

POLICY MANUAL

*American Association
of
Christian Schools, Inc.*



September 2007

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CHAPTER 1

FOUNDATIONS

CHAPTER 1

FOUNDATIONS

The ultimate foundation upon which we labor to build has been laid by Jesus Christ. He is the foundation.

1 Corinthians 3:10-11—According to the grace of God which is given unto me, as a wise masterbuilder, I have laid the foundation, and another buildeth thereon. But let every man take heed how he buildeth thereupon. For other foundation can no man lay than that is laid, which is Jesus Christ.

God has often asked His people to remember what He has already done. In considering the history of the American Association of Christian Schools, the work is of God and not of man. In doing His work, His servants are given the means of glorifying God for His grace in allowing them the opportunity to serve Him in this ministry.

Deuteronomy 32:7—Remember the days of old . . .

Psalms 105:5—Remember His marvelous works . . .

Hebrews 13:7—Remember them (which went before) which have the rule. . .

Proverbs 22:28—Remove not the ancient landmark, which thy fathers have set.

As the achievements of the past are remembered, the future holds great opportunities to move ahead. Each generation is responsible to reach its own generation.

Philippians 3:13-14—Forgetting those things which are behind . . . I press toward the mark . . .

We must move ahead, if it is God's will, with an organized plan for ministry.

James 4:13-15—Plan in God's will

Proverbs 16:9, 33—We can plan, but Lord is in control.

Luke 14:28-29—Count the cost; grow wisely.

American Association of Christian Schools, Inc.

MISSION STATEMENT

The AACCS is a service organization that exists to provide legislative oversight, to promote high-quality Christian educational programs, to encourage the goal of producing Christ-like young people, and to provide related institutional and personnel services to its constituency.

PURPOSE

The general purpose and objectives of the American Association of Christian Schools shall be the establishment, development, advancement, promotion, and protection of Christian school state associations, Christian schools in states without Christian school associations, and Christian education in America and worldwide.

AMPLIFIED MISSION STATEMENT

The AACS is a service organization

A Christian service organization is a ministry whose leaders manifest the concern and humility of a servant's heart. The AACS is not a business seeking to accumulate profits and acquire land and buildings. Rather the AACS exists to serve local churches and their school ministries as needs arise and are expressed to the national organization by the churches through their state representatives.

that exists to provide legislative oversight

The AACS rides on two parallel tracks. One of these is legislative protection for our church school ministries. *Oversight* refers to various activities centered in the AACS Washington D.C. office conducted to protect the freedoms enjoyed by Christians throughout America. These activities include monitoring legislation, communicating concerns of the AACS constituency to the legislative and executive branches of government, and keeping the AACS constituency well informed of issues relating to Christian Education and biblical morality. Currently when we refer to this track of AACS, our efforts center around access and influence.

to promote high quality Christian education programs

The second rail of the AACS ministry is education. The AACS seeks to improve the quality of member church schools through national and regional training conferences for administrators and teachers, through publication of manuals, textbooks, and professional magazines, and by making the accreditation process available for member schools desiring this self-improvement challenge.

To encourage the goal of producing Christ-like young people

Spiritually strong churches with a God-centered theology and a distinctly Christian world view are going to be far more likely to produce Christ-like young people than those churches without these qualities. A biblically sound, separatist national leadership can contribute much to strengthening local pastors and their churches by the influence they exert in their example, public speaking, writing, conferences, and programs. The AACS also provides direct ministry to young people through leadership conferences and intern programs. The AACS has responsibility to set national standards for those in the state organizations to emulate.

and to provide related institutional and personnel services to its constituency

The AACS exists to serve churches and their school ministries and the people that comprise those ministries. Great care must be taken that this never is reversed; that the perception be developed that ministries and people exist for the welfare of the AACS. A business venture undertaken by AACS is not necessarily right or wrong whether it involves purchasing a building or providing student accident insurance coverage. However, it must be determined whether the true beneficiary is the AACS or the constituent.

MISSION PURPOSES

The general purpose and objectives of the American Association of Christian Schools shall be the establishment, development, advancement, promotion, and protection of Christian school state associations, Christian schools in states without Christian school associations, and Christian education in America and worldwide.

The AACS maintains its vision for establishing new Christian schools throughout American and other countries. It is vital these institutions live up to both names. That is, they must be thoroughly Christian and they must be legitimate educational institutions. Schools, even the very best of them, are constantly in a state of striving to become what they should be both spiritually and academically. The AACS exists to help in this worthy goal. This is accomplished through the educational rail of the AACS ministry.

The AACS provides national exposure for Christian schools. This is done through the various national competitions among schools, national publications, political activity centered in the Washington D.C. office, and regional and national conferences.

The second rail of the AACS ministry is legislative. The influence of the AACS is not only felt in Washington, however. The Washington office works closely with state association representatives so both state and national issues are represented in state capitols around the nation.

The AACS is concerned about the advancement of the cause of Christian education everywhere. It eagerly reaches out to assist church school ministries in states without Christian school associations. Sometimes it is possible for several states to band together to form a regional association. The AACS will also assist believers on the mission field who are seeking to establish Christian schools and begin Christian school associations of their own.

HISTORY

The history included herein contains some nuts and bolts facts of the AACCS past taken from the accreditation manual. In the near future we are attempting to research and record the history of AACCS in a way that will give hope and challenge to today's church and Christian school leadership to continue on in the worthwhile cause of Christian education.

If any board members have pertinent information, please forward it to Dr. Charles Walker who will be compiling and recording the information to honor those who have served the Lord in this endeavor. The October minutes of 1974 recorded that five of the board members pledged a monthly support gift to AACCS averaging close to one hundred dollars per month for each of them. These men were willing to personally give and sacrifice for the purpose of this association. In the minutes from November 1972, Dr Al Janney was quoted as saying we have a "need for such a program as AACCS." He spoke of the increasing opposition in the communities against local Christian schools and then asked the questions: "Who makes the judgment when Caesar gets into God's business? Where is the separatist organization on a national level that will champion our cause?" He went on to say, "We must be prepared to meet the opposition."

It would appear that the AACCS started on the right track. Let's ask God to help us stay on that right track for our righteous cause.

AACCS History

Dr. Al Janney (the first president of the AACCS, 1972-1992), along with a group of peers, formed a nonprofit corporation called the American Association of Christian Schools in August, 1972, in Miami, Florida. At the first recorded AACCS board meeting in Dallas, Texas, on November 30, 1972, Dr. Janney set forth the question: "Where is the separatist organization, on a national level, that will champion our cause?" Thus was the need for AACCS firmly established. AACCS became a national outgrowth of its predecessor organization, the Florida Association of Christian Schools (FACS), which had been founded in 1967 to help its member schools in Florida. Having experienced the difficulties and opposition being thrown against the fledgling but mushrooming Christian school movement in the United States, Dr. Janney began traveling to other states in an effort to help them organize Christian school associations. AACCS sought to provide leadership to the newly formed state associations by providing legislative protection and quality educational programs and services.

From 1972-78 the AACCS Office was located in Hialeah, Florida. As AACCS expanded, both in the number of member schools and services offered, Dr. Arno (Bud) Weniger, Jr., was appointed in 1978 as executive vice-president to assume the day-to-day operations. The AACCS office was moved to Normal, Illinois, and additional staff was hired. The nonprofit, tax-exempt organizational status of AACCS was clarified in 1980. The organization opened an office in Fairfax, Virginia, in June, 1985. Gerry Carlson, Field Director since 1978, was promoted to executive director in 1985. Just minutes from downtown, Washington, D.C., the work of AACCS continued to flourish. AACCS membership experienced steady growth during the ten years of Dr. Weniger's leadership (1978-88), passing the 1000 mark of member schools in 1982.

Leadership changes took place in 1988. Dr. Richard Harris became the executive vice-president, Jim Lowden was appointed national field director; Connie Blanton was hired as coordinator of services. The AACS office continued to be located in Fairfax, Virginia.

Dr. Janney retired as the AACS president in 1992 after twenty years of faithful and distinguished service on behalf of Christian education. Dr. Carl Herbster became the Association's second president. Under Dr. Herbster's leadership, AACS continued to expand and provide quality services to its member schools. The AACS National Office was moved to Independence, Missouri. The AACS Education Office, under the leadership of Dr. Charles Walker, was established in Chattanooga, Tennessee, in 1993. In 1998, AACS established an office in Washington, D.C., when the Association purchased a four-level building in the Capitol Hill Historic District within one block of the U.S. House of Representatives office buildings. The AACS Legal Office is located in Atlanta, Georgia.

Times change, people change, and the specifics of programs change, but the mission for AACS has remained virtually unaltered: seeking to provide legislative protection and quality educational programs and services to member schools nationwide.

The American Association of Christian Schools led in obtaining a legislative victory in 1979 that prohibited Congress from harassing Christian schools all across the country. That victory helped to solidify the organizational structure of AACS and to demonstrate the need for a strong national association. (a fuller record of this event may be found in Appendix G).

CONSTITUTION

ARTICLE I—THE DOCTRINAL STATEMENT

The doctrinal statement of the American Association of Christian Schools is as follows:

We believe that the Bible, both the Old and New Testaments, was verbally inspired of God and is inerrant and is our only rule in matters of faith and practice. We believe in creation, not evolution; that man was created by the direct act of God and in the image of God. We believe that Adam and Eve, in yielding to the temptation of Satan, became fallen creatures. We believe that all men are born in sin. We believe in the Incarnation, the Virgin Birth, and the Deity of our Lord and Saviour, Jesus Christ. We believe in the vicarious and substitutional Atonement for the sins of mankind by the shedding of His blood on the cross. We believe in the resurrection of His body from the tomb, His ascension to Heaven, and that He is now our Advocate. We believe that He is personally coming again. We believe in His power to save men from sin. We believe in the necessity of the New Birth, and that this New Birth is through the regeneration of the Holy Spirit. We believe that salvation is by grace through faith, plus nothing minus nothing, in the atoning blood of our Lord and Saviour, Jesus Christ.

We believe that this statement of faith is basic for Christian fellowship and that all born-again men and women who sincerely accept it and are separated from the world of apostasy and sin can and should live together in peace, and that it is their Christian duty to promote harmony among the Believers.

We further believe in the Biblical doctrine of ecclesiastical separation, and therefore believe that churches and Christian schools should not be associated with, members of, or in accord with organizations or movements such as the World Council of Churches, the National Council of Churches, the modern charismatic movement, or the ecumenical movement.

ARTICLE II—MISSION STATEMENT AND PURPOSES

Section 1. Mission Statement. The AACCS is a service organization that exists to provide legislative oversight, to promote high-quality Christian educational programs, to encourage the goal of producing Christ-like young people, and to provide related institutional and personnel services to its constituency.

Section 2. Purpose. The general purpose and objectives of the American Association of Christian Schools shall be the establishment, development, advancement, promotion, and protection of Christian school state associations, Christian schools in states without Christian school associations, and Christian education in America and worldwide.

ARTICLE III—THE MEMBERSHIP

Section 1. State Associations. The American Association of Christian Schools is an association of member state associations. To promote unity and harmony within a state, the American Association of Christian Schools will affiliate with only one state association in each state. Membership will consist of those state associations who have been approved by the Board of State Representatives, who pay the required fees for all the schools in their association, and whose schools subscribe annually to the doctrinal statement as given in Article I.

Section 2. Associate Member Schools. Schools may not bypass approved state associations in order to affiliate with the American Association of Christian Schools. Notwithstanding this important provision, individual schools may affiliate directly with the American Association of Christian Schools when one of the following two situations exists:

- (i) when there is not a state organization in association with the American Association of Christian Schools in the individual school's particular state; or
- (ii) when an approved state association has disallowed an individual school's membership for reasons beyond the AACCS doctrinal statement, and the approved state association permits the individual school to bypass membership in the state association and affiliate directly with the American Association of Christian Schools.

Schools that affiliate directly with the American Association of Christian Schools under one of the two paragraphs above shall be known as "associate member schools."

Section 3. Restrictions on Membership. Membership will not be allowed for state associations or individual schools associated with, members of, or in accord with the World Council of Churches, the National Council of Churches, the Modern Charismatic Movement, or the Ecumenical Movement.

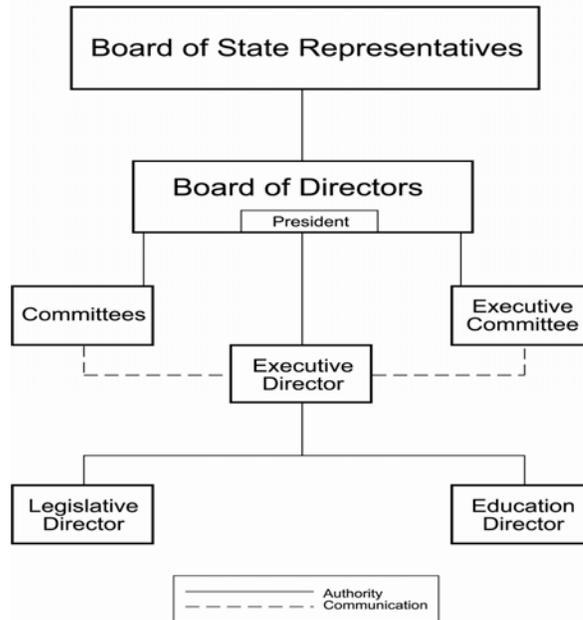
ARTICLE IV—THE ORGANIZATIONAL STRUCTURE

Section 1. The Regions. The American Association of Christian Schools shall be divided into regions by the Board of Directors to assure equal input and effort from all areas of the country. Regional boundaries shall be evaluated by the Board of Directors every four years to assure proper representation. The regions shall be determined by the total number of paid enrollees in each region. An individual state with 20,000 or more paid enrollees may become a single-state region.

Section 2. The Organizational Structure. The organizational structure of the American Association of Christian Schools shall be based on Biblical principles. The goal of the American Association of Christian Schools shall always be to find the mind of Christ through a multitude of counselors.

Section 3. The Organizational Chart.

AACS Organizational Chart



ARTICLE V—THE GOVERNMENT

Section 1. The Authority. The American Association of Christian Schools will operate in accordance with the Bible, this constitution, approved policies, minutes, and the current edition of *Robert's Rules of Order Newly Revised*.

Section 2. Board of State Representatives. The Board of State Representatives shall consist of the executive officers (i.e., the presidents, vice-presidents, and executive directors) of the state associations. Only the executive officers of any member state association or their officially designated representatives may vote or speak on behalf of that state association. Votes for each state association are determined by the paid enrollment of each state association and may not be split. Each state association has two votes. An additional vote will be given to each state association for every 5,000 paid enrollees.

The Board of State Representatives shall:

1. Approve an annual budget.
2. Approve any dues increases.
3. Approve any constitutional changes.
4. Elect the President of the American Association of Christian Schools.
5. Approve the purchase of property or the incurring of long-term debt.
6. Be informed of Board of Directors' decisions and act on any recommendations presented by the Board of Directors.

Section 3. Board of Directors. The Board of Directors of the American Association of Christian Schools shall consist of two members from each region. The members of the Board shall be selected

from each region by the state associations in that region and shall be submitted to the Board of Directors for confirmation. The process that each region uses to select its Board members shall be stated in writing. Each region shall have at least one senior pastor serving on the Board. Each Board member shall be elected to a four-year term. The President of the American Association of Christian Schools shall also serve as the Chairman of the Board of Directors.

For at least the two years immediately prior to their selection and continuing through their term of office, members of the Board must have been responsible for at least one school, or must represent a member state association, that has been in affiliation with the American Association of Christian Schools for the same period of time.

The Board of Directors shall:

1. Nominate the President of the American Association of Christian Schools to the Board of State Representatives.
2. Appoint the Executive Director of the American Association of Christian Schools.
3. Establish and approve policies and procedures.
4. Recommend a budget to the Board of State Representatives.
5. Approve senior staff appointments.
6. Make recommendations to the Board of State Representatives.
7. Assess and monitor the performance of the Board of Directors, the President, the Executive Director, and the whole Association based on its accomplishment of the Association's purpose and mission.
8. Perform all the Association's fiduciary and stewardship responsibilities in relation to all of the assets and resources of the Association.

Section 4. The Executive Committee. The Executive Committee of the Board of Directors shall be comprised of the President, Vice-President, Secretary, Treasurer, and one member at large from the Board of Directors. The Executive Committee will act in an advisory capacity to the Executive Director.

Section 5. The President. The President must be a senior pastor who is elected by the Board of State Representatives. The President shall serve a four-year term and may be re-elected without a lapse in service. The President shall serve as Chairman of the Board of Directors and shall preside over the Board of State Representatives and serve *ex officio* on all committees, promote maximum and representative participation, and preside over accomplishing the Association's purposes.

Section 6. The Executive Director. The Board of Directors shall appoint an Executive Director who shall have responsibility for the daily operation of the Association. The Executive Director shall serve as a member of all standing committees.

Section 7. Other Positions. The Board of Directors shall elect from its members a Vice-President, a Secretary, and a Treasurer. These officers shall serve a four-year term and may be re-elected without a lapse of service.

Section 8. Standing Committees. The Board of Directors shall elect members to all committees.

1. Nominating Committee: The Nominating Committee shall be comprised of the President and three (3) members from the Board of Directors and shall be responsible for presenting the names of recommended candidates to all elected and board-appointed positions.
2. Finance Committee: The Finance Committee shall be comprised of the President, the Treasurer,

and two (2) members from the Board of Directors and is responsible to recommend an annual budget, oversee all of the Association's finances, and submit an annual financial report at the end of the budget year.

3. **Policy Committee:** The Policy Committee shall be comprised of the President and five (5) members from the Board of Directors and is responsible to maintain the Association's policy manuals, to consider and recommend proposed policies, and to interpret policies when requested.
4. **Protection Committee:** The Protection Committee shall be comprised of the Legislative Director and not less than four (4) members including at least one (1) member from the Board of Directors and is responsible to recommend short- and long-term legislative goals and plans, including specific issues, positions, and strategies.
5. **Education Committee:** The Education Committee shall be comprised of the Education Director and not less than four (4) members including at least one (1) member from the Board of Directors and is responsible to recommend short- and long-term educational goals and plans, including specific programs and positions.

Section 9. Other Committees. The Board of Directors shall appoint other standing or special committees as needed.

Section 10. Board Meetings and Agenda. The Board of State Representatives and the Board of Directors shall meet at least twice annually. All regular meetings of these two boards must be announced to every member of the two boards at least six weeks before every meeting. Members of either board must submit items for the agenda to the national office at least four weeks before each meeting. A written agenda shall be sent to each board member at least two weeks before every meeting of either board. A quorum shall consist of a simple majority for the Board of Directors. A Board of State Representatives quorum shall consist of 30% of the member state associations. The Board of Directors may vote on matters by telephone or electronic conference between meetings to fulfill their duties as long as each member is given opportunity to vote.

Section 11. Elections. The election of the President shall occur at the first regular fall meeting of the Board of State Representatives. The Board of Directors shall elect officers and fill committee positions at the first regular meeting after the fall meeting. Any vacancy of the Board of Directors shall be filled when the region selects a replacement that is submitted to the Board of Directors for confirmation.

In the event the office of President becomes vacant, the Vice President shall perform the duties of the office until the next meeting of the Board of State Representatives at which time the Board of Directors may nominate a replacement to be elected by the Board of State Representatives.

ARTICLE VI—THE FINANCES

Section 1. Budget. The Board of Directors shall present an annual budget to the Board of State Representatives for approval. The Association must operate within the total annual budget unless the Board of Directors approves increased spending.

Section 2. Debt. The Board of Directors shall recommend to the Board of State Representatives for approval the purchase of property or the incurring of long-term debt.

Section 3. Dues. Dues shall be assessed annually according to student and staff enrollment. Dues may increase only upon the recommendation of the Board of Directors and approval by the Board of State Representatives. Dues must be paid in full by the date established by the Board of Directors in order to

qualify for participation in the American Association of Christian Schools. The Board of Directors shall establish policies relating to late fees, grace periods, and the fiscal year.

Section 4. Salaries. The Board of Directors shall approve all salaries.

Section 5. Financial Disclosure. Financial disclosure shall be made annually in writing to the Board of Directors and Board of State Representatives. A full outside audit will be conducted at least every four years with an annual review. These reports will be given to the Board of Directors and will be available to the Board of State Representatives upon request.

Section 6. Liability of Members. The American Association of Christian Schools will not hold state associations or associate member schools liable for any debts, liabilities, or obligations that have been incurred by the Association.

ARTICLE VII—THE AMENDMENTS

This constitution may be amended by a two-thirds vote of the Board of State Representatives at any duly called meeting of that Board, provided that the proposed change was announced at a preceding duly called meeting of that Board, and provided that a quorum is present at both meetings.

BIBLICAL FOUNDATION FOR POLITICAL PROTECTION

1. AACS believes that since the Savior exhorts the Christian to “occupy” until He comes (Luke 19:13) that AACS should do all that it can to stop the spread of evil (“salt”) and to promote the spread of righteousness (“light”) through community (political) involvement as well as through all other avenues of opportunity (Matthew 5:13-16; Esther 4:14; Acts 25:11).
2. AACS believes that since the Bible teaches that parents have the primary responsibility for the education of their children and the church can assist them (Psalm 127:3; Ephesians 6:4; Psalm 78:1-11; I Timothy 3:15; Matthew 28:20), our responsibility is to be “eternally vigilant” regarding freedoms of the family and the church.
3. AACS believes that righteousness exalts nations (Proverbs 14:34) and that God’s judgment will eventually fall on any nation which forsakes Him and legislates immorality (Psalm 9:17; 94:20). AACS furthermore believes that civil freedom under God, including civil liberty, is desirable (Leviticus 25:10; Isaiah 61:1; John 8:32; I Corinthians 7:21). While recognizing human limitations, the AACS policy is to support righteous causes on such obviously moral issues as “abortion” and “gay rights” and to promote civil freedom in general.
4. AACS believes that “with good advice (plans) make war” (Proverbs 20:18). Our policy is to have both short and long-term plans which are reviewed and evaluated continually.
5. The policy of AACS is to communicate its message through their minutemen, regional legislative directors, legislative representatives, officers, and membership to the senators, congressmen, bureaucracies, and “the people,” and to develop long-term relationships with these people.
6. AACS believes that our hope ultimately is not in political involvement, but in God, and that our first concern is to stand on the right position in the right way (Daniel 3:17-18; Esther 4:16). In the words of Samuel Adams, “It does not take a majority to prevail . . . but rather an irate, tireless minority, keen on setting brushfires of freedom in the minds of men.”

**“Where is the separatist organization
on a national level
that will champion our cause?”**

**Dr. Al Janney
1972**

BIBLICAL FOUNDATION FOR CHRISTIAN EDUCATION

MISSION STATEMENT

The Standing Committee on Education exists to research and recommend to the Board of Directors the foundational documents related to the educational function of the American Association of Christian Schools and the policies, goals, and programs to accomplish the organizational mission.

VISION STATEMENT

If the Standing Committee on Education is to be an exemplary committee, it must have a clear sense of the goals it is trying to accomplish, the characteristics of the standing committee it is seeking to become, and the contributions that the various stakeholders in the American Association of Christian Schools (AACS) must make to transform goals into reality. The vision statement that follows is intended to provide the standards that the Standing Committee on Education shall strive to achieve and maintain.

1.0 DEFINITION OF ROLE:

Any standing committee within the Board of Directors of the American Association of Christian Schools must understand its role. The role description must be based upon a biblical theology for the ministry of education, a mission statement for the committee as it functions within the Board of Directors, a vision statement which offers a description of conditions and practices which must be in place to support efficient functioning, a vision statement which sets operating protocol, and a statement of goals or outcomes which also assigns responsibilities, defines steps to accomplish particular goals, and sets deadlines for the achievement of each goal. For the Standing Committee on Education,

- a. A theology of education defines a biblical foundation for the education of children, including the role of parents and the church.
- b. A mission statement for the Standing Committee on Education defines the role of the committee within the Board of Directors of the American Association of Christian Schools.
- c. A vision statement describes the conditions that are expected to prevail at some time in the future and serves as the foundation for defining the goals and outcomes desired.
- d. A values statement defines protocol relative to how the committee, and the larger Board of Directors, will operate in order to make the vision statement a reality.
- e. A strategic action plan defines steps leading to goal or outcome achievement, the assignment of tasks and responsibilities, and the deadlines for goal and outcome achievement.

2.0 LEADERSHIP:

The Standing Committee on Education must provide leadership in matters of education to the Board of Directors of the American Association of Christian schools. This will involve leadership in formulating and maintaining a mission statement, summarizing a biblical theology, building a philosophy of Christian education, defining an educational vision statement, and formulating a set of goals related to the education programs of the national association. In providing such leadership, the committee:

- 2.1** Promotes the development of a theology of education, a philosophy of Christian education, a mission statement, a vision statement, a values statement, and a statement of educational goals and outcomes for the national association.
- 2.2** Proposes agenda items for the Board of Directors that move the national association in the direction of the vision statement.
- 2.3** Establishes a vehicle for state associations, member schools, and individuals to offer suggestions and recommendations for education initiatives designed to move the national association in the direction of the vision statement.
- 2.4** Promotes the need to allocate financial resources to accomplish education initiatives approved by the Board of Directors.
- 2.6** Receives and analyzes data from educational initiatives of the American Association of Christian Schools and makes reports and recommendations to the Board of Directors.

3.0 CLIMATE:

A positive climate must exist for the consideration of the education function and education programs of the national organization. The result is a pleasant experience for all concerned and a shared sense of accomplishment as education goals are realized. Knowing these truths, the standing committee on education:

- 3.1** Promotes the development of shared values within the Board of Directors to ensure that a protocol for evaluating educational initiatives is in place.
- 3.2** Works to ensure that the shared values adopted by the Board of Directors serves to shape the education initiatives that are undertaken by the national association.
- 3.3** Advises the Board of Directors on ways to rekindle the passion for Christian education that once existed among the churches, the pastors and the parents of this land, thereby improving the climate in which Christian education takes place.

4.0 SCHOOL IMPROVEMENT:

Professional persons involved in Christian education have attempted to do their best to meet the needs of students enrolled in the schools of the American Association of Christian Schools. Yet,

social and cultural changes within the nation and within the Christian community mean that school improvement is always a matter of paramount importance. It is incumbent upon the family, the church, state and national leaders in the movement to formulate and implement school improvement initiatives that are appropriate to the vision statement, the shared values, and the goals/objectives formally adopted. The standing committee on education:

- 4.1. Recommends initiatives that encourage an active involvement of parents and pastors in the Christian education of children as they carry out the primary responsibilities (including education) assigned to them in the Word of God.
- 4.2 Promotes the identification of a cadre of preachers and educators that might serve as speakers for national and state meetings and as consultants available to state and local leaders as they work to improve educational programs for students. .
- 4.3 Promotes the circulation of information to state and local education leaders, pastors and parents, which identifies available resources and “best practices” based on research as school improvement initiatives are undertaken.
- 4.4 Promotes the publication of journals and other reports that will keep local and state leaders apprized of effective practices and current issues in the Christian education movement.
- 4.5 Promotes communication between publishers and practitioners as school improvement materials are designed and published..

5.0 STAFF DEVELOPMENT:

General school improvement within the schools of the American Association of Christian Schools involves people improvement. There is no other way to effectively accomplish the goals for Christian education. Development of professional staff must be an essential area of concern for anyone involved in the Christian education movement. The Standing Committee on Education:

- 5.1 Encourages the formulation of a plan to promote communication between the colleges preparing Christian school administrators and teachers and administrator practitioners and state and national association leaders.
- 5.2 Promotes the development of a cadre of preachers and educators who can serve as specialists in staff development, presenters for state conventions, and as consultants for state associations and schools of the American Association of Christian Schools.
- 5.3 Promotes the adoption and/or formulation and distribution of models of staff development that have been validated by scripture and research to be effective models for promoting improvements within the instructional systems of schools.
- 5.4 Promotes the development of programs designed to induct promising new teachers and administrators into the schools of the American Association of Christian Schools.

- 5.5 Promotes the offering of training programs at local, state, and regional levels that will enable administrators and teachers to maintain appropriate professional certification.
- 5.6 Promotes the operation of a program designed to aid teachers and administrators in their search for professional positions within the Christian school movement and aids school administrators in searching for professional Christian educators to fill vacant positions in schools.

6.0 CURRICULUM:

Until a Christian school has defined what students should know and be able to do and the dispositions they should acquire as a result of schooling, the ministry staff of the school cannot bring sufficient focus to the ministry. Giving attention to student learning represents a core characteristic of any Christian school ministry. The Standing Committee on Education:

- 6.1 Promotes the development of a plan to improve communication between publishers and practitioners in designing curricular materials that are available to Christian educators. .
- 6.2 Promotes the development of a cadre of preachers and educators who can serve as specialists in Christian school curricula, presenters at state and regional conventions, and as consultants for state associations and schools of the American Association of Christian Schools .
- 6.3 Promotes the publication of journals and other reports designed to keep local and state leaders, pastors and parents, apprized of developments in curriculum design and procedures for involving a local school staff in curriculum development. .
- 6.4 Identifies leaders in curriculum development in the Christian school movement who might serve consultant roles for pastors and parents and for local and state education leaders as curriculum issues are addressed.

7.0 EVALUATION AND SUPERVISION

A quality school operates on the premise that a school can only be as good as the personnel it employs. There is a need to recruit and retain quality personnel. It is also incumbent upon leadership to maintain high standards for professional personnel and to formulate professional growth opportunities through a program of evaluation and supervision. The standing committee on education:

- 7.1 Promotes the writing and publication of information related to the professional evaluation of teaching and administrative staff involved in Christian education.
- 7.2 Recommends local, state, and regional initiatives that the national association might offer in aiding local and state leaders to provide for professional growth experiences of Christian education personnel. .

8.0 STUDENTS:

In the final analysis, the effectiveness of the Christian school movement will be measured on the basis of the conduct, character, Christ-likeness, goals, and aspirations of the students within the schools of the American Association of Christian Schools. The Standing Committee on Education:

- 8.1** Works to assure that the national and state associations maintain a focus on the importance of developing both natural and spiritual gifts among students.
- 8.2** Promotes programs that strive to develop strong leadership qualities among students enrolled in schools of the American Association of Christian Schools.
- 8.3** Encourages the examination of the outcomes of Christian education in terms of Christ-likeness, student academic achievement, enrollment of graduates in Christian colleges, involvement of graduates in local churches, and the entry of graduates into some aspect of service to the Lord.
- 8.4** Promotes programs that challenge students to consider a life goal related to the legal defense of ministries of the Lord Jesus Christ, ministries that are being threatened in the current post-modern culture within our nation.

VALUES STATEMENT

It is appropriate to identify the specific philosophies, behaviors, attitudes, and commitments that are necessary for the Standing Committee on Education to complete its mission and accomplish its shared vision. It is believed that clearly stating core values is a critical element in ensuring the success of the work of the committee. The clarification and promotion of values have been cited as key factors in moving education initiatives forward. The following values are offered by the Standing Committee on Education:

1. The Bible is the ultimate source for guidance in shaping educational initiatives, in examining quality research related to the education of children, and in publishing information about promising practices in the Christian education movement.
2. The education of children is assigned to the family and the local church.
3. Given human nature, there is a natural tendency to abdicate responsibility for education by granting authority to other individuals or agencies to carry out the education function.
4. The role of pastors and parents in the education of children cannot be removed.
5. The development of Christlikeness in the lives of students is the ultimate goal and ultimate measure of effectiveness in schools, though there are other measures that must be of great concern to Christian educators.
6. General school improvement and professional development programs, both for and by administrators and teachers, are effective means for improving the outcomes of Christian schools.

7. There are education needs that can best be met by the actions of a national association of states dedicated to quality Christian education.
8. An open discussion and debate of educational initiatives by leaders in Christian education is a viable means of shaping policies governing the movement.
9. Reviewing educational research is a viable means of aiding in the design of education programs for Christian schools.

BIBLICAL FOUNDATION FOR EDUCATION IN CHRISTIAN SCHOOLS

A THEOLOGY OF EDUCATION

Introduction:

While the term “education” does not appear in the Bible, educational terms including “teach,” “teaching,” “teacher,” “learn,” “mind” and “learning” appear hundreds of times. To evaluate education theologically implies beginning with God.

Overview:

God is, and He is a rewarder of them who diligently seek Him (Heb. 11:6). He is sought (and found or known) through obedient learning (Jer. 29:13; Rev. 1:1-3). God is revealed through His Son (John 1:18), through the Scriptures (Rev. 1:1), through creation (Ps. 19:1-3), through conscience (Rom. 1:18-20), and through consequences (Pro. 24:32; Is. 26:9,10). Essentially, education is God’s revealing Himself in these ways and man’s effort to know Him.¹

God’s Original Intent for Man and a Definition of Education:

God created man for conforming, communing, and coworking with Him (Gen. 1:26-28; 3:8; Rev. 21:3).² God made man in His image, after His likeness, and assigned him occupation of and dominion over the earth (Gen. 1:26-28). Man in the image of God had mental (and moral) capacities, but man was not omniscient and needed to learn so that he might accomplish God’s purposes for him. The first education occurred when God communicated to man, in the form of a command, man’s purpose (Gen. 1:28).³ From the beginning, education involved hearing and conforming to the truth of God. From this “first mention” (Gen. 1:28), education may be defined as the transfer of truth to be obeyed or, more simply, the transfer of wisdom.^{4,5}

The Fall:

When man disobeyed God, sin entered every aspect of his being, including his mind and will, and affected his relationship to God and mankind (Rom 5:12). Although God’s creation-purpose for man (Gen. 1:26-28) was not rescinded, man no longer had a knowledge unified in God (Col. 2:3), had insufficient ability to find or know God (or truth), and had little or no desire to do so (Rom. 3:10-12). When man sinned, God cursed the ground for man’s sake (Gen. 3:17-19), and man’s creation-assignment was affected by corruption and sorrow (Ec. 12:12).

Redemption:

But “God so loved the world” that He provided for man’s redemption so that the defaced image of God in man might be replaced with Christlikeness. Man so changed is then restored to a place of conforming, communing, and co-working with God (Col. 1:20).

Purposes of Education; Coherence of Knowledge:

The ultimate purpose of education is to see Christ formed within man (Christlikeness)⁶ so that man increasingly communes and co-works with God for God’s glory and mankind’s blessing⁷ (Gal. 4:19; Eph. 4:11-13). Although education through non-Christian sources may be useful (e.g., Acts 22:3), education that does not contribute to the Biblical purpose of education is vain (Eccl. 1:13-18). Knowledge is unified in Christ (Pro. 1:7; II Cor. 10:5).⁸ Education is inherently religious (Col. 1:16,17; 2:3).⁹

Curriculum; the Student:

The sixty-six books of the Old and New Testaments are the framework for all true education, and the primary text to be mastered (Jn. 17:17).¹⁰ Only a Spirit-indwelt man can understand the “things of God” (I Cor. 2:9-16), although the natural man, made in God’s image, can learn fragments of knowledge and be trained in skills and attitudes (Dan. 1:4). A heart willing to do His will is necessary; that is, learning is **for** doing (Jn. 7:17). Education includes studying that which equips a student to “prove all things” and to “hold fast that which is good” (I Thess. 5:21). Education prepares man for both time and eternity (Dt 32:29).

The works of God, including creation, are the second object of study (after the Bible), to the end that men know and glorify God by their lives and service. Studying the works of God to this end is the basis for studying any academic discipline (Horton, p.8).

Accountability; School Authority:

In addition to each individual’s personal areas (“spheres”) of responsibility for which he is accountable to God (Rom. 14:12), God established other spheres of responsibility (or authority or jurisdiction): the family (Gen. 2:24, 25), state (Gen. 9:6; Rom. 13:1), and church (Mt. 18:15-20).¹¹

God commissioned the family to have jurisdiction over child training and education (Gal. 4:1,2; Eph. 5:22-6:4). The church also is a teaching institution, as God has commissioned the church to disciple (or teach) all nations (Mt. 28:18-20). The primary role of the state in education is to protect the family and the church (religious assembly) in performing their educational responsibilities (Rom. 13:3).¹² Ultimately, individuals are responsible for their own education (Rom. 14:12; Pro. 2:1-5), and then for the education of those around them (Mt. 28:18-20).¹³ Schools have authority only as the home and church delegate that authority to them.

The Teacher and Teaching Method:

God established the family for parents to educate their children according to the pattern that those who have mastered the material teach and motivate those who have not (Gen. 18:19; Ps. 78:1-11). This pattern for education is repeated in the church (II Tim. 2:2). The teacher teaches to ends which are pre-

determined by Him (Lk. 6:40). The teacher teaches so that the student learns to operate independently of the teacher, continuing a self-motivated education throughout his life (Ex. 18:20). Furthermore, while education has “wearying” aspects (Gen. 3:19; Eccl. 12:12), education also is to be refreshing (Mt. 11:28-30).

Two primary qualifications for teachers are a mature example motivated by the fear of the Lord (Lk. 6:40), and the ability and willingness to discipline (Gal. 4:2; Heb.12:5-11), motivated by love for God and the student (Heb. 12:6). The teacher develops the curriculum, recognizing student uniqueness (Pro. 22:6; Jms. 1:14). The teacher uses a variety of teaching methods, following Christ’s example (Lk. 11:1-13). The process of education involves teaching “line upon line” (Is. 28:10, 13), with the student’s being changed from “glory to glory” (II Cor. 3:18), in all aspects of life (Lk. 2:52). In all things, Christ must be preeminent (Col. 1:18).

¹ A case can be made that education is the pursuit of God. Also, “seeking” may be too restrictive and may suggest the “seeker” (student) does not find.

² Implicit to this statement are the educationally-important truths that God created man, and that God created man (and all things) for God’s pleasure and glory. Education as some form of directed evolution is unscriptural. Education will be either Creator-centered or creature-centered (or a combination of the two), resulting in two different frameworks for truth (worldviews). Cf. Morris, pgs. 51-63.

³ Man was commanded to be fruitful, multiply and replenish the earth, and subdue it.

⁴ Wisdom is here defined as the right use of knowledge. Education as the transfer of wisdom is suggested by Colossians 1:28 and Proverbs 2:1-9, as well as Genesis 1:28.

⁵ Education after the fall can be according to the truth (“true education”) or according to error (“false education”) (I Cor. 2:5-8). Education according to the truth is not optional (Dt. 6:4-7; Eph. 6:4; Ps. 78:7-11).

⁶ Christ lives in the believer as the Spirit of Christ, which Spirit is fully formed; the personal “character” of the Christian is progressively changed (“formed” Gal. 4:19) into His image (II Cor. 3:18). Education is roughly equivalent to progressive sanctification. Restoring the image of God includes knowing God and imitating Him and His character and works (Horton, p.6).

⁷ True education equips a man to “occupy” (cf. Lk. 19:13) and subdue (Gen. 1:28), which involves active participation in the non-sinful activities of this life to better the lives of others.

⁸ For example, the study of U.S. history includes the study of the underlying truths which have led to a constitution which has allowed maximum freedom among citizens for the pursuit of God. Furthermore, all truth is of God (see Gaebelein).

⁹ Facts do not exist in a void. Education is concerned with knowledge, truth, values, attitudes, morality, relationships, and purpose, which are religious issues. Also, all educational leadership censors (selectively controls) the curriculum to accomplish desired curriculum outcomes. Course organization and content have universal coherence only as they are consistent with God and His Word (Col. 1:16, 17).

¹⁰ “The Bible is not only the most important subject matter but also the source of the principles determining the other subject matters [including the content] and the way in which they are taught” (Horton, p.7).

¹¹ Business could be considered a fourth sphere, or simply an extension of the family sphere. Voluntary associations are formed through the limited surrendering of sovereignty by one or more of the other spheres of responsibility.

¹² While Scripture does not directly preclude the participation of civil government in the teaching process, scripture does not give responsibility for education to the state.

¹³ While all individuals have responsibility to “transfer wisdom” to those around them, certain ones are specially gifted for this (Eph. 4:7-12).

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CHAPTER 2

BOARD

CHAPTER 2

OPERATIONAL POLICIES OF THE BOARD OF DIRECTORS

Moreover it is required in stewards,
that a man be found faithful.
1 Corinthians 4:2

Stewardship, a requirement for all of us in the Lord's work, is all about three things:

1. Ownership (Matthew 25:24)—We are God's stewards and not independent contractors or owners of anything. We are also stewards of "His goods" and His resources. They are His and not ours, and not others.
2. Responsibility (Matthew 25:15-18)—Once we as His stewards have received His resources, we are responsible to use them to the best of our ability. We are to "invest them" for His eternal purposes and glory.
3. Accountability (Matthew 25:19)—While we must all ultimately give a personal account to Christ for how we have handled the responsibilities we have been entrusted with for His eternal purposes, we must also humbly submit to those to whom we are accountable in this ministry. As a board, we are accountable to the entire membership who have expressed their will in our Constitution and in their subsequent actions. We are also accountable to one another in our confidentiality, our integrity, and our willingness to carry our share of the load as His servants laboring for His eternal purpose and glory.

OPERATIONAL POLICIES OF THE BOARD OF DIRECTORS

BOARD OF DIRECTORS MEMBERSHIP

Eligibility (Article V, Section 3)

1. The board of directors of the AACS shall consist of two members from each region. See Appendix D for regional maps.
2. The members of the board shall be selected from each region by the state associations in that region and shall be submitted to the board of directors for confirmation.
3. The process that each region uses to select its board members shall be stated in writing.
4. Each region shall have at least one senior pastor serving on the board.
5. Each board member shall be elected to a four-year term.
6. Each board member shall sign the AACS doctrinal statement at the beginning of each term.
7. See constitution for additional qualifications.

Election to Board

1. The need for new regional members of the board of directors will be discussed in the February board meeting each year (BOD 1/6/92 - p.6) .
2. New board members will be installed at the September meeting (BOD 1/6/92 - p.6) .
3. Both old and new board members may attend the September meeting, and new members will assume their responsibilities after this meeting (BOD 1/6/92 - p.6).
4. Any vacancy of the board of directors shall be filled when the region selects a replacement that is submitted to the board of directors for confirmation (Article V, Section 11).
5. Board policy manuals will be presented to new board members by the AACS office at the September meeting with the new board member being responsible to read it by the next meeting.

Certification of Board Membership

The board of directors must confirm and certify its own membership; it will do so when the secretary of the board shall inform the full board prior to the September meeting that he has verified the following:

1. That a specific region will be sending a new board member to the meeting in September
2. That there are now two members from that region and their names are the following.
3. That the region sending a new board member has submitted, in writing to the secretary of the board of directors, the process used in that region to select its board members. The secretary shall certify to the board that he has this procedure on file and that it has been approved by all the member associations within that region.
4. The secretary shall also certify the following:
 - a. Each region has at least one senior pastor serving on the board.
 - b. Each new member is qualified by being responsible for at least one Christian school
 - 1) For two years before election to board, and
 - 2) Currently and throughout term responsible for at least one school
 - c. Or, the new member represents an association that has been affiliated with AACS for at least two years prior to his election and continues throughout his term as a member.
 - d. The new board member has sent in a signed doctrinal statement.
5. Any vacancy of the board of directors shall be filled when the region selects, according to its written plan, a replacement who is submitted to the secretary of the board of directors for the confirmation process. (Article V, Section 11)

6. After the secretary reports to the full board of directors in September, a motion may be entertained to accept his report and certify the new board members by majority vote.
7. The new board member may now attend the September meeting as the new board of director member from his region; however, if the retiring board member is also present, only his vote will count in any board votes during the September meeting. The new board member may not participate in any committee meetings until he has been elected to a committee at the February meeting.
 - a. In the event of a board member's absence, the board member may not send a proxy or a substitute to take his place.
 - b. Board members continuing in consecutive terms must be recertified every four years.

BOARD OF DIRECTORS MEETINGS

Time and Place of Board Meetings (Article V, Section 10)

1. The Constitution states that the board of directors shall meet at least twice each year (Article V, Section 10).
2. Currently the board of directors has two scheduled meetings per year. The two meetings will be held in connection with the Legislative Conference in September and the Educational Conference in February (BOD 9/16/91)
 - a. Meeting in conjunction with Educational Conference
 - Place of Meeting---will be held every other year in a location convenient to the national office and alternate with a "warm climate location" (BOD 2/6/95).
 - Date of Meeting—Monday, Tuesday, and Wednesday of the first full week of February each year (BOD 8/19/93).
 - b. Meeting in conjunction with Legislative Conference
 - Place of Meeting—Washington, D.C.
 - Date of Meeting—Monday, Tuesday, and Wednesday of the first week after the week which includes Labor Day each year (BOD 8/19/93).
3. Board meetings will begin at time selected by the President and Executive Director.
4. Materials such as financial statements, reports, agendas, budget statements, letters, and other items which are to be dealt with in board meetings should be sent from the AACS office to board members prior to the respective meeting in order for board members to familiarize themselves with this material before the meeting (BOD 1/11/93).
5. "Confidential" should be marked on letters to board of directors members that should not be discussed with others (BOD 9/16/91 - p.1).
6. All regular meetings of these two boards must be announced to every member at least six weeks before every meeting (Article V, Section 10).

Board Meeting Agendas

1. Members must submit items for the agenda to the national office at least four weeks before each meeting (Article V, Section 10). The president, with the advice of the executive director and the executive committee shall use these and other submissions to compile the agenda. He shall have the authority to cull suggestions based upon current time constraints with the board's fiduciary and mission responsibilities taking precedence. However, if he should receive an agenda suggestion from more than one proper source, he shall include it on the agenda of either the full board or by requesting it be considered in a committee meeting and then recommended to the board via the committee.

2. A written agenda shall be sent to each board member at least two weeks before every meeting of either board (Article V, Section 10).
3. Each board member may submit only two items for the agenda.
 - a. The agenda for the September meeting should always include
 - 1) Board member certification issues
 - 2) Staff and employment policy issues
 - 3) New budget proposals with documentation
 - b. The agenda for the February meeting will always include
 - 1) Discussion of need for new board members (BOD 1/6/92).
 - 2) Policy revision votes
 - 3) Staff issues and policies
4. All business passed and not implemented since the last meeting shall be added to the old business at the next meeting.
5. The chairman shall exercise good judgment in dismissing from attendance any staff or visitors to the board meeting necessary to maintain confidentiality, full discussion, and appropriate handling of current issues. If any board member feels uncomfortable with any non-board member's presence, he may request the chairman's consideration of the matter.

Quorum and Votes

1. A quorum shall consist of a simple majority for the board of directors (Article V, Section 10).
2. The board of directors may vote on matters by telephone or electronic conference between meetings to fulfill their duties as long as each member is given opportunity to vote (Article V).

DUTIES OF BOARD MEMBERS

Duties of Board Members (Each numbered item from Article V, Section 3)

The board of directors shall in the process of its regular operation establish written policies regarding how the board will perform its constitutionally required duties and its fiduciary and stewardship responsibilities. Each of the following duties will require policy and procedures concerning who, when, how, and overall scope of that duty. Each committee should submit this information to the policy committee for inclusion in this manual as soon as it is available.

1. Nominate the president to the board of state representatives.
2. Appoint the executive director.
3. Establish and approve policies and procedures.
 - Who: Policy committee recommends to the board
 - When: In the September meeting; for a final vote of acceptance in the February meeting.
 - How: Through operational policy recommendations to board. See page 2-14.
 - Other: As requested by the board or the president
4. Recommend a budget to the board of state representatives.
5. Approve senior staff appointments.
6. Make recommendations to the board of state representatives.

7. Assess and monitor the performance of the board of directors, the president, the executive director, and the whole association based on its accomplishment of the association's purpose and mission.
8. Perform all the association's fiduciary and stewardship responsibilities in relation to all of the assets and resources of the association.
 - a. The board of directors shall perform the following fiduciary responsibilities as stated in Article VI of the constitution.
 - 1) Budget (Section 1)
 - Present an annual budget to the board of state representative for approval.
 - Any increased spending above the budget must be approved by the board.
 - 2) Debt (Section 2)
 - The board of directors shall recommend to the board of state representatives for approval the purchase of property or the incurring of long-term debt.
 - 3) Dues (Section 3)
 - The board of directors will annually assess the dues and recommend changes to the board of state representatives for approval. Dues may increase only upon such recommendation.
 - The board of directors will establish a date by which dues must be paid in full in order to qualify for participation in the AACS.
 - The board of directors shall establish policies relating to late fees, grace periods, and the fiscal year.
 - 4) Salaries (Section 4)
 - The board of directors shall approve all salaries.
 - 5) Financial Disclosure (Section 5)
 - Financial disclosure shall be made annually in writing to the board of directors and board of state representatives.
 - A full outside audit will be conducted at least every four years. These reports will be given to the board of directors and will be available to the board of state representatives upon request.
 - b. The finance committee shall develop a full workable set of budget rules, guidelines, and procedures for association officers and staff to follow.
 - c. The treasurer shall function as the board's internal auditor in relation to fiduciary responsibilities.
 - d. The nominating committee shall perform the stewardship responsibilities in relation to staff interests. Their responsibilities shall include the following:
 - 1) Represent board at any requested grievance meeting.
 - 2) Represent board at any requested exit interview.
 - 3) Present to the board as staff representative the needs and recommendations regarding the board's considerations of staff-related issues such as salaries, benefits, health insurance considerations (percent paid by association and extent of coverage), etc.
 - e. Shall perform the stewardship responsibility of being sure that all assets of AACS be inventoried, including computer files and programs, and full accountability of their use/or disposal shall be made. (BOD 1/14/99)

LIABILITY OF MEMBERS OF THE BOARD (Section 6)

Liability of Members—The AACS will not hold state associations or associate member schools liable for any debts, liabilities, or obligations that have been incurred by the association.

Insurance

The board of directors and the trustees of the board are covered by directors and officers insurance of one million dollars (1/13/94).

The certification of insurance is verified to the board after every renewal by each board member receiving a copy of the Certification of Insurance.

GENERAL CONSIDERATIONS FOR THE BOARD OF DIRECTORS

1. The board understands that with a written policy manual comes danger.
 - a. Rabbit trail of busyness rather than doing the work of the association's mission
 - b. Loss of sight of the spirit and vision of the founders and builders of the organization
 - c. Slippery slope of bureaucracy
2. All business passed and not implemented since the last meeting shall be added to the old business at the next meeting.
3. Although information may pass through various committees, that information is still going to and coming from the board of directors and should be communicated as such, especially to those outside the board of directors. It is always board action that is taken and not committee action.
4. Committees do not make policy; the board of directors as a whole makes policy. Therefore, in most cases committee recommendations should come to the board in the form of a motion. This, of course, does not apply to reports given to the board of directors by committees and/or the chairs. Neither does the policy committee "make policy;" it only considers, recommends, and interprets. Only the whole board makes policy; policies are the conclusion of the board's collective wisdom.

OFFICERS AND APPOINTEES OF THE BOARD**Election of Officers**

- The election of the president shall occur at the first regular fall meeting of the board of state representatives (Article V, Section 11).
- The board of directors shall elect from its members a vice-president, a secretary, and a treasurer. These officers shall serve a four-year term and may be re-elected without a lapse of service (Article V, Section 7).
- The board of directors shall elect officers at the first regular meeting after the fall meeting (Article V, Section 11).

COMMITTEES OF THE BOARD**EXECUTIVE COMMITTEE****Composition**

- The Executive Committee of the Board of Directors shall be comprised of the President, Vice-President, Secretary, Treasurer, and one member at large from the Board of Directors. (Article V, Section 4)

- Executive director, as a member of all committees (Article 5, Section 6)

Duties

- The executive committee will act in an advisory capacity to the executive director. (Article V, Section 4)
- The executive committee will make decisions between meetings of the board of directors when it is impractical to assemble the board. These decisions will be consistent with the imagined mind of the board and will be reported to the board at the next meeting of the board. After full consideration at that next meeting, the full board may alter this decision in much the same way it could review its own decisions and alter them by a majority vote.

Operating Policies

- The secretary shall record and maintain all minutes of the executive committee meetings that function in lieu of a board of directors meeting and present them to the board of directors at the next meeting.

STANDING COMMITTEES (Article V, Section 8)

- The board of directors shall elect members to all committees.
 - The nominating committee shall nominate new members elected by their regions for various committee appointments. They shall be nominated in September after their certification by the board and voted upon by the full board at the following February meeting. (Article V, Section 11).
 - Each committee will document for full board approval how it will operate, establishing both its responsibility, and accountability.
- Each standing committee must understand its role in AACCS and function within that role.
- If a board member is re-elected for a consecutive term, his committee member assignments may be reassigned at time of re-election to the board. Nomination and election to the same or different committees is not automatic.

NOMINATING COMMITTEE

Composition

- President and three (3) members from the board of directors (Article V, Section 8)
- Executive director, as a member of all committees (Article 5, Section 6)

Duties

- Shall be responsible for presenting the names of recommended candidates to all elected and board-appointed positions. (Article V, Section 8)
- The nominating committee shall perform all the duties of the staff interest board member as mentioned in the staff manual. Whenever possible, this function should be done as a committee and not as an individual member of the committee.
- Perform BOD required duties in Article V, Section 3 # 7 (BOD minutes September 11-12, 2006).

Operating Policies

- The president and executive director shall not be present or participate in this committee when their positions are being discussed.
- Selection of Candidates—All candidates for consideration by the nominating committee must

qualify in three areas:

- 1) The proposed candidate must be actively involved in the American Association of Christian Schools having a good character and a reputable standing held in high esteem by the members of the Association and the Christian community at large.
 - 2) The proposed candidate must meet the qualifications of the office as specifically stated in the Constitution of the American Association of Christian Schools, and be willing to carry out his assigned duties within the framework of its guidelines.
 - 3) The proposed candidate must be thoroughly capable and willing to carry out the assigned duties of his office based on the prescribed job description as designated by the American Association policy manual.
- The nominating committee should do its work in a timely manner providing the board of directors with the nominees well in advance of the meeting of the board of state representatives for their final approval.
 - All information relating to past, current, and prospective staff, officers, or nominees and all discussions conducted by the nominating committee will be handled confidentially and not shared with any others not on this committee.

FINANCE COMMITTEE

Composition

- President, the treasurer, and two (2) members from the board of directors
- Executive director, as a member of all committees (Article 5, Section 6)

Duties

- Is responsible to recommend an annual budget, oversee all of the association's finances, and submit an annual financial report at the end of the budget year

Operating Policies

POLICY COMMITTEE

Composition

- President and five (5) members from the board of directors (Article V, Section 3)
- Executive director, as a member of all committees (Article 5, Section 6)

Mission Statement—The Policy Committee will put into words the collective will of the board in relation to its mission and fiduciary responsibilities.

Duties

- To maintain the association’s policy manuals (see policy committee rules below for explanation).
- To consider and recommend proposed policies and to interpret policies when requested (Article V, Section 8). The policy committee shall serve the board and the chairman through considering policy needs requested by the board or the chairman of the board. When requested, the policy committee will recommend policy wording or interpretations of policy based upon the principles outlined in the AACCS constitution, previous board decisions, and the mission of AACCS.

Operating Policies

1. Origin of Policy

The policy committee does not “make policy;” it only considers, recommends, and interprets. Only the whole board makes policy; policies are the conclusion of the board’s collective wisdom.

Policies may be established by the board when

- a. They are deemed necessary for the board to carry out its mission or fiduciary responsibilities.
- b. They are required or appropriate for the implementation of the constitution of AACCS.
- c. They are the result of board decisions.
- d. There is a legal imperative to do so.
- e. A policy is needed to implement the mandate of the board to operate on the basis of the Bible (Article IV, Section 2 and Article V, Section 1).
- f. The board requests the policy committee to review a particular situation and recommend a policy to the board for the board’s consideration. Individual board members recommending policy must do so through the board of directors’ agenda process
- g. The officers through the president and staff through the executive director recognize a need and recommend a policy to the board or request a policy from the board.
- h. A state association requests the consideration of a policy through its elected regional representative board member (see *f* above) or through the president of AACCS through his leadership of the board of state representatives (see board meeting agenda rules).

2. Norm in Establishing Policy

- a. Policy should usually be formed by moving from the general to the specific. The board will begin with broad policy and may then become more specific in order to make policies more easily understood and followed.
- b. This committee recommends and deals with policy, not procedures. Procedures should be developed by officers and staff to implement policy established by the board.* All procedures may be subject to board review to determine if they comply with policy, but the board must be careful not to become involved with operations. The board may only interact with officers and staff through proper channels.

*Procedures and policies relating to staff in chapter four is the one exception to this rule. Since there is potential conflict of interest (developing procedures for one's self), the board through the policy committee should be involved in the origin of this chapter and any major future revisions. Yearly changes and details initiated by the executive director must be approved by the executive committee at inception and ratified by the whole board annually. This is simply accomplished by the executive director submitting a sheet at the August agenda meeting with proposed changes to the staff policy and procedure manual. Care and consideration will be given to the recommendations of the executive director since he has the responsibility for an efficient yet effective organization. Such policies and procedures relating to staff do not become binding upon staff until they have been communicated to the staff through the issuing of a staff manual revision.

3. Definitions of *Policy*

- a. Policies are the documented wisdom and decisions of the board of directors. Policies are especially critical when questions needing decisions arise repeatedly. In total they are reflective of the board's beliefs, convictions, and commitment to the purpose and mission of AACS.
- b. While there will most certainly be internal debate and discussion within the confines of the board meeting, the final result must be a board of directors speaking publicly with one voice through the formation of policy. Thus, policy is the voice of the board.

4. Policy Committee Rules of Operation

- a. The minutes of the previous board meeting should be reviewed for decisions that may need to be stated in terms of policy. If so, the policy committee will present the policy at the next agenda-setting meeting.
- b. The board, during a scheduled meeting or upon considering the minutes of the previous board meeting, may request the policy committee to phrase a policy in order to implement its position or decision. If so, the policy committee will present the proposed policy wording at the next meeting.
- c. All policies must be "backed up" by the rationale and source material for that policy and dated. Two copies of this background material must be maintained, one by the chairman of the policy committee and the other by the executive director. These shall be considered public records for only the board of directors or board of state representatives.
- d. There must be no public dissenting or minority opinion communicated abroad by the board of directors.
- e. All requests by the policy committee for input and aid from AACS staff should go through the executive director's office.
- f. As much as practically possible, all policy committee recommendations shall be reviewed by the president and executive director (both are part of the policy committee) in advance of the recommendation being presented to the whole board.
- g. Individual board members recommending policy must do so through the board of directors' agenda process.
- h. The policy committee does not "make policy"; it only considers, recommends, and interprets (Article V, Section 8). Only the whole board makes policy; policies are the conclusion of the board's collective wisdom. They are not true policy until voted upon or accepted by the board.
- i. A state association may recommend policy to the AACS board only through the office of president, through its regional representative on the AACS board, or through the normal channels of the Board of State Representatives meeting.

- j. Once a policy and procedure notebook has been adopted, it will only be totally revised and reprinted every four years (corresponding to the midpoint in a president's term). The notebook format will be such that additions or changes may be done periodically as needed between revisions, or at the discretion of the board.
- k. The executive director and staff will have the responsibility for maintaining, updating, and making periodical improvements (without changing the policies) of the notebooks between major revision efforts.

PROTECTION COMMITTEE

Composition

- Legislative director and not less than four (4) members including at least one (1) member from the board of directors (Article V, Section 8).
- Executive director, as a member of all committees (Article 5, Section 6)

Duties

- Is responsible to recommend short- and long-term legislative goals and plans, including specific issues, positions, and strategies (Article V, Section 8).

Operating Policies

- The legislative committee shall function within the guidelines that the legislative protection of AACS runs on four basic tracks of interest. The four basic tracks (BOD, 09/13-14/05) are the following:
 1. Education
 2. Religious Liberty
 3. Sanctity of Life
 4. Culture of the Family

EDUCATION COMMITTEE

Composition

- Education director and not less than four (4) members including at least one (1) member from the board of directors
- Executive director, as a member of all committees (Article 5, Section 6)

Mission Statement—The Standing Committee on Education exists to research and recommend to the board of directors the foundational documents related to the educational function of the American Association of Christian Schools and the policies, goals, and programs to accomplish the organizational mission.

Duties

- Is responsible to recommend short- and long-term educational goals and plans, including specific programs and positions.
- To recommend actions and policies that are in alignment with the Biblical Foundation Philosophies stated in Chapter 1.

Operating Policies

Other Committees (Article V, Section 9)

The board of directors shall appoint other standing or special committees as needed.

Travel Expenses of Board Members

Currently, the AACCS provides no travel expense reimbursement to the board of directors for travel or lodging expenses incurred when attending board of director meetings.



CHAPTER 3

MEMBERS

CHAPTER 3

Members of AACCS

MEMBERS

DEFINITION OF TERMS

Sometimes in normal conversation the term “member” is used to refer to either state associations who are members of AACS or individual schools who are members of state associations. For clarity of understanding, the following definitions will apply:

Members or Voting Members are made up of member associations. In essence the member associations perform the function of ownership in meeting together twice each year as the board of state representatives to perform their constitutional duties and responsibilities (Article V, Section 2). For clarity’s sake, member state associations may be referred to as voting members, but they are properly and technically “members” as defined in the constitution.

Member Schools are schools who are members of their respective state association and are thus members of AACS. Each of these member schools has signed the AACS statement of faith and paid dues to the AACS, either directly or indirectly through their state associations. Many of the services of AACS are designed to meet the needs of these individual schools directly. Member schools have no voting rights or direct channel of authority to the AACS; member schools in states without state associations have no voting rights (see Article III, Section 2—Associate Member Schools). All such rights are exercised through the member state associations. Individual schools should be referred to as “member schools” and not simply “members.”

STATE ASSOCIATIONS

- The American Association of Christian Schools is an association of member state associations. (Article III, Section 1)
- To promote unity and harmony within a state, the American Association of Christian Schools will affiliate with only one state association in each state. (Article III, Section 1)
- Membership will consist of those state associations who have been approved by the Board of State Representatives, who pay the required fees for all the schools in their association, and whose schools subscribe annually to the doctrinal statement as given in Article I. (Article III, Section 1)
- No state affiliate shall have member schools which are not members of AACS. (BOD 1/6/92 - p.2)
- The Buckeye Christian School Association is the association in Ohio officially recognized the AACS as the AACS state affiliate. Members of the Christian Schools of Ohio may join AACS as individual member schools. (BOD 1/8/98 - p.1)

ASSOCIATE MEMBER SCHOOLS (Article III, Section 2)

Schools may not bypass approved state associations in order to affiliate with the American Association of Christian Schools. Notwithstanding this important provision, individual schools may affiliate directly with the American Association of Christian Schools when one of the following two situations exists:

- When there is not a state organization in association with the American Association of Christian Schools in the individual school's particular state; or
- When an approved state association has disallowed an individual school's membership for reasons beyond the AACS doctrinal statement, and the approved state association permits the individual school to bypass membership in the state association and affiliate directly with the American Association of Christian Schools.

Schools that affiliate directly with the American Association of Christian Schools under one of the two paragraphs above shall be known as "associate member schools."

RESTRICTIONS ON MEMBERSHIP—(Article III, Section 3)

- Membership will not be allowed for state associations or individual schools associated with, members of, or in accord with the World Council of Churches, the National Council of Churches, the modern charismatic movement, or the ecumenical movement.
- In regard to charismatic and ecumenical involvement of AACS member schools, no school will be permitted into AACS membership which is affiliated with the Assemblies of God or the United Methodist Church. This does not limit membership to schools affiliated with these denominations but definitely excludes those which are affiliated with these two denominations. (BOD 1/14/99 - p.3)

HOME SCHOOL POLICY

- States may handle home school policies as they deem to be appropriate. (BOD 8/17/00)
- AACS Home School Student Policy adopted as follows: "Home school students may purchase certain AACS services under the auspices and approval of AACS state associations, either through a member school or home school group which is in accord with the AACS Statement of Faith. These students must pay the appropriate state and national AACS dues and fees." (BSR 2/8/94 - p.1)



CHAPTER 4

STAFF POLICIES

CHAPTER 4

STAFF AND EMPLOYMENT POLICIES

The constitution of AACCS requires that the association's organization be based upon Biblical principles (Article IV, Section 2); therefore, we acknowledge the following Scriptures as guidance in the areas of staff relationships within the context of our organizational operation and management.

- The Need to Work Together as God Works Through Us
1 Corinthians 3:7-9—So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase. Now he that planteth and he that watereth are one: and every man shall receive his own reward according to his own labor. For we are laborers together with God: *ye are* God's husbandry, *ye are* God's building.
- Leadership's Accountability to Christ to Treat with Justice and Equity Those Who Follow Them
Colossians 4:1—Masters, give unto *your* servants that which is just and equal; knowing that ye also have a Master in heaven.
- Serving the Lord Accomplished Through Serving One Another
Ephesians 6:6-8—Not with eyeservice, as menpleasers; but as the servants of Christ, doing the will of God from the heart; With good will doing service, as to the Lord, and not to men: Knowing that whatsoever good thing any man doeth, the same shall he receive of the Lord, whether *he be* bond or free.
- God's Glory, the End of All We Do
1 Corinthians 10:31—Whether therefore ye eat, or drink, or whatsoever ye do, do all to the glory of God.
- All Things, Even Employment Details, Done Decently and in Order
1 Corinthians 14:40—Let all things be done decently and in order.
- Unity and Working Together, a Goal of Our Association
Philippians 2:1-4—If *there be* therefore any consolation in Christ, if any comfort of love, if any fellowship of the Spirit, if any bowels and mercies, Fulfill ye my joy, that ye be likeminded, having the same love, *being* of one accord, of one mind. *Let nothing be done* through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. Look not every man on his own things, but every man also on the things of others.

PURPOSE OF STAFF MANUAL

This manual has been prepared to inform you about the American Association of Christian Schools' employment practices, policies, and procedures, as well as the benefits provided to you as a valued employee and the conduct expected from you.

No employee manual can answer every question, nor would we want to restrict the normal question and answer interchange among us. It is in our person-to-person conversations that we can better know each other, express our views, and work together in a harmonious relationship.

We hope this manual will help you feel comfortable with us. We depend on you—your success is our success. Please don't hesitate to ask questions. Your supervisor will gladly answer them. We believe you will enjoy your work and your fellow employees here. We also believe you will find the association a good place to work.

We ask that you read this manual carefully, and refer to it whenever questions arise. We also suggest that you share the information with your family so they can become familiar with our policies.

The American Association of Christian Schools' policies, benefits, and procedures, as explained in this manual, may be changed from time to time as association business, employment legislation, and economic conditions dictate. The staff manual is not to be construed as a contract or guarantee of employment; it is a guideline for smooth functioning and operation of the organization. If and when provisions change, you will be given replacement pages for those that have become outdated.

ADA COMPLIANCE

AACS complies with the Americans with Disabilities Act (ADA) of 1990 and does not discriminate against disabled individuals.

1. Considers all applicants with disabilities for employment using the same criteria as are used for the employment of persons without disabilities.
 - Has ability to do the job as required by the job description
 - Will enhance the credibility and strength of the ministry
 - Is qualified according to recruitment policy
2. Considers staff members with disabilities for new job assignments using the same criteria that are used for the promotion of staff members without disabilities.
 - Evaluations
 - Ability to fulfill job description
 - Enhancement of the credibility and strength of the ministry
3. Will make reasonable accommodation that does not impose a hardship on the association and other staff members, taking into consideration the nature of the AACS locations and the nature of the work of the association.
4. Will make scheduling and other adjustments to reasonably accommodate staff members with disabilities.
5. Will educate staff members that individuals with disabilities should not be discriminated against.
6. Posts notices explaining the provisions of ADA and staff rights under the law.

ATTENDANCE AND ABSENCE GUIDELINES

Attendance and punctuality are important factors considered in performance evaluations and in salary progression. It is important to the successful operation of AACS that staff members be at work and on time every scheduled work day. Staff members should report to work promptly at the scheduled time and after lunch breaks. If a staff member is unable to report to work for any reason, the staff member should call the immediate supervisor within fifteen minutes of starting time each day the staff member is out of work.

Workday Guideline—The workday begins at 8:00 a.m. and ends at 5:00 p.m. All AACS offices will work the same hours; however, due to differing situations and needs, office managers in the various offices may with the approval of the executive director establish office hours with slightly different starting and ending times.

Non-Exempt Employees—All non-exempt employees, both full-time and part-time, are required to clock in and out. When absent, a full-time, non-exempt employee must complete an Absence Request Form. This copy should contain the reason for the absence and the signature of the supervisor; it should then be forwarded to the executive director.

Exempt Employees—An exempt employee is not required to report attendance on an official document; however, all exempt employees must report all absences, such as sickness, vacation, or personal absences, on an Absence Request Form. Vacation and personal absences are to be requested in advance, while the Absence Request Form that reflects sickness is to be submitted when the employee returns to work. The

reasons for all absences must be stated on the form and approved by the supervisor and forwarded to the executive director.

Overtime—Compensation or compensatory time for overtime work for non-exempt employees will be handled in a legal manner depending upon the state in which the office exists.

Absence Guidelines—For full-time staff members, personal absences will generally result in loss of pay for the period of absence. Exceptions to this guideline are as follows:

Sick Leave—Sick leave benefits are given at the rate of five days per year for each full-time staff member.

- The maximum amount of accumulated sick days that a staff member may have is ten. Sick leave may not be “banked” for payment upon termination, and no payment will be made for unused sick leave upon separation from the association.
- It is important that the staff member keep the supervisor informed regarding extended illness or incapacity.
- Termination may be appropriate in the following instances: if a staff member’s sick leave benefits have been exhausted, if it is uncertain when or whether an employee will return, or if the supervisor is not kept informed.

Bereavement Leave—Staff members who wish to take time off due to the death of an immediate family member should notify the executive director.

Up to three days of paid bereavement leave will be provided to eligible staff members in the following classification(s):

- Regular full-time staff members
- Regular part-time staff members

Bereavement pay is calculated based on the base pay rate at the time of absence. Bereavement leave will normally be granted unless there are unusual ministry or educational needs or staffing requirements. AACS defines “immediate family” as the employee’s spouse, parent, child, sibling; the employee’s spouse’s parent, child, or sibling.

Family Leave—AACS provides family leaves of absence without pay to eligible staff members who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; or to care for a child, spouse, or parent with a serious health condition. A serious health condition means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a health care provider.

Regular full-time employees are eligible to request family leave as described in this policy. Eligible staff members may request family leave only after having completed 360 calendar days of service. Eligible staff members should make requests for family leave to the executive director at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

Staff members requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider’s statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Eligible staff members may request up to a maximum of 12 weeks of family leave within any 24-month period. Any combination of family leave and medical leave may not exceed this maximum limit. Staff members will be required to first use any accrued aid (paid vacation time, sick days etc.) leave time before taking unpaid family leave. Married employee couples may be restricted to a combined total of 12 weeks leave within any 24-month period for childbirth, adoption, or placement of a foster child; or to care for a spouse with a serious health condition.

Subject to the terms, conditions, and limitations of the applicable plans, AACS will continue to provide health insurance benefits for the full period of the approved family leave.

So that a staff member's return to work can be properly scheduled, a staff member on family leave is requested to provide AACS with at least two weeks advance notice of the date the staff member intends to return to work. When a family leave ends, the staff member will be reinstated to the same position, if it is available, or to an equivalent position for which the staff member is qualified.

If a staff member fails to return to work on the agreed upon return date, AACS will assume that the staff member has resigned.

Jury Duty—If a staff member receives a summons to serve on a jury, the staff member should notify the supervisor immediately. The staff member will receive regular pay during the jury term; therefore, the staff member must report to work during normal working hours whenever the employee's presence is not required at court proceedings. Compensation received for jury duty shall be endorsed to AACS and given to the executive director.

The staff member will complete a time card showing hours actually worked and indicate that the hours absent were because of jury duty.

Witness Duty—AACS encourages staff members to appear in court for witness duty when subpoenaed to do so. If staff members have been subpoenaed or otherwise requested to testify as witnesses by AACS, they will receive paid time off for the entire period of witness duty.

Staff members will be granted a maximum of 16 hours of paid time off to appear in court as a witness at the request of a party other than AACS. Staff members will be paid at their base rate and are free to use any remaining paid leave benefits (such as vacation leave) to receive compensation for any period of witness duty absence that would otherwise be unpaid.

The subpoena should be shown to the executive director immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

Maternity Leave—The association provides maternity leave to full-time employees in accordance with state and federal law.

Physician and Dental Appointments—To the extent possible, a staff member should schedule dental and physician appointments at times other than during normal working hours. If such is not possible, the staff member's supervisor is to be consulted in advance if possible, and a mutually agreeable time for the appointment is to be selected. Doctor or dentist visits will be charged against sick leave. An Absence Report must be turned in to the executive director.

Emergency Leave—Full-time staff members are eligible for one day per calendar year of leave for emergency situations. Such time may be taken in half-day increments. The employee should notify the supervisor as soon as possible regarding this situation and the time that the staff member will be out of work. Upon returning to work, the staff member should complete an Absence Request Form and submit it to the executive director.

Leave of Absence—Leaves of absence are only for dire emergency or long-term health issues. They are granted solely at the discretion of the executive director and may never exceed three months. Leaves of absence are always without pay or benefits and may be used only after all paid days off are used.

Holidays Observed—AACS will grant paid holiday time off to all eligible staff members who have completed 90 calendar days of service in an eligible employment classification:

- Regular full-time employees
- Regular part-time employees

Eligible staff members receive the following holidays with pay:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving and Friday following
- Christmas Eve and Christmas Day

Unless conflicting with an AACS scheduled event, a recognized holiday that falls on a Saturday will be observed on the preceding Friday and a recognized holiday that falls on a Sunday will be observed on the following Monday.

BENEFITS—AACS offers full-time staff members benefits in the following areas:

Medical Insurance—AACS offers a comprehensive medical insurance plan for full-time staff members. Each staff member will receive a participant handbook regarding medical insurance during the time the staff member completes employment information in the business office. AACS will pay a predetermined amount toward individual/family coverage. The medical insurance coverage will be evaluated each year by the board at the time of renewal, and the board will determine (1) the percentage of medical insurance coverage paid by AACS as a benefit, and (2) the extent and level of coverage. Currently AACS pays 100% of full medical coverage.

Dental Insurance—AACS makes available a voluntary dental insurance plan. The AACS may choose to pay a predetermined amount toward individual/family coverage. The predetermined amount will be evaluated by the finance committee each year at the time of insurance renewal.

Group Life Insurance

Tax-deferred Annuity—AACS has an approved annuity program for staff members whereby they may contribute directly as a payroll deduction, and after three years of full-time employment the association

will contribute a matching amount per month up to a maximum of two (2) percent of gross salary. All monies contributed by AACS are deposited directly to the association's approved annuity program. A staff member has several options to consider regarding the investment of contributions. Complete details regarding the options available are provided by the executive director's office.

Disability Insurance—AACS makes available a voluntary disability insurance program which will replace a portion of a staff member's salary during extended periods of disability. Subject to underwriting requirement, full-time staff members are eligible to enroll in this disability program if they choose. The information concerning this disability program is available in the executive director's office.

Cancer Insurance—Staff members may choose to participate in the association-selected cancer insurance program. Information concerning this program is available in the business office.

Workers Compensation Insurance—A staff member may receive worker's compensation benefits for an accident or injury attributed to work-related activities. To insure that the employee receives benefits, the employee must contact the executive director's office so that a Worker's Compensation Report-of-Injury form can be completed. Failure to file this report promptly could result in loss of benefits.

Cobra—The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under AACS's health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence. Under COBRA, the employee or beneficiary pays the full cost of coverage at AACS's group rates plus an administration fee. AACS provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under AACS's health insurance plan. The notice contains important information about the employee's rights and obligations.

BLOODBORNE PATHOGEN PROGRAM

Purpose

The purpose of the Bloodborne Pathogen Program in accordance with the guidelines of OSHA is to identify those job positions whose duties, tasks, and procedures may involve occupational exposure to blood and body fluids and assist the staff members with a procedure for evaluating exposure incidents.

BUSINESS EXPENSE

- AACS employees will be advanced an amount to cover their expenses on business related trips.
- A per diem food expense will be allowed of up to \$25 per travel day to compensate for increased cost of eating on the road, as opposed to eating at home. The amounts spent for business related expenses must be substantiated through the return of receipts and all unused money.
- Any unreasonably unsubstantiated amounts will be added to the employee's taxable income.
- A per mile travel expense will also be reimbursed for use of personal vehicles for association use. This amount must be established with the executive director before the trip is taken.

- Cost of meals when entertaining those with whom AACS does business or serve is also provided and not to be considered as part of the per diem food expense allowed. All such trips must be approved in advance by the executive director.

CHAIN OF COMMAND

Relationship with the Board—The board of directors shall appoint the executive director and shall approve all other senior staff appointments (*AACS Constitution*, section 3). Senior staff shall consist of, but not be limited to, the executive director, the legislative director, and the education director. After consulting with the president, the executive director has the authority to discharge senior staff if such action should ever prove necessary. The board of directors shall approve the creation of and funding for all staff positions within the constraints of the *AACS Constitution*, Article VI.

The executive director shall have responsibility for all aspects of the daily operation of the association and shall serve as a member of all standing committees (*AACS Constitution*, section 6). He shall be subservient to the board of directors through the office of the president of the association. He shall be responsible to the finance committee for accurate reporting of the association's financial activities. He shall be responsible for approving all staff appointments below the level of senior staff.

The legislative director shall be subservient to the executive director. He shall serve on the protection committee and be responsible to that committee for reporting on and executing the legislative goals of the association (*AACS Constitution*, section 8).

The board of directors of AACS is responsible for setting policies for its staff members. The board delegates to the executive director the responsibility for the administration of the entire organization. The executive director may then delegate or reassign his various responsibilities as he believes it is appropriate to do so. The executive director then establishes procedures and makes appointments to manage the staff, using policies approved by the board of directors.

AACS's staff members are ultimately accountable to the executive director, through whom all staff communication to the board is channeled. See the section on "Staff Interest Board Member" for an appeal process after all other channels have been sought. A staff member who does not follow the stated policy of channeling information through the proper channels is subject to disciplinary action.

AACS's goal is that the entire staff functions as a united team. Every team has an organizational structure resulting in a chain of command. A team will only be productive and effective when the organizational structure is adhered to.

Organizational Structure—There shall be three levels of positions among the staff of the American Association of Christian Schools: senior staff, administrative assistants, and clerical workers. Senior staff shall consist of, but not be limited to, the executive director, the legislative director, and the education director. Among these positions, the executive director is the chief executive officer.

Administrative assistants shall consist of those personnel who function as administrators of various programs and who also perform secretarial roles. These staff members will report directly to senior staff.

Clerical workers shall consist of those personnel who only perform clerical duties such as bookkeeping or secretarial tasks.

In addition, the association may hire part-time workers or temporary workers on an hourly basis for such tasks as janitorial work or event workers.

CHILD ABUSE POLICY—Each staff member must sign this policy, agreeing to abide by the following guidelines.

In a school-related setting, physical abuse is most likely to occur when a staff member is disciplining a rebellious or unruly student. Anything done while disciplining a student which inflicts pain is considered child abuse. No hitting, slapping, spanking, shaking, squeezing or similar type punishment is permitted at AACS functions. In addition, intense physical exercise, unreasonable isolation, or other forms of psychological abuse are not permitted.

The difference in physical size and strength between/students and staff members necessitates that staff members use discretion and restraint in any physical contact activities with students. Recreation that encourages competition and involves physical contact between students must always be done in a safe manner, supervised closely by non-participating staff members.

Staff members must also be very careful in the area of sexual abuse. Even the appearance of wrong, resulting in a false allegation, can cause irreparable damage to the reputation of the accused staff member and the testimony of AACS. Therefore, all staff members must be very cautious so as not to do anything that could possibly be interpreted as sexually suggestive conduct. Never touch the genital area or buttocks of any student.

Even hugging may be interpreted as sexual abuse. Therefore, AACS's official policy is "A hug is acceptable, but hugging is not." A hug refers to a single act of three seconds or less. Hugging is embracing or having one arm around a student for more than three seconds. Therefore, staff members must not allow students to sit on their laps or sit with their arm around their/students. Even during counseling situations, staff members must keep their hands to themselves.

Although one's personal opinion may differ from the above information, an AACS staff member is required to conform to these guidelines or resign.

Any actions one may observe that are not in conformity with these guidelines should be reported to the executive director or supervisor in charge immediately.

CLASSIFICATION OF EMPLOYEES

- Full-time Regular Staff Members—Full-time staff members are hired to work a standard forty-hour work week and are eligible for benefits. These employees may be "exempt" or "non-exempt."
- Part-time Regular Staff Members—Part-time staff members are hired to work fewer than forty hours per week and are not eligible for benefits.

- Exempt and Non-exempt Employees—Staff members are classified as either exempt or non-exempt. The Wage and Hour Law classifies a position as either exempt or non-exempt, based upon the nature of the duties and the compensation level. A non-exempt employee is subject to the minimum wage and overtime pay provisions of the Wage and Hour Law and, therefore, punches a time clock and receives pay for overtime. An exempt employee is exempt from the minimum wage and overtime pay provisions of the Wage and Hour Law.

CODE OF CONDUCT

The AACS expects its employees to have a lifestyle consistent with the beliefs and standards of personal conduct to which the association adheres.

This includes taking a position against ungodly or immoral entertainment (music, videos, literature, etc.), dishonesty, smoking, use of alcohol or drugs, filthy language, sexual immorality, adultery, and greed.

This also includes maintaining a personal appearance in dress and life style that is modest and consistent with our distinctive fundamental position.

In order to maintain harmony in the organization and among the staff, all staff members and their spouses must be loyal to all positions of the association in regard to doctrine, ministry operating policies, and decisions. Constructive suggestions are appreciated when they are given in the proper spirit and to the proper executive, the president or executive director. If after such a meeting, one cannot maintain a quiet loyalty, he or she should resign. The executive director or his representative is directed to discharge anyone who while in the employment of the AACS criticizes the administrative policies, gripes or complains, or fails to cooperate in maintaining the positions and policies of this ministry.

Staff members must maintain a growing and maturing walk with God in order to always be ministering to the needs of others.

Staff members must be faithful, dependable, responsible, and diligent in the performance of their duties, obligations, and responsibilities to the Lord Jesus Christ, to this ministry, to their family, and to the fundamental local church of which they are a member.

COMPUTER POLICY

General Policies:

- An individual user should not share his password with others or allow others to use his or her profile on a computer.
- Passwords will be changed as deemed necessary by the executive director.
- Individuals should store their documents on the server, backing them up to their hard drive bi-weekly. If an individual's hard drive is too small to accommodate a backup, he or she should contact his or her network administrator.
- If an individual in a high traffic area leaves his or her computer for longer than 15 minutes, he or she should log off or lock the computer.
- Desk space and computers are personal work space. Use with permission each time.

- Personal *mp3* and *jpg* files should be stored on one's own hard drive.
- E-mail attachments should be deleted unless they are useful to the ministry.
- Computer difficulties should be reported to the supervisor; the supervisor reports it to the executive director.
- Computer files are considered property of AACS and under no circumstances are they to be destroyed by an employee without permission from the executive director.

Internet Usage Policy—Psalm 101:3, I Corinthians 10:21-33, Job 31:1, Philipians 4:8, James 1:13-15

1. General Principles

The Internet can be a wonderful tool to help one do his or her job better, but the same advantages of instant access, visual content, and worldwide search capabilities can also become a disadvantage when they are used by the devil to tempt or when they appeal to one's weak flesh (Psalm 140:1-7). The use of the Internet should be described as pure, holy, expedient, and God-honoring. Staff members should avoid idle time, aimless surfing, and an undue curiosity.

The following guidelines apply to the use of AACS ministry-owned equipment, services, or subscriptions whether used on work time or personal time. Exceptions will only be given by specific permission of the executive director only.

Internet access to global electronic information resources on the World Wide Web is provided by AACS to assist staff members in obtaining work-related data and technology. Internet usage is intended for job-related activities; personal use is not permitted.

All Internet data that is composed, transmitted, or received via AACS computer communications systems is considered to be part of the official records of AACS and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, staff members should always ensure that the business information contained in Internet e-mail messages and other transmissions is accurate, appropriate, ethical, and lawful.

The equipment, services, and technology provided to access the Internet remain at all times the property of AACS. As such, AACS reserves the right to monitor Internet traffic, and retrieve and read any data composed, sent, or received through AACS online connections and stored in AACS computer systems.

Data composed, transmitted, accessed or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any staff member or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet is expressly prohibited. As a general rule, if a staff member did not create materials, does not own the rights to it, or has not gotten authorizations for its use, it should not be put on the Internet. Staff members are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights.

Internet users should take the necessary anti-virus precautions before downloading or copying any file from the Internet. All downloaded files are to be checked for viruses; all compressed files are to be checked before and after decompression.

2. Work use of the Internet on work time includes the following AACS-related activities:
 - E-mail
 - Research
 - Downloads of software, ideas, work-related material, spec sheets, etc.
 - Purchase and sales

3. Personal use of the Internet on personal time includes the following personal-related activities:
 - E-mail
 - Research
 - Purchase

4. Abuse of the Internet access provided by AACS in violation of law or AACS policies will result in disciplinary action, up to and including termination of employment. Staff members may also be held personally liable for any violations of this policy. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:
 - Sending or posting discriminatory, harassing, or threatening messages or images
 - Copying, pirating, or downloading software and electronic files without permission
 - Sending or posting confidential material, trade secrets, or proprietary information outside of the organization
 - Violating copyright law
 - Failing to observe licensing agreements
 - Engaging in unauthorized transactions that incur a cost to the organization or initiate unwanted Internet services and transmissions
 - Sending or posting messages or material that could damage the organization's image or reputation
 - Sending or posting messages that defame or slander other individuals
 - Attempting the break into the computer system of another organization or person
 - Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
 - Using the Internet for political causes or any sort of gambling
 - Passing off personal views as representing those of the organization
 - Sending anonymous e-mail messages
 - Receiving e-mails intended for other employees or persons
 - Engaging in any other illegal and immoral activities
 - Gaming online
 - Participating in chat rooms
 - Downloading music, movies, anything sinful, etc.
 - Reading and answering personal e-mail during work time
 - Writing and "checking in" on personal matters during work time (i.e. "Let me check and see if I won my eBay bid.")

- Visiting any site or viewing content that would be ungodly, unbiblical, unhelpful, selfish, or dishonoring to God

All computers with access to the Internet will be monitored on a random basis. If the computer is a staff member's responsibility, he or she must work at keeping all users accountable for their use. One's home computer should be used for leisure Internet usage. It would be best to use the Internet during a public time in one's office and a good practice to position the screen so others can see it. Setting up a "history buddy" who will occasionally check one's Internet history is helpful. The Internet can be a very dangerous tool if used improperly. A characteristic of sin is that it is both entangling and progressive (Proverbs 5:22-23).

CONFIDENTIALITY

Staff members must be diligent in maintaining the confidentiality of all sensitive information they learn relating to AACS member schools, students, constituents, Christian school leadership, and other staff members. When information is given to the appropriate people, the information shared should be from personal experience (not hearsay). All requests for references should be referred to the executive director. The following Confidentiality Acknowledgment must be signed by all staff members:

I shall respect the privacy concerns of those I work with and serve: students, other staff members, pastors, administrators, or anyone using our ministry. Information I may learn about the spiritual condition, character, and general performance of those individuals will only be shared with those who need to know or are in the position to be of spiritual help to that person.

I shall hold in confidence information from staff meetings considered confidential.

I shall store or dispose of confidential records in ways that maintain confidentiality.

If in the future I leave AACS, I shall maintain the confidentiality of those I served and my co-workers, and I shall hold confidential any information about sensitive situations at AACS.

I understand that repeated violation of this confidentiality statement may be grounds for immediate dismissal.

CONFLICT OF INTERESTS

AACS expects the primary interest of staff members to be the people the association serves. A conflict of interest occurs when the interests of a staff member or another outside party actually or potentially negatively affects AACS and its ability to serve.

Outside Interests—Staff members may have an outside business or other interests so long as these do not interfere with job performance and those outside interests maintain a secondary position to the staff member's primary job and ability to serve the AACS constituents. AACS staff shall not use their association contacts for personal inurement.

Outside Employment—Staff members must keep in mind that the nature of the AACS ministry results in being assigned a variety of work schedules that may change from week to week. Because of this, staff members are required to accept no outside employment that results in a fixed schedule or conflicts with their changeable or challenging work schedule.

Outside Agreements—Agreements between AACS staff, officers, or board with someone closely associated with them through family connections, church membership, social groups, or business agreements must be reviewed by that AACS staff member, officer, or board member's superior.

Gifts—Care must be taken that any gifts to staff members do not result in an inducement to provide unreasonable special services or considerations.

Personal Preferences and Opinions—In areas other than the doctrinal statement and code of conduct, AACS recognizes that its staff members may hold a wide range of personal preferences and opinions. These preferences and opinions are a conflict of interest

- when they prevent staff members from fulfilling their job responsibilities.
- if staff members attempt to use AACS time and facilities for furthering them.
- if staff members continue attempting to convince others of their personal preferences and opinions after they have been asked to stop.
- if their preferences result in a continued poor example to others.

When personal preferences develop into a conflict of interest, the staff member must choose his or her personal preference or his or her service at AACS and act accordingly. This must apply not only to doctrinal issues, but also issues of personal preference in the areas of music, entertainment, dress, etc. See Code of Conduct for further information.

Outside Church and Community Service—In a ministry such as AACS, there is a danger that staff members will get so inner focused on what is happening at AACS that they do not know what is happening in society and among like-minded constituents. In order to understand others' needs, broaden personal horizons, and further serve the Lord Jesus Christ, AACS strongly urges staff members to make an effort (within the context of AACS job responsibilities) to become involved in some type of outside volunteer service.

- In fundamental, Bible-believing churches (officers, Sunday school teachers, youth work, etc.). See Local Church Involvement.
- In preaching and teaching outside the local area, but within the sphere of AACS influence
- In the community (volunteer fire department, etc.)

DISCIPLINARY PHILOSOPHY

In most instances the executive director uses a variety of progressive discipline and counseling methods to ensure staff compliance with performance standards, ethics, and conduct. Except in cases of repeated willful or flagrant violations of these standards, the executive director will not resort to formal disciplinary measures until informal attempts to correct the problem have failed. If formal disciplinary measures are necessary, it is intended that the discipline be administered fairly, without prejudice, and only for cause.

Disciplinary actions are of several levels, including oral and written warnings, disciplinary probation, and termination. The frequency and/or severity of misconduct determine which level of disciplinary action is required. Progressive discipline is not required for all offenses. The executive director reserves the right to terminate staff for commission of serious infractions, regardless of progressive discipline guidelines or counseling.

Warnings—After a number of informal attempts to correct a problem the staff member is having, the executive director or the supervisor of that staff member must begin the process of formal progressive disciplinary action.

Step One - A Formal Warning

1. Oral warnings given verbally, but recorded in personnel file
2. Written formal warning in detail outlining the problem and correction desired
 - a. Hand delivered to staff person who acknowledges receipt
 - b. Filed in personnel file
3. Some offenses may have a specific reaction policy that the supervisor and the executive director must follow when dealing with them.

Step Two - Disciplinary Probation

The situation has progressed to the intolerable level and this time is given solely to allow the staff member to improve if he or she desires to do so. The executive director in collaboration with the supervisor will determine the specific amount of time and will give the staff member a written and signed notice which

1. Identifies the problem(s)
2. Indicates the necessary improvement
3. Specifies length of probation
4. Informs the staff member that termination could result from failure to show satisfactory improvement within the specified probation period.

ELIGIBILITY FOR EMPLOYMENT

In a Christian, nonprofit corporation such as AACS, it is impossible to separate one's personal beliefs from one's performance and duties as a staff member; therefore, AACS requires that all staff members must hold personal beliefs and convictions that are consistent with the Word of God, the AACS doctrinal statement, and the AACS code of conduct.

EMERGENCY PROCEDURE GUIDELINES

Emergency phone numbers and procedures for fire, medical and other relevant emergency situations will be posted in each office along with the legally required postings. To prepare for any need to evacuate, the executive director will establish policies and procedures for the removal and safekeeping of all necessary documents and materials. He will also establish an off-premise location for copies of necessary documents, insurance policies, account information, etc. in order to continue doing business in the event of destruction through fire, etc.

EMPLOYMENT AGREEMENT—The following agreement must be signed by the staff member and executive director at the onset of employment.

AACS Staff Agreement

This agreement is entered into between the American Association of Christian Schools, Inc. and _____.

The starting date of this agreement shall be _____ and shall be in force until _____ or until either party wishes to terminate this agreement, and at the staff member's own will, does so either verbally or in writing according to the considerations listed in the staff manual.

In signing this agreement and thus accepting a position on the AACS staff, the staff member agrees to abide by all the terms listed in the policy manual. It is understood that it is the duty of all staff to have read the manual and agree to abide by the doctrines, code of conduct, policies, purposes, and procedures listed therein.

It is further understood that the staff person's inability to render adequate service because of inefficiency, inability to perform the essential functions of his or her job, or unwillingness to maintain conduct consistent with the code of conduct and Christian testimony shall constitute a just cause for terminating this agreement.

Furthermore, it is the responsibility of the AACS organization to provide, as long as it exists, all the benefits listed in the staff manual and in this agreement and to abide by all rules and obligations listed therein for the benefit of the staff. It is also the responsibility of AACS to provide an organization and atmosphere conducive to the ultimate performance of its stated purpose, goals, and objectives by the staff.

EQUAL OPPORTUNITY EMPLOYER STATEMENT

AACS believes that equal opportunity for all staff members is important for the continuing success of the organization. In accordance with state and federal law, AACS will not discriminate against a staff member or applicant for employment because of race, disability, color, sex, age, national origin, ancestry, citizenship, or veteran status in the areas of hiring, promoting, demoting, training, benefits, layoffs, terminations, recommendations, rates of pay, or other forms of compensation. Opportunity is provided to all staff members based on qualifications and job requirements.

GRIEVANCE POLICY

If a staff member feels he has been unjustly treated by his immediate supervisor or some other AACS supervisor, he or she should go to the supervisor personally and seek to resolve the situation. According to Matthew 18:15, if this fails to solve the situation, the staff member should ask the executive director to set up a meeting for the staff member to share his or her grievance. According to the principles of

Matthew 18:16-17, this meeting must have present the executive director, the supervisor, the staff member, and one other staff member of each party's choosing.

All appeals to resolve the issue will be explored. If the issue cannot be solved, the executive director's decision is final. Failure to abide by it will result in further disciplinary measures. See section concerning "Staff-Interest Board Member" for the appeal process.

Staff-Interest Board Member—A board member (who is not an AACS employee or officer) will be designated by the executive council to hear any staff complaints or concerns that need to be brought to the attention of the board. This is an appeal process and should not be used unless all other avenues seem closed. However, this board member will interview staff and staff should feel free to talk freely with that board member concerning any issues they feel should be addressed.

HOMOSEXUALITY POLICY

Because of AACS's belief that the practices and lifestyle of homosexuality are absolutely inimical and antithetical to the mandates and teachings of the ancient Biblical Hebrew and Christian Scriptures regarding personal living and conduct, AACS will not make the facilities, property, or staff members available to any persons or organizations who engage in, espouse, or encourage others in homosexual practices. We believe that any form of homosexuality, lesbianism, bisexuality, bestiality, incest, fornication, adultery, pornography, and same-sex marriages are directly contrary to God's commandments. (Gen 2:24, 19:5, 13; 26:8-9; Leviticus 18:1-30; Romans 1:26-29; I Corinthians 5:1,6-9; I Thessalonians 4:1-8; Hebrews 13:4)

HONORARIUM POLICY

While on association business, AACS staff may keep the honorariums they receive for speaking, preaching, or teaching with the following guidelines.

1. Expense reimbursements for the trip should go to whoever is paying the expenses: to AACS if AACS is paying travel and per diem for food; to the individual, if he or she is paying it out of his or her own pocket.
2. If travel expense reimbursement is insufficient to cover the out of pocket expense of AACS, the difference should be deducted from the honorarium.
3. The board of directors may ask the staff for an accounting of honorariums received; therefore, the staff should retain a two-year record, present and previous year.
4. When an AACS staff member performs a service requested by an association or school (s), the giving of an honorarium is left to the discretion of the host school, schools, or association with the above expense reimbursements still applicable

INSURANCE—See Benefits for additional information.

Filing a Claim—Medical and Dental—When a staff member or an insured dependent incurs expenses for which benefits are payable, the physician will generally aid in filing a claim at the time of the visit. The staff member is responsible for insuring the physician and hospital files appropriate claims

with the insurance providers within the acceptable time frame. If the staff member fails to do this and the claim is denied, the staff member is responsible for the claim.

JOB DESCRIPTIONS (Appendix)

LICENSES AND CERTIFICATION

Certifications and licenses that are necessary and required for the performance of essential job functions (normal driver's license excluded) will be paid by AACS.

It is the responsibility of the staff member to notify his or her supervisor before the next scheduled workday of any change in the status of his certification. Late fees, penalties, and extra costs for not maintaining certificates in a timely fashion are the responsibility of the staff member.

LOCAL CHURCH INVOLVEMENT

Staff members must be an active member of an independent Baptist, fundamental, Bible-believing church that is in accordance with the separatist position of AACS. The spirit of "one accord" should be evidenced by the church being in harmony not only with the AACS statement of faith, but also with the spirit and purpose of AACS.

MEDIA, COMMUNICATION WITH

A staff member may not speak to the news media as an official or unofficial spokesperson of AACS without prior clearance from the executive director. All inquiries from the media should be referred to the executive director, or in his absence, an appointed delegate.

Should a staff member receive a media inquiry, he or she should respond: "I have no authority to respond to your request. You should refer your question to the executive director."

- **Philosophy**—The philosophy of AACS is to set forth the association's positions and goals in an open and honest fashion. To ensure that events are accurately communicated to the media, it is important to establish that factual matters are communicated by those who have personal knowledge and released in such a fashion as to avoid any misconstruction or misrepresentation of actual events. It is therefore a policy of AACS that communications with the media be made by the executive director or his appointed delegate.
- **Press Releases**—All press releases must be approved by the executive director prior to being sent to newspapers, magazines, or other information distributors. This may be done by submitting a written copy of the press release to the executive director twenty-four hours prior to the expected time of release. If not specifically approved, the release shall not be made.
- **Verbal Statements**—From time to time, members of the media may attempt to elicit statements from AACS staff members or board members. If confronted with such a request, the person making the request should be treated in a courteous fashion and requested to reduce the questions to writing whereupon AACS will consider a written response. This procedure should be followed

even if a representative of the news media requests to speak “off the record.” Any response to such questions should be treated as a press release and should be handled in compliance with the above paragraph.

If a staff members job requires frequent contact with the media, such staff member should clear his or her responsibilities and extent of authority in making comments with the executive director prior to engaging in any such comments. It is important that all staff members be aware that things said or not said might be misconstrued and not accurately reflect the actual facts concerning an event.

- Advertising—All advertisements of any sort to be sent out by any communication means must be pre-approved by the executive director.

OPEN DOOR POLICY

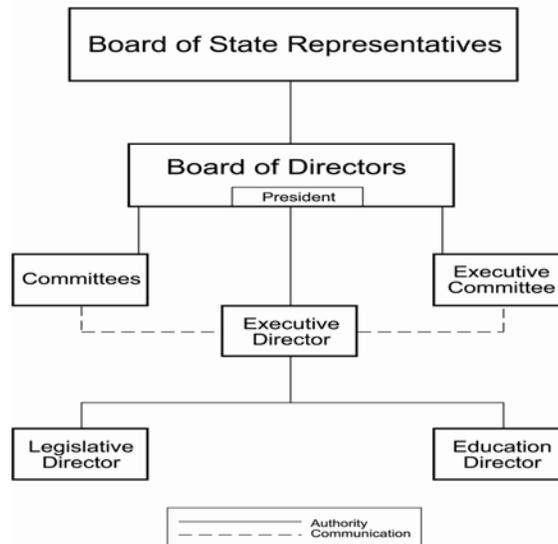
All staff members are encouraged to provide input and suggestions concerning the overall operation and programs, following the proper channels of communication. Staff members should initially bring their comments to their immediate supervisor. In those cases where that may be inappropriate, staff members may approach the executive director.

AACS operates in an “open door” manner. All staff input is considered and can be presented without fear of personal recrimination on the staff member or his or her position. Staff members should remember to provide input with a proper spirit and constructive attitude.

The executive director maintains an "open door" policy and welcomes all staff input. Staff members are encouraged to share their ideas because they are important and valued by the administration.

ORGANIZATIONAL CHART

AACS Organizational Chart



PAYROLL PROCEDURES

Payday—All staff members are paid on the 15th of each month and the last day of the month.

Payroll Deductions—Payroll deductions are required by law for the following:

- Federal Income Tax is based on the employee's total wages, the number of exemptions an employee claims (W-4 form), and the employee's marital status. Each January every employee will receive a record (W-2 form) of earnings and deductions for the previous year.
- Social Security deductions are made as required by the Federal Insurance Contributions Act (FICA).
- State Income Tax is withheld as required by the state in which an employee lives.
- An employee may request payroll deductions for the various benefit plans offered by the association, which are as follows:
 - Annuity
 - Voluntary Life Insurance
 - Disability Insurance
 - Cancer Insurance

If an employee has questions concerning why deductions were made from a pay check or how they were calculated, the person in charge of payroll can assist in answering questions.

Pay Advances—AACS does not provide pay advances on unearned wages to employees.

Administrative Pay Corrections—AACS takes all reasonable steps to ensure that staff members receive the correct amount of pay in each paycheck and that staff members are paid promptly on the scheduled payday. In the unlikely event that there is an error in the amount of pay, the staff member should promptly bring the discrepancy to the attention of the executive director so that corrections can be made as quickly as possible.

PERFORMANCE REVIEW MEETING

The executive director shall have the responsibility to encourage and minister to the AACS team. This responsibility includes, but is not limited to, annual performance reviews. The primary purpose of a performance review is improvement and growth.

Why:

- To review performance of past 12 months to determine the best path toward growth.
- To make changes in work assignments in an orderly and well-planned fashion, according to availability of jobs and the staff member's qualifications to fill those jobs.
- To listen to any concerns or suggestions from the staff and to answer any questions they might have related to their work or the organization.
- To counsel a staff member if a need is observed, but this is not a time for disciplinary action to occur.
- To provide a time to increase communication.

When—These conferences will be held annually as announced. Changes in work assignments or employment status require adequate lead time for planning and should be made well in advance of anticipated changes.

Who—All staff members meet with the executive director annually.

How:

1. By review of
 - a. Job description
 - b. Training and development plans and status
 - c. AACS team performance evaluation filled out by self prior to meeting with the executive director.
2. Other evaluations are used if the staff member is being considered for promotion or job change at this time.
3. All results are kept in a personnel file and are kept confidential.
4. A mutually agreeable plan of action may be designed for growth and development. Usually one area of improvement and one area of excellence are discussed.
5. Additional “department-specific” evaluations may be initiated by a supervisor. These evaluations may become a part of the staff member's permanent record at the request of either party. If they become a part of the staff person's permanent record, they will be kept confidential.

PERSONAL APPEARANCE/DRESS CODE

As representatives of AACS and servants of the Lord Jesus Christ, staff members are expected to exhibit a neat, well-groomed, modest appearance. Dress, grooming, and personal cleanliness standards contribute to the morale of all staff members and affect the Christian testimony AACS presents to its constituents and visitors.

During business hours or when representing AACS, the staff member is expected to present a clean, neat, and tasteful appearance. Dress and grooming should be according to the requirements of the staff member’s position and accepted social standards.

Without unduly restricting individual tastes, the following personal appearance guidelines should be followed:

- Canvas or athletic-type shoes are not appropriate professional attire
- Tank tops, tube or halter tops, or shorts may not be worn under any circumstances.
- No mustaches and beards.
- Hairstyles are expected to be in good taste.
- Unnaturally colored hair and extreme hairstyles, such as spiked hair and shaved heads, do not present an appropriate professional appearance.
- Long hairstyles (ladies) should be worn with hair pulled back off the face and neck to avoid interfering with job performance.
- Excessive makeup is not permitted.
- Offensive body odor and poor personal hygiene is not professionally acceptable.
- Perfume, cologne, and aftershave lotion should be used moderately or avoided altogether, as some individuals may be sensitive to strong fragrances.
- Jewelry should not be functionally restrictive, dangerous to job performance, or excessive.

- Dresses should be modest, not tight fitting, and should cover the kneecap. Necklines should be modest and conservative since ladies are often seated at a desk when others are standing at the desk. Nylons are appropriate professional dress.

PERSONNEL RECORDS

This is a description of AACCS's record-keeping system in regard to personnel information. Each staff member's personnel file is regarded as confidential information and is treated as such. The only persons with access to the file shall be the president and the executive director who will maintain the file. Access to personnel files will be on a need-to-know basis.

Staff personnel files contain the following items:

1. Application, resume, and letter of acceptance
2. Signed job description
3. Copies of transcripts, diplomas, certificates and licenses (where applicable)
4. Ongoing performance evaluations
5. Any memos or documents relating to performance which are of current relevance
6. Letters of commendation or other indications of exceptional performance
7. Warning letters and records of all disciplinary actions, signed and dated.
8. Record of staff improvement training (grades and notations)
9. Leave of absence information
10. Signed code of conduct and doctrinal statement
11. Documentation required by state or private regulatory agencies
12. Signed child abuse statements
13. Record of attendance and vacations
14. W-2 forms and I-9 forms
15. Employment agreement
16. Confidentiality acknowledgment
17. Acknowledgment of receipt of policy manual

POLICY MANUAL, RECEIPT OF

Staff members, upon receipt of their copy of the staff manual, must sign a *Receipt of Resident Staff Manual* form as stated below.

I have received a copy of the AACCS Staff Policy Manual and have either read it or have had it read to me carefully. I agree that my employment is terminable-at-will so that both AACCS and I remain free to end our work relationship. I understand that this manual has been prepared for the information and guidance of staff members and that it is intended to cover the procedures, rules, and policies most often applied to day-to-day work activities. I understand that some of the information will change since the policies are under constant review and are revised when appropriate. I understand that I will be notified in writing of such changes.

I understand that there is no guarantee of employment made to any staff member, either expressly or implied, in this manual.

The staff manual is not to be construed as a contract or guarantee of employment; it is a guideline for smooth functioning and operation of the organization. Amendments and changes become official when a staff member is given a written copy.

PURCHASES AND REQUISITIONS

In order to establish accountability and keep us from overspending, please adhere to the following guidelines:

1. Only the executive director is authorized to spend from the budget or to authorize an expenditure.
 - a. If a person designated by the executive director makes a purchase, a signature on the receipt or invoice is sufficient.
 - b. If an undesignated person such as a staff member or volunteer makes the purchase, the purchase must be authorized by the executive director with an approved requisition.
2. Receipts or invoices must be turned in within 24 hours of purchase or return from trip.
3. If an order is made on credit by internet, mail or phone, a requisition must be given to the executive director to inform of vendor, date of order, and amount of order. In the case of internet orders, please print a receipt from the website and turn it in.
4. If a COD order is made, it is very important to inform the bookkeeper so that cash or check is kept ready.

RECRUITMENT

Nothing is more important to the success of the Lord's work at AACS than the AACS staff family. Of the four major parts of the association (facility, philosophy, program, and staff), the staff is by far the most important and longest enduring.

It is not the intent to use up the staff in order to build a ministry, but rather to use the ministry to build up the staff!

This Christian ministry would be absolutely impossible to operate without a staff that is in full agreement with the doctrines, code of conduct, policies, and philosophy. This includes agreement, not only in word or deed, but also in spirit. Therefore, the goal of the association is to search out and recruit only those people for the staff who:

1. Are born-again Christians.
2. Are fully dedicated to the Lord Jesus Christ.
3. Are absolutely sure God has not only "called" them into full-time Christian work, but also to full-time Christian work at AACS.
4. Are growing in their spiritual life, being a good example while serving Christ and others.
5. Are loyal to the Lord, AACS, and each other, *in love preferring one another, letting nothing be done through strife*, and being a *friend in deed* to each other, causing no divisions or splits through griping, complaining, gossiping, or comparing.
6. Are able by conviction and willing in spirit to annually sign the doctrinal statement and general code of conduct.

The major elements of the hiring procedures are the following:

Testing/Screening—Applicants for certain positions may be required to fill out a standard screening instrument and take a test as a condition of being considered for employment. All such tools will not discriminate against any ethnic, disabled, or other minority groups.

All staff must show evidence of adequate educational preparation. The board of directors desires that senior staff positions be filled by individuals in possession of an earned master's degree in the appropriate field, and preferably a doctorate.

Interviewing—Applicants will be screened to determine who should become candidates for a job. Job candidates may be interviewed by more than one person, including the position's supervisor.

References—After applications have been completed and before job offers are made, references will be checked on all prospective candidates. Depending on the laws of the states in which AACS offices reside, currently Tennessee, Missouri, and Washington, D.C., police record checks also may be required for certain positions. Background checks may be performed on any applicant.

The items listed above are designed to eliminate from eligibility for employment those people who have diverse religious views or standards of conduct that are not consistent with the AACS code of conduct. A religious institution such as AACS that is promoting beliefs and codes of conduct as a way of life must have employees who are living consistently with those beliefs and practices. While this policy discriminates on the basis of religious beliefs and practices, AACS does not discriminate against any ethnic, racial, disabled, or other minority groups.

REFERENCES—RELEASING OF

All requests for information about a current, retired, or terminated staff member must be transferred to the executive director, who may disclose to prospective employers only the former staff member's dates of employment, final title or position, department, and eligibility for rehire. If the former staff member wishes AACS to supply future prospective employers with a full-employment history, they must sign the *Reference Release Waiver* as stated below.

I authorize AACS to furnish any future employers with whom I seek employment with whatever information they may desire regarding my employment here, including my reason(s) for leaving. I am signing this waiver voluntarily and request that AACS respond to all reference inquiries with full and complete information.

Since this reference is an important part of my application for my future employment, I therefore waive and release AACS from any and all claims or causes of action in law or equity, including, but not limited to, defamation of character or invasion of privacy, which might arise from responding to a reference check.

Any requests from law enforcement agencies regarding any current or former staff member should be channeled to the executive director and will be released only by him.

SEXUAL HARASSMENT POLICY

In compliance with federal and state laws, AACS prohibits sexual harassment of staff members in the workplace by any person and in any form. Even if there were no enacted laws against such conduct, AACS would forbid sexual harassment and all other forms of unbiblical sexual practices as a violation of its standards of conduct. Harassment of any sort—verbal, physical, or visual—will not be tolerated.

Harassment can take many forms. It may be, but is not limited to: words, signs, jokes, pranks, intimidation, physical contact, or violence. Harassment is not necessarily sexual in nature.

Specifically, no supervisor, staff member, or client will threaten or insinuate either explicitly or implicitly that a staff member's refusal to submit to sexual advances will adversely affect the staff member's employment, evaluation, wages, advancement, assigned duties, schedules, or any other condition of employment or ministry opportunity.

Other sexually harassing conduct that creates a hostile working environment, whether committed by supervisors, non-supervisory staff, clients, or vendors is also prohibited. Such conduct includes:

- Unwelcome sexual flirtations, advances, or propositions
- Verbal abuse of sexual nature
- Verbal comments about an individual's body
- Sexually degrading words used to describe an individual
- Jokes and stories of a sexual nature

Any staff member who believes that he or she has been the subject of sexual harassment should report the alleged act immediately to the supervisor or the executive director. If the staff member does not feel his or her concerns are addressed, the staff member should contact the president of AACS and then the designated staff advocate on the board of directors. They will make every effort to ensure that complaints are resolved promptly and efficiently. The complaint will be investigated and the staff member will be advised of the findings. All findings related to the investigation will be kept confidential.

Any supervisor or team member who is found after appropriate investigation to have engaged in sexual harassment of another team member or any other moral or sexual practice proscribed by the standards of conduct will be subject to appropriate disciplinary actions, up to and including termination.

TELEPHONE CALLS

Staff members are discouraged from making local personal calls on AACS telephones. Personal use of telephones for long-distance calls by staff members is not allowed, except in the case of emergency. For this reason, staff members are encouraged to use a personal telephone calling card to bill calls to their home telephone or cell phones. If this is not possible, the staff member must ask his or her supervisor for approval and enter the call in the long-distance phone call record. Payment to AACS for any personal calls must be made monthly upon receipt of the staff bill. Cell phones, except for AACS cell phones, must be turned off during paid working hours.

TERMINATION

Working at AACS is a voluntary service and may be ended at any time by either AACS or any staff member acting of his or her own will. Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- Resignation—voluntary employment termination initiated by a staff member
- Dismissal—involuntary employment termination initiated by the organization
- Layoff—involuntary employment termination initiated by the organization for non-disciplinary reasons
- Retirement—voluntary employment termination initiated by the staff member meeting age, length of service, and any other criteria for retirement from the organization

AACS will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, or return of AACS-owned property. Suggestions, complaints, and questions can also be voiced. After consulting with the president, the executive director has the authority to discharge senior staff if such action should ever prove necessary. Exit interviews with senior staff may be conducted with at least one member of the board present at the request of either party.

Since employment with AACS is based on mutual consent, both the staff member and AACS have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

Termination initiated by the executive director is normally the result of conferences aimed at correcting an area of inefficiency, inadequacy, or inappropriateness that greatly hinders AACS's ability to achieve its goals and objectives. It is for the good of all staff members that each individual continues to “grow” and develop his or her abilities, to respond well to correction, and to consistently perform a valuable service beneficial not only to the AACS purpose, but to all the staff as well.

If a staff member cannot perform at the required level in one area of the ministry, every effort will be made to find another area of service within the ministry where that person can perform at a level of efficiency beneficial to all.

Termination due to physical disability will only occur after no hope of recovery has been determined. If there is any way the disabled staff person can stay with the ministry and provide a valuable service to the organization or staff, AACS's desire would be to retain them on the staff. Effort will be made to explore all possibilities.

TERMINATION—RESIGNATION

When a staff member decides to leave the AACS team, he or she should give at least two weeks notice in writing of his or her intent to resign. At the option of the executive director, such staff members may be given two weeks pay and may be required to discontinue work immediately, in lieu of working during the two-week notice period.

The following considerations are requested from staff members leaving AACS:

1. Verbal notice given to executive director, followed with a written notice, signed and dated.

2. Enough lead time (days of service left) given so as not to work a hardship on other staff members (exact amount by agreement between resident staff member resigning and the executive director).
3. No departure of valuable staff members is desirable or without some difficulties of transition; association staff personnel should notify the executive director of his or her desire to leave when God begins to direct elsewhere.

While it is the association's desire to have long-term staff continuity, voluntary departures are inevitable. All who has ever served on the AACS staff are important and are valued friends; they will always be part of the AACS "family."

If a staff member is approached about a position in another ministry, "Christian ministry courtesy" suggests that the staff member ask the person to talk to the executive director first and get permission to talk with the staff member. It is always better if everything is done in an "open atmosphere."

TERMINATION—DISMISSAL

Dismissal occurs when inferior performance evaluations or other disciplinary actions have failed to achieve improvement or when the staff member commits a serious offense.

Prior to dismissal for actions or attitudes that are inappropriate, inadequate, or ineffective, the executive director should ensure that the staff member has been properly counseled both verbally and in writing concerning deficiencies in performance, has been given sufficient time to correct these deficiencies, and has been informed that failure to correct them may result in termination.

Some offenses may warrant immediate dismissal. Such action will be determined on an individual basis and every action will be taken to correct the problem without termination if possible. Repetition of corrected offenses or a refusal to repent and/or accept responsibility for actions is taken as evidence that correction is not possible.

Each staff member will be required to sign a Dismissal Acknowledgment at the time of hire, acknowledging their understanding that behaviors which are grounds for immediate dismissal include, but are not limited to, the following:

1. Doctrinal statement violations, that is, works salvation, etc.
2. Repeated violation of Code of Conduct and/or conduct unbecoming a staff member
3. Disloyalty to staff member or ministry, as displayed through griping and/or gossiping to those within or without, or by violation of confidentiality statement
4. Dishonesty: lying, theft, or inappropriate removal or possession of AACS property
5. Failure to respond to correction or responding in a stubborn or rebellious way
6. Inability and/or refusal to do assigned work as per agreement
7. Child abuse
 - a. Striking a student in anger
 - b. Improper sexual advances to a minor
8. Sexual harassment
9. (Repeated) action detrimental to the AACS mission and goals
10. Drugs/alcohol/tobacco—possession, use, sale, purchase or distribution of alcohol or any illegal drug
11. Falsifying or altering AACS records
12. Willfully damaging AACS equipment or the property of other staff members

13. Excessive absenteeism or any absence without notice
14. Falsification of timekeeping records
15. Fighting or threatening violence in the workplace
16. Boisterous or disruptive activity in the workplace
17. Insubordination or other disrespectful conduct
18. Possession of dangerous or unauthorized materials in the workplace
19. Unauthorized absence from assigned area of responsibility or supervision
20. Unauthorized use of telephones, mail system, or other employer-owned equipment
21. Unauthorized disclosure of business "secrets" or confidential information
22. Violation of personnel policies
23. Unsatisfactory performance or conduct
24. Willful violation of safety and health rules

TERMINATION—LAYOFFS AND JOB SECURITY

AACS's desire is to provide job security as long as staff members are performing their jobs satisfactorily, striving for improvement, and evaluations show such. Because of changes in economic conditions, membership enrollment, and donation amounts, it may be necessary to alter the size of the AACS staff to meet new efficiency requirements. The best security for the future is to do a good job of service for the constituents today.

The goal of AACS is to provide a secure work environment for all of the staff. If a reduction in staff would become necessary, the executive director will endeavor to minimize the negative impact on current staff members. However, from time to time, cutbacks or reductions may be unavoidable due to forces beyond AACS's control (disaster, decrease in donations, lack of members, budget restraints, etc.). If this type of cutback must occur, AACS will reduce staff progressively, using the following steps:

- Voluntary reduction of staff members
- Attrition
- Part-time positions may be terminated prior to full-time positions.
- An attempt will be made to transfer staff within the organization from terminated positions to other vacant positions if the staff member can meet the qualifications of the position and has satisfactory performance evaluations.
- In determining which regular staff members are laid off, the executive director may implement a seniority system giving consideration to factors such as, but not limited to, the following:
 - a) Special training and skills
 - b) Performance evaluations
 - c) Job specialty and responsibilities
 - d) Supervisor input

If termination should ever become necessary because of unexpected pressures on the ministry, the administration will endeavor to give each staff member affected as much lead time as the "need" allows. Within 30 days of the layoff date, the staff member will receive pay for unused accrued vacation.

TERMINATION—FINAL PAY

Staff members who leave AACS for any reason shall receive all pay which may be due them.

1. Staff members who are terminated for violation of standards, policies, or for criminal activity will not receive notice pay.

2. Failure to return AACS property, material, or other items will result in delay of final pay. If these items are missing or damaged, their value may be deducted from the staff member's final pay.
3. Staff members may continue, at their own expense, to participate in the AACS group health plan according to COBRA guidelines..
4. Separation date for all staff members is the last day of actual work or approved leave. Final pay received by a staff member will not be construed to extend his or her employment with AACS beyond the separation date.
5. Vacation days for that year will be figured based on percentage of that year worked.
6. No accumulated severance pay is due any employee.
7. Final pay will not be issued until all of the employee's personal property has been removed from the property.
8. A final check sheet for departure obtained from the business office needs to be properly filled out and signed by all of the indicated parties before the final paycheck can be issued.

TRAVEL POLICY

For Service Requested by an Association or School—The AACS policy for employee travel to perform a service requested by an association or school(s) is the full reimbursement of travel and travel-related expenses. Travel expenses are defined as car mileage (or air travel), lodging, meal, and incidentals to and from the assigned destination. The best mode of travel will be determined by distance and time available to the AACS staff member. Home based lodging can be arranged by the host state leader or school; the option of individual housing or a hotel arrangement depends on the personal needs of the AACS employee. Honorariums are left to the discretion of the host school, schools, or association.

- Contact for scheduling student civic conferences: the legislative representative at the Washington legislative office
- Contact for scheduling pre-accreditation, accreditation, and mid-accreditation visits: the assistant education director at the national office
- Contact for directives in scheduling other travel events: the national office

For Personal Use of Vehicle—If an employee uses a personal vehicle in lieu of public transportation or an association-owned vehicle for the convenience of the association, an allowance (IRS standard mileage rate) is paid for travel. The cost of parking, road, and bridge tolls are reimbursed.

VACATION BENEFITS

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits. Regular full-time staff members are eligible to earn and use vacation time as described in this policy.

The amount of paid vacation time staff members receive each year increases with the length of their employment as shown in the following schedule:

- Upon initial eligibility the staff member is entitled to ten vacation days each year, accrued monthly at the rate of 0.833 days.

- After ten years of eligible service the staff member is entitled to fifteen vacation days each year, accrued monthly at the rate of 1.250 days.
- After twenty years of eligible service the staff member is entitled to twenty vacation days each year, accrued monthly at the rate of 1.667 days.

The length of eligible service is calculated on the basis of a “benefit year.” This is the 12-month period that begins when the staff member starts to earn vacation time. A staff member’s benefit year may be extended for any significant leave of absence except military leave of absence. Military leave has no effect on this calculation.

Once staff members enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. However, before vacation time can be used, a waiting period of 90 days must be completed. After that time, staff members can request use of earned vacation time including that accrued during the waiting period.

Paid vacation time can be used in minimum increments of one day. Vacation time is to be requested from a supervisor by completing an Absence Request Form. This form should be initially approved by the supervisor and sent to the executive director for final approval. Requests will be reviewed based on a number of factors, including business needs and staffing requirements. If special circumstances require carry-over of vacation, it must be approved in writing by the executive director and must not exceed a cumulative total of two weeks. Vacation days unused in one year do not carryover to the next for purposes of pay or of leave.

VEHICLES AND EQUIPMENT

Personal use of vehicles and other association-owned equipment is by permission of the executive director only and is to be compensated at fair and just amounts.

VOLUNTEER WORKER POLICIES

Volunteer workers shall receive no financial remuneration, gratuity, or payment in kind. Volunteer work must be truly voluntary.

WAGES

The Constitution in Article VI, section 4, places the responsibility upon the board of directors to approve all salaries; therefore, the board shall establish a base pay amount for the executive director and create a pay scale that is referenced to that base amount for the determination of benefits and wages for all other staff. The scale shall reflect educational degrees, years of service, and levels of responsibility. This shall be reviewed annually by the finance committee as part of their responsibility of recommending a budget to the board.

WORKPLACE ENVIRONMENT

Radios, Television, and Music—The use of radios, television, and music CD's and tapes must be approved in advance by the executive director.

Visitors—Visitors are welcome but not at the expense of disrupting a staff member's professional routines and responsibilities. Thus, visiting with paid staff during work hours, except in a professional setting, is discouraged.

Drug-free Workplace—Consistent with the rules and regulations of the AACS, all staff members are forbidden to engage in the unlawful manufacture, distribution, dispensing, possession or use of controlled substances at the association. This policy is consistent with the Federal Drug-Free Workplace Act of 1988.

Strict compliance with the association's prohibition against controlled substances is a condition of employment of each employee. It is a further condition of employment that each employee notify the executive director within five (5) days after conviction of any criminal drug statute for a violation occurring in the workplace. The association is required by federal law to report all such violations to the Department of Education within ten (10) days of receiving actual notice of any such conviction.

Drug abuse in the workplace not only adversely impacts individual job performance, but also poses a threat to fellow employees and the general public. Accordingly, such conduct will not be tolerated by the association. Any employee found to be in violation of the association's rules concerning controlled substances shall be subject to immediate termination by the association.

Federal regulations require that all employees be notified of any available drug counseling and rehabilitation services in the area. Reference to these organizations should in no way be construed or interpreted as a recommendation or referral by the association.



CHAPTER 5

FINANCES

CHAPTER 5

FINANCIAL POLICIES

- **Genesis 47:14**—And Joseph gathered up all the money that was found in the land of Egypt, and in the land of Canaan, for the corn which they bought: and Joseph brought the money into Pharaoh's house.
- **Proverbs 6:6-8**—Go to the ant, thou sluggard; consider her ways, and be wise: Which having no guide, overseer, or ruler, Provideth her meat in the summer, and gathereth her food in the harvest.
- **Proverbs 11:1**—A false balance is abomination to the LORD: but a just weight is his delight.
- **Proverbs 22:7**—The rich ruleth over the poor, and the borrower is servant to the lender.
- **Matthew 25:27**—Thou oughtest therefore to have put my money to the exchangers, and then at my coming I should have received mine own with usury.
- **Luke 16:10-13**—He that is faithful in that which is least is faithful also in much: and he that is unjust in the least is unjust also in much. If therefore ye have not been faithful in the unrighteous mammon, who will commit to your trust the true riches? And if ye have not been faithful in that which is another man's, who shall give you that which is your own? No servant can serve two masters: for either he will hate the one, and love the other; or else he will hold to the one, and despise the other. Ye cannot serve God and mammon.
- **1 Corinthians 14:40**— Let all things be done decently and in order.
- **2 Corinthians 8:18-21**—And we have sent with him the brother, whose praise is in the gospel throughout all the churches; And not that only, but who was also chosen of the churches to travel with us with this grace, which is administered by us to the glory of the same Lord, and declaration of your ready mind: Avoiding this, that no man should blame us in this abundance which is administered by us: Providing for honest things, not only in the sight of the Lord, but also in the sight of men.

BUDGET

1. AACS will maintain effective accounting procedures with internal controls to insure integrity over the receipt and use of God's financial resources and the safeguarding of AACS assets.
2. The budget will function as AACS spending plans. The budget will show variances between actual expenses and budget estimates. The executive director's office may not go beyond the total budget amount without the board approval; however, the finance committee may authorize an increase of up to 2% above the budget as an interim measure.
3. Adequate internal controls over cash receipts received in the mail or from other sources will be maintained at all times. Receipts will be received, counted, deposited, and accounted for in AACS records in an accurate and timely manner. Cash deposits will be made on the same day as receipt or no later than the following day.
4. The spending of AACS finances will be kept under careful control and in accordance with budget guidelines and established procedures. Purchase requisitions should support all approved expenditures except unencumbered items.
5. AACS obligations will be paid in a timely and accurate manner. Signing of checks will be according to established AACS procedure.
6. The finance committee shall recommend a budget that includes a line item for unexpected expenses.
7. The finance committee shall establish all financial and accounting procedures.
8. All fixed asset purchases and disposals must be properly authorized and documented by depreciation schedules and asset inventories.
9. All designated funds will be used as directed by the donor or by the project for which the money was collected; these funds will not be co-mingled with general funds.
10. Line item changes within an approved budget will be made in accordance with procedures established by the finance committee and approved by the board of directors.

DEBT

1. The executive director is responsible for the establishment of relationships with all financial institutions used by AACS. The finance committee is responsible to oversee the AACS's general operations with these institutions.
2. All determinations of need for long-term debt must be recommended by the board of directors and approved by the board of state representatives. Long-term debt is defined as debt that would extend beyond the subsequent budget year.

3. Short-term debt used for operations (i.e. lines of credit) would not extend beyond the subsequent budget year and must be approved by the executive council if for a budgeted expense, or by the board of directors if for a non- budgeted purpose.

DUES

1. Dues from member schools will be the primary source of support for AACS. No gift will be accepted where there is not obvious charitable, educational or religious intent on the part of the donor.
2. Unusual gifts, gifts that have conditions attached, or gifts that require the organization to assume an additional or a specific liability, must be reviewed by the executive council before their acceptance.
3. The board of directors will review and approve any acceptance of gifts that would require advanced expenditure of funds by the organization at any time.

SALARIES

The board of directors shall approve all salaries. Currently this is being accomplished through the budget process. The expanded view of the budget lists all salaries; when the board of directors votes to approve the budget, salaries are also approved.

FINANCIAL DISCLOSURE

1. The release of financial information must be in accordance with standards established by the board of directors and released through the executive director. All requests outside the norm of operations will be referred to the executive director. Legally confidential information will not be disclosed.
2. The purpose of financial reporting is three fold:
 - To promote orderly stewardship of God's resources
 - To provide relevant information to the board of directors, the board of state representatives, and member associations for assistance in making wise decisions
 - To establish and maintain proper accountability

Therefore, AACS leadership will make reports bi-annually at the organization's national meetings giving the financial status to the AACS membership, and periodically to the officers, staff, and board of directors as requested.

3. Full financial disclosure means not just full reporting, but meaningful reporting. Therefore, the following six characteristics should be present in any set of financial statements issued by organization staff:

- They should be easily comprehensible so that any person studying them will understand the financial picture.
 - They should be concise so that the reader does not get lost in detail.
 - They should be all-inclusive in scope, reflect all financial activities of the organization, and list all the funds maintained by the organization.
 - A focal point is needed for comparison, such as the budget requirements, year-to-date totals, and comparison to the previous year.
 - They must be prepared on a timely basis.
 - The report must be prepared on the basis of generally accepted accounting principles. This means that the format is similar to that used by other organizations.
4. The finance office will prepare and maintain proper adequate documentation to support the amounts reported in the various fiscal reports of AACCS. These reports serve as the vehicle of disclosure to the membership and management regarding the integrity of AACCS's finances.
 5. As required by Romans 13, organization leadership must become adequately informed of and abide by all governmental reporting requirements which apply to AACCS. This will also include all of AACCS's integrated ministry auxiliaries.

LIABILITY OF MEMBERS

According to the AACCS Constitution, Article VI, Section 6, the American Association of Christian Schools will not hold state associations or associate member schools liable for any debts, liabilities, or obligations that have been incurred by the association.

Proposed AACCS Report Card for Procedural Audit
(To Be Modified by Finance Committee at Time of Use)

Audit Performed by _____ Date _____

*Files Inspection—Inspected for existence, organization, completeness,
 ability to retrieve, and appropriate security.*

A—Excellent B—Good C—Needs Improvement D—Not Acceptable F—Disastrous

FILE OR RECORD	GRADE	COMMENTS
Public Review File		
Incorporation Files		
Articles of Incorporation, By-laws, Constitution		
Board of Director Minutes Notebook		
IRS Tax-Exempt Determination Letter		
Form 1023 Application		
Federal or State Report Forms		
Bookkeeping and Financial Records		
Invoice and Receipt Files		
Bank Statements (checking and savings)		
Deposit Records		

Credit Card Statements with Backup Receipts		
Reimbursement Invoices Backed up with Receipts		
Donor Records and Files		
Contract Files (copiers, hotels, credit cards, rental/lease, etc)		
Petty Cash Receipts and Balance Verified		
Income and Expense Statements		
Balance Sheet Current		
Staff and Employment Records and Files		
Hour Log for Non-salaried/Non-exempt Employees		
Payroll Records—Employee		
Payroll Records—Quarterly Reports		
Personnel Files (W-4, I-9, etc.)		
Staff and Employment Policy Notebook Updated		
Staff Job Descriptions		
Staff Employment Agreements		
Stewardship Files		
Policy Notebook		
Financial Policies		
Operating Policies		

Procedures Notebook		
Use of Petty Cash		
Bookkeeping		
Payroll		
Record Retention Procedures		
Service and Mission Procedures		
Competition Guidelines and Handbook		
Convention Procedures and Guidelines		
Membership Guidelines, Records, Signed Doctrinal Statements and Applications, etc.		
Political Protection Services and Guidelines		
Lobby Expenditure Guidelines		
Lobby Expenditure Records and Receipts		
Records and Communication		
Insurance Files and Policies		
Asset and Inventory Files		
Correspondence Files		
Membership Files		
Audit and Evaluation File		



CHAPTER 6

ANCILLARY



CHAPTER 7

ISSUES

CHAPTER 7

ISSUES

Issues deal with the application of Scripture and our convictions to the times and culture in which we live, serve, and work. Dealing with issues requires a spiritually mature knowledge of Scripture and capable practical experience in applying that knowledge to the choices of today.

Hebrews 5:14—But strong meat belongeth to them that are of full age, even those who by reason of use have their senses exercised to discern both good and evil.

Ezra 7:10—For Ezra had prepared his heart to seek the law of the LORD, and to do it, and to teach in Israel statutes and judgments.

We must be diligent in praying for spiritual understanding and wisdom to make these decisions.

1 Kings 3:9-12—Give therefore thy servant an understanding heart to judge thy people, that I may discern between good and bad: for who is able to judge this thy so great a people? And the speech pleased the Lord, that Solomon had asked this thing. And God said unto him, Because thou hast asked this thing, and hast not asked for thyself long life; neither hast asked riches for thyself, nor hast asked the life of thine enemies; but hast asked for thyself understanding to discern judgment; Behold, I have done according to thy words: lo, I have given thee a wise and an understanding heart; so that there was none like thee before thee, neither after thee shall any arise like unto thee.

James 1:5—If any of you lack wisdom, let him ask of God, that giveth to all men liberally, and upbraideth not; and it shall be given him.

Making right decisions regarding the issues of today requires a wise application of Scripture to:

- **Our Culture**

Ephesians 4:14 -15—That we henceforth be no more children, tossed to and fro, and carried about with every wind of doctrine, by the sleight of men, and cunning craftiness, whereby they lie in wait to deceive; But speaking the truth in love, may grow up into him in all things, which is the head, even Christ.

- **Our Relationships**

Ephesians 4:1-3—I therefore, the prisoner of the Lord, beseech you that ye walk worthy of the vocation wherewith ye are called, with all lowliness and meekness, with longsuffering, forbearing one another in love; Endeavoring to keep the unity of the Spirit in the bond of peace.

- **Our Leadership**

Hebrews 13:7—Remember them which have the rule over you, who have spoken unto you the word of God: whose faith follow, considering the end of their conversation.

- **Our Followers**

Hebrews 6:12—That ye be not slothful, but followers of them who through faith and patience inherit the promises.

Philippians 3:17—Brethren, be followers together of me, and mark them which walk so as ye have us for an example.

- **Our USA Constitution**

1 Peter 2:12-16—Having your conversation honest among the Gentiles: that, whereas they speak against you as evildoers, they may by your good works, which they shall behold, glorify God in the day of visitation. Submit yourselves to every ordinance of man for the Lord's sake: whether it be to the king, as supreme; Or unto governors, as unto them that are sent by him for the punishment of evildoers, and for the praise of them that do well. For so is the will of God, that with well doing ye may put to silence the ignorance of foolish men: As free, and not using your liberty for a cloak of maliciousness, but as the servants of God.

Act 5:29—Then Peter and the *other* apostles answered and said, We ought to obey God rather than men.

Non-Discriminatory Statement

The American Association of Christian Schools does not discriminate on the basis of race, color, national or ethnic origin in the administration of any of its religious, educational, membership or employment practices.

Conflict of Interest Policy

In the event AACS Legal Counsel determines that he cannot fairly represent the interests of AACS in any matter involving AACS and a third party, AACS Legal Counsel will inform AACS of potential conflict of interest, and AACS will make a determination whether to retain other legal counsel to advise and represent AACS in the matter.



AACS POLICY MANUAL

APPENDIX

Appendix

Appendix A—AACCS Accreditation Policy

Appendix B—Criteria for Establishing Accreditation Reciprocity
Agreement Among Member States

Appendix C—Job Descriptions

Appendix D— Map of AACCS Board of Directors Regions

Appendix E—Committee Membership

Appendix F—Forms to Sign

Appendix G—Asbrook Dornan Article

Appendix A

Accreditation Policy

Policy Statement on Accreditation

In keeping with the definition of accreditation that is given above, the American Association of Christian Schools has officially adopted the following policy statement:

Quality in educational programming offered by Christian schools is essential for the continued growth and effectiveness of Christian education in the United States. Scriptures give many reasons for ensuring quality in any ministry: “Iron sharpeneth iron . . .” (Proverbs 27:17); “. . . walk honestly toward . . .” (I Thessalonians 4:12); and “. . . have a good report of them that are without” (I Timothy 3:7). Accreditation is one means of self-improvement that promotes quality and a positive Christian testimony both within and without the sphere of Christian education. Schools choosing to work toward improvement in some other way will not be viewed as substandard.

The American Association of Christian Schools believes its accreditation program should be continued and promoted. It is based upon a system of voluntary self-improvement and peer review using criteria that are generally accepted as indicators of quality.

Such a program should allow for the uniqueness of individual schools and encourage reciprocity with state associations in meeting and applying the accepted criteria.

Realizing that the decision to participate in the Association’s accreditation program is the option of each local church and school, accreditation should never be viewed as a test for fellowship or even for membership in the American Association of Christian Schools. It will not be used by the Association as an instrument to impose its will upon Christian schools.

In addition, the Association does not encourage member schools to seek accreditation from any secular or ecumenical accreditation agency, and does not plan on submitting its accreditation program to the U.S. Department of Education.

The Association never wants its accreditation program or its membership to be used to determine the right of any school to operate or exist.

Appendix B

Reciprocity

States granted reciprocity by the Accreditation Commission will be assessed an annual fee of \$100. The state association will submit annually to the AACCS Education Office an “annual report” and a “teacher certification report” for each AACCS accredited school. Both reports must be received in the AACCS Education Office by October 31, or postmarked by this date.

Appendix C

Job Descriptions

Title: President

Responsible to: Board of Directors and Membership

Goal of Position: To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.

Qualifications and Term of Service (See Article V, Section 5)

- Must be a senior pastor
- Is nominated by the board of directors and then elected by the board of state representatives
- Shall serve a four-year term and may be re-elected without a lapse in service

Job Summary of Tasks and Responsibilities

The AACS president shall fulfill the tasks and responsibilities listed below:

1. Provide leadership to AACS to ensure that its vision, philosophy, and policies are carried out.
2. Serve as chairman of the board of directors. As chairman his duties shall include the following:
 - Calling meetings, planned and unplanned
 - Setting agenda of meetings with advice of executive director
 - Presiding over board of director meetings
 - Fulfilling his constitutional duties
3. Serve as the chair of the executive committee and the ancillary committee.
4. Preside over the board of state representatives.
5. Serve *ex officio* on all committees.
6. Collaborate regularly with the executive director and evaluate his performance of the mission of AACS by the various AACS offices under his leadership.
7. Promote maximum and representative participation throughout the association within the context of unity
8. Uphold the association's mission and purpose.
9. Preside over the annual national Bible, music, speech, art, and academic competition assemblage programs.
10. Preside over the legislative and education conference programs.
11. Confer with the executive director in legislative endeavors.
12. Appoint positions within AACS with the approval of the board of directors. (BOD 9/16/91 - p.3)
13. Be responsible to write job descriptions for those under him and establish an accountability structure for the same.

Evaluation and Accountability

- Conduct an annual evaluation of the state of the association (Article V. 3.7)
- Report to the board and members on the verifiable advancement of the association.

Title: Vice President**Responsible to:** Board of Directors**Goal of Position:** To fulfill the mission of AACCS through the quality performance of their job-related tasks and responsibilities.**Qualifications and Term of Service**

- Is nominated by the nominating committee and is elected from the board of director members (Article V, Section 7)
- Shall serve a four-year term (Article V, Section 7)
- May be re-elected without a lapse of service (Article V, Section 7)

Job Summary of Tasks and Responsibilities

The AACCS vice president shall fulfill the tasks and responsibilities listed below:

1. In the event the office of president becomes vacant, the vice president shall perform the duties of the office until the next meeting of the board of state representatives at which time the board of directors may nominate a replacement to be elected by the board of state representatives (Article V, Section 11)

Title: Secretary**Responsible to:** Board of Directors**Goal of Position:** To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.**Qualifications and Term of Service**

- Is elected from the board of director members (Article V, Section 7)
- Shall serve a four-year term (Article V, Section 7)
- May be re-elected without a lapse of service (Article V, Section 7)

Job Summary of Tasks and Responsibilities

The AACS secretary shall fulfill the tasks and responsibilities listed below:

1. Shall perform the duties of certifying the board
2. Shall maintain accurate and complete board minutes, including the executive committee minutes and all background material presented to the board at each meeting
3. Shall send the minutes of all meetings to the board of directors within thirty days of the meeting.

Shall record and maintain all executive committee meetings that function in lieu of a board of directors meeting and present to the board of directors at the next meeting.

Title: Treasurer

Responsible to: Board of Directors

Goal of Position: To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.

Qualifications and Term of Service

- Is elected from the board of director members (Article V, Section 7)
- Shall serve a four-year term (Article V, Section 7)
- May be re-elected without a lapse of service (Article V, Section 7)

Job Summary of Tasks and Responsibilities

The AACS treasurer shall fulfill the tasks and responsibilities listed below:

1. Serve as a member of the finance committee.
2. Serve the board as its representative for an annual internal audit of all association offices, files, and records in relation to the budget, finances, assets, and financial procedures established by the board, assuring the board that their fiduciary responsibilities are being fulfilled.
3. Verify the scheduling of a full outside audit every four years.
4. Work with the executive director in developing an annual budget.
5. Assist the executive director in financial-related matters.

Title: Executive Director

Responsible to: Chairman of the Board

Goal of Position: To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.

Qualifications

- Appointed by board of directors ((Article V, Section 6).

Job Summary of Tasks and Responsibilities

The AACS executive director shall fulfill the tasks and responsibilities listed below:

1. Implement the vision for AACS under the leadership of the president.
2. Ensure that the policies of AACS are followed.
3. Be responsible for the daily operation of the association.
4. Perform duties assigned by the board of directors.
5. Communicate regularly with the president.
6. Serve as a member of all standing and special committees (Article V, Section 6).
7. Assist the chairman of the board in organizing the board of directors' meetings.
8. Assume the responsibility for the association's daily operations.
9. Supervise the association's employees and its activities.
10. Oversee the association's finances and prepare financial reports in accordance to established financial policies.
11. Support state directors, state presidents, and state associations.
12. Fill staff positions in accordance with budget allocations.
13. Assume the responsibility for planning and coordinating association's activities, events, programs, and conferences.
14. Put into effect the policies approved by the board of directors.
15. Develop initiatives that complement the association's mission, vision, and purpose.
16. Organize national Bible, music, speech, art, and academic competition.
17. Communicate with member associations and their respective schools.
18. Oversee association's publications.
19. Be responsible to write job descriptions for those under him and establish a clear and current organization chart of AACS staff showing lines of authority and communication.

Title: Education Director

Responsible to: Executive Director

Goal of Position: To fulfill the mission of AACCS through the quality performance of their job-related tasks and responsibilities.

Qualifications

- Selected by the executive director in consultation with the president and approved by the board of directors
- Education—Master’s Degree or higher
- Years of experience—Classroom experience; Five years plus in Educational Administration

Job Summary of Tasks and Responsibilities

The AACCS education director shall fulfill the tasks and responsibilities listed below:

1. Initiate leadership in educational endeavors.
2. Promote accreditation, school improvement, certification, standardized testing, and national competition.
3. Schedule accreditation visits with schools in good standing with state associations.
4. Assume education-related writing and research endeavors.
5. Serve as the editor of the *Journal for Christian Educators*.
6. Serve as the editor of the *Administrative Leadership—A Christian Approach to Administrative Leadership*.
7. Assume office tasks and assignments consigned by the executive director.
8. Assist the executive director.

Title: Assistant to the Executive Director

Responsible to: Executive Director

Goal of Position: To fulfill the mission of AACCS through the quality performance of their job-related tasks and responsibilities.

Qualifications

- Selected by the executive director in consultation with the president and approved by the board of directors
- Education— Master's Degree or higher
- Years of experience— Classroom experience; Five years plus in Educational Administration

Job Summary of Tasks and Responsibilities

The AACCS assistant to the executive director shall fulfill the tasks and responsibilities listed below:

9. Plan Education and Legislative Conferences.
 - a. Select meeting site for Conferences.
 - b. Solicit exhibitors for Conferences.
 - c. Solicit advertisers for Conference Programs.
10. Solicit advertisers for all publications.
11. Oversee publication rate card—complete annually by June 1.
12. Oversee Stanford Achievement Testing Program in conjunction with the Education Director and the Executive Director.
13. Coordinate all contractual obligations.
14. Maintain records on employee absences, vacations, etc.
15. Keep office files updated.
16. Communicate with executive secretary in behalf of Executive Director.
17. Verify all scheduled calendar events are on time and on task.
18. Maintain master calendar.
19. Maintain Executive Director's calendar.
20. Oversee Policy and Employee Manual updates.

Title: AACS Legislative Director

Responsible to: Executive Director

Goal of Position: To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.

Qualifications

- Selected by the executive director in consultation with the president and approved by the board of directors
- Education—Master’s Degree or higher

Job Summary of Tasks and Responsibilities

The primary purpose of the legislative office is to represent the member schools and churches of AACS on Capitol Hill. The role of the Legislative Director is to act as a liaison between the Congressional leaders and the AACS membership. This includes activities such as the following:

1. *Work with the AACS President on legislative related matters*
 - Attend coalition meetings.
 - Values Action Team: Senate and House meetings weekly while in session
 - Weyrich Luncheon: weekly while Congress is in session
 - Americans for Tax Reform: weekly
 - Strategy meetings as needed for various bills
 - Write letters of support and concern to Congress as appropriate.
 - Provide insight and recommendations on positions and support for legislation
 - Inform schools and members about key votes and issues relevant to their states and interests.
 - Listen to AACS member concerns and ideas about legislation and regulation at the federal, state, and local level.
 - Attend congressional hearings and news briefings on key issues (education, family values, and religious freedom).
 - Maintain friendly associations with like-minded conservative groups.
 - Establish rapport with congressional staff about key issues.
 - Study and evaluate articles and legislation; sustain knowledge of issues by attending news-briefings, educational lectures and forums.
2. *Oversight of the Washington office under the direction of the executive director*
 - Managing the DC property
 - Handles maintenance issues as needed
 - Handles office correspondence
 - Handles stocking of office supplies
 - Handles requisitions for repairs, purchases, and petty cash
 - Oversight of Washington office full time and part time staff
 - Oversight of schedules
 - Oversight duties of legislative assistant / policy analyst
 - Oversight of summer internship program

3. *Oversight of publications out of AACS Washington office*
 - Edit and send out *The Washington Flyer* – weekly email newsletter to AACS leadership, member schools and churches, and other concerned constituent
 - Edit and send out *Inside 119*- monthly email newsletter to AACS leadership and legislative directors
 - Write and edit articles for *Capitol Comments* – a quarterly publication of AACS
4. *Organize the Youth Legislative Training Conference*
 - Work with national office on materials and initial information sent out
 - Secure a sight for YLTC
 - Organize schedule for YLTC
 - Plan “Mock Senate” for attendees of YLTC
 - Engage and confirm speakers for students during YLTC
 - Organize schedule for students during YLTC
 - Organize touring activities for students during week of YLTC
 - Plan a Congressional briefing for students
5. *Organize the National Legislative Conference for AACS leadership*
 - Work with national office in securing a sight for NLC
 - Work with national office on materials sent out for NLC
 - Work with the national office on the schedule for the NLC
 - Write and send out preparatory material on current legislative issues for the attendees of the NLC
 - Engage and confirm speakers on legislative issues for NLC
 - Plan a Congressional briefing with conservative Congressmen and Senators for NLC
 - Secure a White House briefing for NLC
 - Organize tour events for AACS attendees of NLC
6. *Inform State and Regional Legislative Directors of current Legislative Issues*
 - Communicate through emails and phone calls about legislation concerning education, family issues, and religious liberty.
 - Organize Regional Legislative Directors lobbying visits
 - Prepare legislative directors for lobbying visits
 - Listen to concerns of legislative directors
 - Compile lists of Congressional contacts of legislative directors
 - Work with legislative directors in organizing and training group of “Minutemen” to respond to key issues with timely action
7. *Represent Student and Teacher conferences*
 - Conduct seminars concerning education and legislative involvement at AACS State Teacher Conferences
 - Represent AACS at State Teacher Conferences
 - Conduct workshops on the nature of politics and the Christian’s involvement at Student Government Days
 - Conduct Applied Civic for Students Training Conferences (ACTS) – one day conferences to educate and train students about their role as a Christian in our society
8. *Assume office tasks and assignments assigned by the executive director.*

Title: Administrative Assistant/Policy Analyst

Responsible to: Executive Director

Goal of Position: To fulfill the mission of AACS through the quality performance of their job-related tasks and responsibilities.

Qualifications

- Selected by the executive director in consultation with the president and approved by the board of directors
- Education—Master’s Degree or higher

Job Summary of Tasks and Responsibilities

The Policy Analyst works along with the Legislative Representative to represent the membership of AACS to Congress, and then to communicate action items of Congress to the AACS membership. This is accomplished through the following activities:

1. *Researching current events and issues*
 - Evaluating education, family and religious liberty issues and policy.
 - Attending Congressional hearings and briefings in order to report on them.
 - Researching current events and informing AACS members of events of interest on education, family issues, and religious liberty.
2. *Writing articles for publication*
 - Writing the weekly newsletter, the *Washington Flyer*
 - Writing updates for *Inside 119*
 - Working with the AACS National Office to organize, edit, and write articles for *Capitol Comments*
3. *Assisting the Legislative Director in organizing and facilitating Regional Legislative Director meetings:*
 - Brief them on the issues.
 - Provide them with lobbying letters.
 - Provide them with talking points.
 - Provide them with target lists.
 - Hospitality while they’re in the DC office.
 - Follow up on contacts made by RLD’s.
4. *Assist the Legislative Director in office management duties*
 - Assist with building up-keep and cleaning
 - Assist in contacting outside companies with maintenance issues
 - Assist with correspondence – mail, emails, letter to be faxed, requisitions
 - Assist in keeping current records of legislation
 - Assist in keeping current records of AACS member
5. *Assist the Legislative Director in the planning of the Youth Leadership Training Conference and the National Legislative Conference*
 - Work with LD in organizing the schedule for the conferences
 - Work with the LD in engaging and confirming speakers

- Work with the LD in the correspondence to the attendees and speakers for the conferences
 - Assist LD in miscellaneous duties relating to the conferences (compiling information for notebooks, helping with registration during the conference, following up on contacts, making necessary copies, etc.)
6. *Research and Writing Pamphlet on AACS IRS case – (Asbrook-Dornan)*
- Reviewing files containing information regarding the case
 - Writing a brief but detailed summary of the case to be published and available for information on AACS
7. *Participate in educating the students and members of AACS schools in seminars*
- Present workshops at State Teacher Conventions
 - Assist LD at Applied Civics Training Seminars for students
 - Assist LD at Student Government Days
8. *Representing AACS membership to Congress:*
- Participating in outside group coalition meetings (ie: Values Action Team—both House and Senate, Americans for Tax Reform)
 - Participating in coalition working groups (ie: religious freedom, higher ed, school choice, marriage amendment)
 - Communicating AACS concerns to congressional staff, Congressmen, White House officials, and the Education Department.
 - Writing letters to members of Congress.
9. *Assume office tasks and assignments assigned by the executive director.*

Appendix D

AACS Board of Directors Regions



<i>Region</i>	Board Member/Term Expiration	
Northeast	Roger Ellison 2009	Ken Endean 2010
Mid-East	Brad Fleming 2009	Rollan Roberts 2007
North Carolina	Richard Callahan 2011	Joe Haas 2007
Southeast	Huey Mills 2008	Mike Bryant 2008
Florida	Jerry Williamson 2009	Dino Pedrone 2007
Mid-South	Michael Rouse 2006	Jack Scallions 2008
Great Lakes	Keith Hamblen 2006	Dennis Ice 2008
Mid-America	Gary Peltier 2009	Ed Johnson 2007
Western	Les Heinz 2006	Walt Brock 2008

Appendix E

AACS Committee Membership

Constitution-Directed Committees

Executive Committee

President – Keith Wiebe
Vice-President – Ed Johnson
Secretary – Roger Ellison
Treasurer – Joe Haas
At-Large – Dino Pedrone

Education Committee

Charles Walker*
Edward Earwood
Roger Ellison
Gary Peltier
Keith Hamblen

Nominating Committee

Michael Rouse*
Jack Scallions
Rollan Roberts
Ken Endean

Finance Committee

Joe Haas*
Les Heinze
Ken Endean

Policy Committee

Walt Brock*
Mike Bryant
Jerry Williamson
Dennis Ice
Huey Mills

Protection Committee

Ed Johnson*
Leigh Crockett
Brad Fleming

Appointed Committees

Ancillary Committee

Keith Wiebe*
Charles Walker
Joe Haas

Accreditation Commission

Charles Walker*
Edward Earwood
Gary Peltier
Bob Leffew
Dan Brokke

1. The President serves ex officio on all committees.
 2. The Executive Director is a member of all standing committees.
- *Chairman of committee

Appendix F

Forms for Board to Sign

AACS Doctrinal Statement

The doctrinal statement of the American Association of Christian Schools is as follows:

We believe that the Bible, both the Old and New Testaments, was verbally inspired of God and is inerrant and is our only rule in matters of faith and practice. We believe in creation, not evolution; that man was created by the direct act of God and in the image of God. We believe that Adam and Eve, in yielding to the temptation of Satan, became fallen creatures. We believe that all men are born in sin. We believe in the Incarnation, the Virgin Birth, and the Deity of our Lord and Savior, Jesus Christ. We believe in the vicarious and substitutional Atonement for the sins of mankind by the shedding of His blood on the cross. We believe in the resurrection of His body from the tomb, His ascension to Heaven, and that He is now our Advocate. We believe that He is personally coming again. We believe in His power to save men from sin. We believe in the necessity of the New Birth, and that this New Birth is through the regeneration of the Holy Spirit. We believe that salvation is by grace through faith, plus nothing minus nothing, in the atoning blood of our Lord and Savior, Jesus Christ.

We believe that this statement of faith is basic for Christian fellowship and that all born-again men and women who sincerely accept it and are separated from the world of apostasy and sin can and should live together in peace, and that it is their Christian duty to promote harmony among the Believers.

We further believe in the Biblical doctrine of ecclesiastical separation, and therefore believe that churches and Christian schools should not be associated with, members of, or in accord with organizations or movements such as the World Council of Churches, the National Council of Churches, the modern charismatic movement, or the ecumenical movement.

Date _____

Board Member's Signature _____

Appendix G

Ashbrook Dornan Article

AACS LED THE WAY: IRS stopped from threatening Christian Schools in 1979

By Dr. Gerry Carlson, former AACS Executive Director, 1978-1988

The American Association of Christian Schools led in obtaining a legislative victory in 1979 that prohibited Congress from harassing Christian schools all across the country. That victory helped to solidify the organizational structure of AACS, and to demonstrate the need for a strong national association.

On August 22, 1978, the IRS published in the federal register a “proposed revenue procedure for private tax-exempt schools” (AACS Newsletter, March 1979). This bureaucratic initiative unleashed an avalanche of political reaction that was characterized in the following manner in the AACS Newsletter for December of 1978:

“Well over 100,000 letters and legal opinions have now been received by the IRS in protest to the unwarranted attempt by these proposed guidelines to intrude into the affairs of our churches and schools. IRS has admitted that this massive response already is regarded as the greatest number of letters that the IRS has received on any one single issue in its history.”

On November 15, 1978, Dr. Al Janney, AACS president, and Dr. Walt Handford, AACS board member and Christian Legal Defense president, called a meeting of Christian school leaders. This writer attended that meeting near the Atlanta airport, along with a number of other leading men from AACS affiliated state organizations, as well as key leaders from the Accelerated Christian Education and Christian Law Association organizations. The meeting was called to map strategy for hearings that the IRS had announced for December 5-7, 1978, and to be held in Washington, D.C.

The hearings drew over 250 people who gave testimony before a panel of IRS officials, plus a great crowd of supporters and observers that swelled the daily attendance to around 1,000. Those of us who attended the hearings remember that initially there was a large group of Capitol police on duty at the Departmental Auditorium that was located directly across from the American History Museum on Constitution Avenue.

During the first day it was discovered that the police had been told to expect an unruly gang of demonstrators. When the preachers learned this fact — they turned on the charm. By the end of the week, and the hearings were extended to four days, the number of police officers had decreased dramatically. And the preachers had become big buddies with the broad-shouldered — mostly African American — peace officers. These were preachers who preached “law and order” in their pulpits, and they practiced what they preached when they went to Washington. It totally disarmed the situation.

The result was that the IRS was slowed down, but not stopped. The Democratic House Ways and Means Subcommittee on Oversight turned out to be helpful in slowing down the IRS in their rush to shackle our Christian Schools. That committee scheduled hearings for February 20-21, which were extended to five days primarily due to

the extensive questioning that came from the committee members.

This writer testified for AACS during those hearings along with Attorney Bill Lehrfeld, a tax-exempt specialist, who represented AACS on a number of occasions. The AACS Newsletter for March 1979 recorded this observation:

“Commissioner Jerome Kurtz of the IRS appeared on the opening day of the hearings to urge the subcommittee to recognize IRS’ claim that they had the authority to press forward with their plans to implement the procedures. However, on the third day of the hearings Mr. Kurtz was called back to answer the congressmen’s questions. At this time he was subjected to three hours of intensive grueling by the panel. Mr. Kurtz did not fare too well as he began to see his position being eroded by the careful questioning of the subcommittee. On the other hand, the subcommittee members were most patient and willing to listen to the strong testimony of our side all through the hearings.”

For the next several months Congress and IRS jockeyed back and forth. The assumption of the IRS, fueled by aggressive legal action being prosecuted by civil rights lawyers, was that Christian schools just had to be motivated by racial discrimination. However, during the December 1978 hearings a black parent of a Christian school student had given eloquent testimony about the spiritual motivation of her family, and other Christian school families, regarding their commitment to Christian education. That message was getting through to Congress.

Finally, in September of 1979 Congress passed amendments to the Treasury Appropriations legislation that blocked “the IRS from implementing its proposed revenue procedures for at least one year.” Congressmen John Ashbrook of Ohio and Bob Dornan of California sponsored these measures and therefore they were known as the Ashbrook-Dornan amendments. Again this writer was in the Senate gallery when they finally passed on September 5, 1979 by a 54 to 31 margin.

Congress was stunned to realize that an unknown political force, such as the Christian school movement, was able to bring enough grassroots pressure to bear to secure passage of the funds limitation amendments. After the Senate victory a small group of AACS leaders met with Senator Jesse Helms in his office for a victory celebration. Senator Helms warned those of us in attendance that night that all could be lost if the opposition was able the next day to pull some sly parliamentary maneuvers.

Human Events magazine for September 15, 1979, recorded the final capstone on this great legislative victory:

“...just to be certain that the IRS doesn’t try to pull a fast one, they agreed a day later to an amendment by Helms stating that no funds could be used “to formulate or carry out any rule, policy, procedure, guideline, regulation, standard or measure which would cause the loss of tax-exempt status to private, religious or church-operated schools,.. unless in effect prior to Aug. 22, 1978.”

It was AACS leadership, especially with the grassroots influence of state association leaders, who provided the impetus for this significant victory. In later years other organizations —especially those led by some well-known evangelical leaders — became crucial in winning conservative political victories. However, the Ashbrook-Dornan amendments were secured due to leadership provided through the AACS.



AACS POLICY MANUAL

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