognize your contribution.
- **Accompanying spouses are the single biggest reason for staff leaving.** Honor them by making verbal acknowledgement of their contribution and ask them to come up front with the staff member being honored.
- Use statements such as: “We want to recognize the contribution of Mr. and Mrs. So and So. One contributed in the classroom and one contributed in the community. Both of them are appreciated and will be missed and we are thankful for their contribution to Morrison.”
- 

Sample Invitation:

<p>The Morrison Academy Board of Trustees          Invites You and Your Spouse          to the Faculty and Staff Appreciation Dinner</p> <p>Thursday Evening, May 18, 2000          6:30 p.m.          The DC Club          #202 Cheng Hu Road          Kaohsiung</p> <p>Please respond to the School Office.</p>
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## 7.2 Senior Receptions

Trustees are encouraged to attend the senior reception at their local campus and help with any preparations as needed. Trustees planning to attend this event should inform the principal/reception coordinator at least a month previous to the reception.

## 7.3 Commencement

Trustees are encouraged to attend commencement at their local campus. Tickets will be made available for Trustees and spouses who will be attending.

## **8. BOARD EFFECTIVENESS**

### **8.1 Characteristics of an Effective Board**

An effective school board works as a single governing body, not as individuals. The Board also:

Responds to and represents the views of the school community, but keeps the focus on what is best for the students and the school;

Stays clear of the day-to-day operations of the school, giving the Superintendent the freedom to do his/her own job;

Discusses issues that require action from the Superintendent's report presented at each meeting. Gives direction to the Superintendent as needed.

Sets direction for the Academy and makes decisions through established Policy.

### **8.2 Trustee/Superintendent Relationship**

The Superintendent is hired by the Trustees as the professional leader of the school. The Trustees set policy with the Superintendent's expert advice and recommendations. In turn, the Superintendent makes sure that the Trustees' policies are carried out.

Mutual trust between the Trustees and Superintendent is the primary ingredient of a good relationship. Additionally, Board trustees SHOULD:

- Keep communication lines open; Talk directly with the Superintendent about issues.
- Carefully consider the Superintendent's point of view, keeping in mind that s/he is the most knowledgeable source of information about the school;
- Assure confidentiality. Many reports from the Superintendent and Board issues are not appropriate to be discussed with those outside the Board.

- Provide for regular, constructive evaluations of the Superintendent's work.
- Direct people to use the proper channels of communication.
- Counsel the Superintendent as appropriate and support him/her through difficult relationships with groups or individuals.

Board members DO NOT:

- Hold Trustees meetings without the Superintendent or his/her designee present;
- Surprise the Superintendent at Trustees meetings;
- Impose his/her personal agendas upon the Superintendent.

### **8.3 Best Practices of Governance**

Board members can build harmonious working relationships among themselves by spending time in prayer and by nurturing mutual respect. That does not mean, however, that they will always agree on everything. In fact, Board members should express their differing points of view. Keep in mind:

It is fine to disagree, but not to be disagreeable;

Each Trustee is obligated to fully support Board decisions, whether or not he/she agrees with the majority.

A productive Board member:

Never surprises the Trustees or the Superintendent at a Board meeting;

Remembers that individual Trustees do not have authority - only the Board as a whole;

Keeps confidentiality; even when seeking information from outside the Board, confidentiality needs to be maintained.

Watches his/her behavior. A person's conduct is as important as his/her stand on an issue;

Follows the chain of command and insists that others do the same;

Does not react to threats; neither caves in nor digs in;

Is not a “ball carrier” or “middleman” for others;

Makes a decision based on the facts, not assumptions. Requests more information when needed to make a wise decision.

Keeps things short and simple. It is better to make a point with a few well-chosen words;

Does his/her homework; reads and studies his/her Board agenda and reports; calls the Superintendent or the Board Chair with any questions. If a Trustee does not have enough information, he/she should ask for it.

Finally, good Board members:

Support the decisions made by the majority;

Understand the importance of being discreet and keeping confidences.

#### **8.4 Communicating\***

A lack of communication can be a frustration for any organization. Every investment made in improving communication will strengthen the Board and the school. Here are some practical suggestions:

1. Practice good listening skills. Listen to peeps, squeaks, squawks, and screams. Train yourself to listen with more than just your ears, to hear more than just the words. Listen carefully for heart motives. James Dobson often says, "Ask not only what a person does, but why he does it". Listen carefully to the individual expressing the complaint or frustration. That one person may represent fifteen people who did not come to you or they may be expressing an isolated concern.
2. Develop a "You Focus" style of communication. Having a "You Focus" means looking at everything you are trying to communicate from the other person's perspective rather than your own. Ask yourself, "If I were him, what would be my reaction"?

3. Avoid negative communication. The most common culprit of communication foul-ups is that of wrong assumptions. Whenever you find frustration and tension within the Board or between the Trustees and others--go back to spelling out assumptions.
4. Don't confront. Clarify! Sometimes, in the process of discussing an issue with a fellow Board member, you suddenly get that uneasy feeling that says, "We are now in an argument". When that occurs, follow these steps:
  - a. Relax. Settle back in your chair and take a deep breath;
  - b. Put the issue on paper;
  - c. Say to the person, "I'd like to clarify some elements of the issue we're discussing". Begin to write these out rather than continuing to talk about them directly and personally;
  - d. In your mind, switch from the word "confront" to the word "clarify";
  - e. Look for ways you can agree with the other person's viewpoint without compromising your own;
  - f. Emphasize the commonalities. Say, "You know, Sam, we're on the same side of the struggle here. We're not enemies, we're friends". The problem is the enemy.
5. Communicate regularly with your constituency. For the Trustees to have proper presence, authority, and influence among its constituents, these people must hear from the Trustees regularly. This may take on the form of a report to your mission regarding the actions of the Trustee. It may also include asking for mission input into an upcoming Trustee decision.

\*Adapted from *Increasing Your Boardroom Confidence* by Bobb Biehl and Ted W. Engstrom, page 62.

## **8.5 Robert's Rules of Order**

General information regarding procedures for making motions is as follows:

1. Motions should be stated in the positive and be as specific as possible.
2. Motions should simplify and refine the decision-making process.

Main Motion

Amendment to main motion  
Amendment to amendment

3. Some motions do not require recognition from the Chair.

Question of privilege  
Rearranging the agenda  
Point of order  
Appeals  
Objection to consideration  
Method of voting  
Reconsideration

4. Some motions are not debatable.

Adjourning  
Tabling  
Closing debate or "calling the question" -- can limit and/or defeat  
debate and discussion, but requires two-thirds approval

## **APPENDIX A - Acronyms**

ACSI	Association of Christian Schools, International
BK	Child of a Business Family
BWI	Biblical Worldview Integration
CD	Curriculum Development
CPT	Collaborative Planning Time
CSL	Christian Service Learning
CSPN	Child Safety Protection Network
CW	Christian Worker
EARCOS	East Asia Regional Council of Overseas Schools
ELL	English Language Learners
FTE	Full-time Equivalent (1 FTE = 1 full-time employee)
HS	High School (grades 9-12)
ICEC	International Christian Education Conference
IEP	Individual Educational Plan
IMB	International Mission Board of the Southern Baptist Convention (formerly known as the Foreign Mission Board)
JP	Juridical Person (legal decision-making body for Morrison Academy in Taiwan)
K	Kindergarten
LAUNCH	New staff orientation hosted by Support Services
LN	Learning Needs
MAP	Measure of Academic Progress
MCA	Morrison Christian Association, Inc.
MA	Morrison Academy
MAT	Morrison Academy Taipei
MAC	Morrison Academy Central
MACY	Morrison Academy Chia Yi
MAK	Morrison Academy Kaohsiung
MK	Child of a Missionary
MOE	Ministry of Education
MOI	Ministry of Interior
MS	Middle School (Grades 6-8)
OMF	Overseas Missionary Fellowship
OMS	One Mission Society (formerly known as the Oriental Missionary Society)
PAC	Parent Advisory Council (Committee)
PFO	Pre-field Orientation (sponsored by ACSI and Interaction)
PL	Professional Learning
SAC	System Administrative Council
SBE	Standards Based Education
SBG	Standards Based Grading

SIP	System Improvement Plan
SK	Staff Kid
SWA	School-wide Appraisal system for collecting data
TBM	Taiwan Baptist Mission (Taiwan mission of the International Mission Board of the Southern Baptist Convention)
TCK	Third-Culture Kid (term for MK and other students who have grown up outside their passport country)
TEAM	The Evangelical Alliance Mission
VFOL	Vision For Our Learners
WASC	Western Association of Schools and Colleges (U.S. educational accrediting agency)
WorldVenture	formerly CBInternational



## APPENDIX B - Board Meeting Agenda Items

### MORRISON ACADEMY BOARD OF TRUSTEES 24-25 Meetings

**September 9-12, 2024**

**(International Governance Conference)**

**Place:** Manila

JP Meeting (Auditor's Report)

**December 3, 2024**

**Place:** Kaohsiung

Kaohsiung Principal's report, Report School Calendar, Set 25-26 School Fees, Board self-evaluation

**March 4, 2025**

**Place:** Taichung

Taichung Principal's report, Budget Approval

**May 9, 2025**

**Place:** Taipei

Taipei Principal's report, School Improvement Plan, End of the Year Report, JP Meeting, Elect Officers, Decide next year's Trustee meeting dates, Superintendent Evaluation

# SCHOOL CALENDAR



## Morrison Academy Calendar

Approved by SAC 2024/02/21

2024 - 2025

Half Day	School Begins
No School - All Off	School Ends
No School - Teachers Work	

### First Semester

July 2024						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

7/19-23 New Staff Launch  
7/25-29 New Staff Orientation  
7/31-8/6 Teacher Work Days

August 2024						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

8/2 PL Day  
8/7 School Begins

September 2024						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

9/13 PL Half Day  
9/16-17 Moon Festival Vacation  
9/17 Moon Festival

October 2024						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

10/2 1st Mid-semester Ends (39 days)  
10/3-4 PL Days  
10/7-11 Fall Vacation

November 2024						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

11/27 PL Half Day  
11/28-29 American Thanksgiving

December 2024						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

12/20 PL Half Day  
2nd Mid-semester Ends (48 days)  
1st Semester Ends (87 days)  
12/23-1/3 Christmas Vacation

### Second Semester

January 2025						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

1/6 2nd Semester Begins  
1/24 PL Half Day  
1/27-31 CNY Vacation  
1/29 Chinese New Year

February 2025						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

2/28 PL Day

March 2025						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

3/14 3rd Mid-semester Ends (44 days)

April 2025						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

4/3 PL Half Day  
4/4 Children's Day Vacation  
4/18 Good Friday  
4/14-18 Easter Vacation  
4/20 Easter Sunday

May 2025						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

5/2 PL Half Day  
5/30 4th Mid-semester Ends (49 days)  
2nd Semester Ends (93 days)

June 2025						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					