



# **BOARD POLICY MANUAL**

**Adopted 2013  
Revised 2021**

## **GOVERNANCE POLICIES**

These policies set the mission and other “ends” or goals of the school. They also structure the relationship of the Xining International Academy Board and the Principal, and set limits on how the Principal is to pursue accomplishment of the Ends. Finally, they define how the Board will operate.

**MISSION STATEMENT:** We exist to support international families in China by providing a quality, value-based education and to provide educational services to the local community.

# END RESULTS

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These policies define the Ends Results desired for our students and what they are expected to know and be able to do as a result of their educational experience. Additionally, our school exists to influence student families, our staff, and national education influencers. Ends Results are based on the Xining International Academy's Mission, Core Values and Expected Schoolwide Learning Results.

## ***ER-1 GLOBAL STUDENT ENDS***

**Vision Statement:** We envision prepared students taking their place in a globalized world.

Specifically, XIA students will be:

Academic Achievers who:

Demonstrate Knowledge of English, Mathematics, Science, Social Science, Chinese, and Biblical Studies

Critical Thinkers and Problem Solvers who:

Independently and collaboratively apply cognitive skills in the areas of reasoning, analyzing, and evaluating information

Effective Communicators who:

Communicate clearly in order to engage socially in a diverse world

Global Citizens who:

Act responsibly and ethically, contributing positively to society

Independent Learners who:

Develop habits to take initiative necessary for lifelong learning

Truth Seekers who:

Apply Biblical principles while encountering life issues

Adopted: December, 2013

For revision in the 2021-22 school year

Monitoring Method: Internal report

## BOARD / PRINCIPAL RELATIONSHIP

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These policies describe the delegation of authority by the Board to its CEO, the Principal, and clarify the relationship between the two. Organizational performance is considered identical to Principal performance.

### ***B/PR-1      GLOBAL GOVERNANCE-PRINCIPAL CONNECTION***

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Principal.

## ***B/PR-2      UNITY OF CONTROL***

Only decisions of the full Board acting as an entity are binding on the Principal.

Accordingly:

1. Directions or instructions of individual Board members, officers, or committees are not binding on the Principal.
2. In the case of Board members or committees requesting information or assistance which, in the Principal's opinion, require and redirect a material amount of staff time or resources that would be disruptive or unreasonable, the Principal may refer such requests to the full board for official authorization.

### **B/PR-3      ACCOUNTABILITY OF THE PRINCIPAL**

The Principal is the Board's only link to the school. All school related authority over and accountability of staff, as far as the Board is concerned, are considered the authority and accountability of the Principal.

Accordingly:

1.      The Board will never give directives to persons who report directly or indirectly to the Principal.
2.      The Board will not evaluate, either formally or informally, any staff other than the Principal.
3.      The Board will view Principal performance as identical to organizational performance. Organizational accomplishment of *Ends* and operation within the boundaries of *Executive Limitations* will be viewed as successful Principal performance.
4.      Except as required by law, the Board will not participate in decisions or action involving the hiring, evaluating, disciplining or dismissal of any national or any employee.

## **B/PR-4     DELEGATION TO THE PRINCIPAL**

The Board will instruct the Principal through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Principal to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Principal to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends* policies. All issues that are not Ends issues as defined above are Means issues.
2. The Board will develop policies that limit the latitude the Principal may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies. The Board will never prescribe organizational means.
3. As long as the Principal uses any reasonable interpretation of the Board's *Executive Limitations* policies, the Principal is authorized to establish all further school policies, make all decisions, take all actions, establish all practices and develop all activities the Principal deems appropriate to achieve the Board's *Ends* policies.
4. The Board may change its Ends and Executive Limitations policies at any time, thereby shifting the boundary between Board and Principal domains. By doing so, the Board changes the latitude of choice given to the Principal. But as long as any particular delegation is in place, the Board will respect and support the Principal's choices.

## **B/PR-5      MONITORING PRINCIPAL PERFORMANCE**

Systematic and rigorous monitoring of Principal job performance will be based solely on reasonable progress toward organizational accomplishment of the Board's *Ends* policies, and organizational operation within the boundaries established in *Executive Limitations* policies.

Accordingly:

1. Monitoring determines compliance with Executive Limitations or reasonable progress toward the achievement of Ends. Information that does not contribute directly to this purpose is not considered monitoring information.
2. The Board will acquire monitoring data on Ends and Executive Limitations policies by one or more of three methods:
  - a. By internal report, in which the Principal discloses information demonstrating compliance with *Executive Limitations* policies, and reasonable progress towards *Ends* policies to the Board;
  - b. By external report, in which an external, objective third party selected by the Board assesses compliance or reasonable progress with Board policies;
  - c. By direct Board inspection, in which a designated member or members of the Board formally assesses compliance with or reasonable progress on the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Principal interpretation of the Board policy being monitored.
4. All policies that instruct the Principal will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.
5. Each year the Board will conduct a formal summative evaluation of the Principal. The summative evaluation will be based upon data collected during the year from the monitoring of *Ends* and *Executive Limitations* policies. The Board will prepare a written evaluation document. The evaluation document will consist of:
  - a. A summary of the data derived during the year from monitoring the Board's Ends and Executive Limitations policies;
  - b. Conclusions based upon the Board's prior action during the year relative to whether each *End* has been achieved or reasonable progress has been made toward its achievement;
  - c. Conclusions based upon the Board's prior action during the year relative to whether the Principal has reasonably interpreted and operated within the boundaries established by the *Executive Limitations* policies.

## **XIA EXECUTIVE LIMITATIONS (EL)**

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These policies state the limitations imposed by the Board on the strategies and methods the Principal and his or her staff may use, as they work to achieve the specified outcomes identified in the Ends Policies. The Executive Limitations establish the boundaries and operating expectations for staff.

### ***EL-1 GLOBAL EXECUTIVE CONSTRAINT***

The Principal shall not cause or allow any practice, activity, decision or organizational condition, which is unlawful, unethical or unsafe.

Monitoring Method: Internal report

Monitoring Frequency: Internal –Distributed over Board meetings



## ***EL-2 LEARNING ENVIRONMENT***

The Principal shall not cause or allow an environment that is not conducive to effective learning, high quality of instruction and character development.

Accordingly, the Principal will not allow conditions in which:

1. Student behavior is disruptive to learning.
2. Students lack an appropriately challenging curriculum.
3. A significant number of students feel disconnected from their teachers and peers.
4. The safety of students is not ensured according to the XIA Code of Conduct and other relevant policies.

Monitoring Method: Internal

Monitoring Frequency: Annually

### ***EL-3 TREATMENT OF PEOPLE***

The Principal shall not permit an organizational culture that treats people with disrespect, indignity or discourtesy.

Accordingly the Principal will not;

1. Discourage open dialogue by operating without written procedures for people to share concerns without recrimination.
2. Allow disregard for the parents' primary responsibility for the education of their children.
3. Permit school communication that is not open, honest, and timely.
4. Allow inappropriate access to confidential school records and personnel information.
5. Permit a working environment characterized by a lack of professional support and courtesy.
6. Fail to ensure all international, local, temporary and volunteer staff have read and signed XIA's Code of Conduct developed by the XIA school board.
7. Fail to implement and oversee the Child protection and Bullying policy developed by the XIA board.

Monitoring Method: Internal report

Monitoring Frequency: Annually

## ***EL-4 PERSONNEL ADMINISTRATION***

The Principal shall not fail to assure the employment, development, evaluation and compensation of foreign and national personnel necessary to enable the school to achieve its Ends policies.

Accordingly, the Principal may not fail to:

1. Maintain adequate job descriptions for all positions.
2. Select the most highly qualified and best-suited candidates available for all positions.
3. Ensure that all staff members are equipped to perform the responsibilities assigned to them in pursuit of achieving the Ends.
4. Prepare staff to deal with emergency situations.
5. Maintain a national staff employee handbook that (a) is consistent with national labor law and city regulations, (b) clearly explains rules and working procedures for employees, (c) outlines procedures for the effective handling of complaints and concerns, and (d) provides for appropriate due process.
6. Maintain a foreign faculty/staff handbook that (a) clearly explains school expectations and procedures for teachers and support staff, (b) outlines procedures for the effective handling of complaints and concerns, and (c) provides for appropriate due process.
7. Ensure that all expatriate teachers, including their dependents, must obtain their own health insurance with international coverage that includes China. This insurance must also include emergency evacuation, in the event of a sudden, serious illness or injury. Teachers cannot be hired until they have obtained their own health insurance.
8. Develop and implement a program for evaluation of all instructional and non-instructional staff with the goal of further achievement of the Board's Ends policies.
9. Implement and oversee the compensation and benefit program developed by the XIA board for its foreign staff assigned to the school.
10. Implement and oversee the Member Care Policy developed by the XIA board.
11. Develop compensation and benefit plans for national staff that are (a) consistent with XIA's compensation philosophy and in compliance with city labor laws, and (b) consistent with the local marketplace, including but not limited to organizations of comparable size and type, and (c) within available resources.

Monitoring Frequency: Annually

## ***EL-5 FINANCIAL PLANNING AND BUDGETING***

XIA will operate on a year-by-year basis. That is, while XIA intends to offer a long-term service to the community, if there is not sufficient need or personnel, the organization will have no legal obligation to operate the Academy each school year.

The Principal shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Board's Ends, risk fiscal jeopardy, fail to follow XIA budgeting procedures, and not be derived from a multi-year plan.

Accordingly, the Principal shall not fail to:

1. Submit the new proposed annual budget that calculates operating expenses, depreciation of equipment and the on-going development of the Academy to the Board for review and approval at the end of each school year. Any further adjustments based on enrollment and allocation of funds will be approved at the start of the new school year.
2. Provide for the Board's cost of governance, including professional development and reimbursement for Board members' traveling and lodging expenses related to Board meetings.

Monitoring Method: Internal report

Monitoring Frequency: Annually

## ***EL-6 ACTUAL FINANCIAL CONDITION AND ACTIVITIES***

With respect to the actual, ongoing financial condition and activities of the School, the Principal shall not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

Further, the Principal shall not:

1. Fail to settle payroll and debts in a timely manner.
2. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
3. Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances and the Board authorized transfer of funds from reserve funds.
  - a. Fail to receive Board approval in purchasing unbudgeted items exceeding 25,000 RMB.
4. Fail to keep complete and accurate financial records by funds and accounts, nor receive, process or disburse funds under controls that are insufficient in accordance with generally accepted accounting principles.
5. Fail to keep chop(s) secured, and document their use.
6. Fail to aggressively pursue receivables after a reasonable grace period.
  - a. Fail to disallow students to continue who have no means or intention to pay Academy fees.
7. Fail to divide net profits in any given academic year between the following areas: Savings which includes a reserve fund of (60,000 RMB minimum) and school improvements (e.g. building site/land, facility refurbishments, large pieces of equipment/furnishings, new curriculum).

Monitoring Method & Frequency: Internal report - Quarterly

## ***EL-7 ASSET PROTECTION***

The Principal shall not cause or allow school assets to be unprotected, inadequately maintained, inappropriately used or unnecessarily risked.

Further, the Principal shall not:

1. Unnecessarily expose the school, its board, or staff to claims of liability.
2. Operate without adequate insurance where feasible.
3. Make any purchase wherein normally prudent protection has not been given against conflict of interest, including kickbacks.
4. Allow assets to be unprotected from theft or loss from fire or water damage.
5. Allow fixed assets (facilities and equipment) to be subject to improper wear and tear or insufficiently maintained.
6. Allow school business records, student records, instructional materials, (paper and electronic), to be insufficiently preserved, or disposed of improperly according to a records retention policy.
7. Allow the purchase, tracking, and disposal of school assets in violation of a written fixed asset policy
8. Allow the disposal of school property above the conservatively estimated market value of RMB 25,000 without giving reasonable opportunity for more than one bidder, and seeking bidders independent of XIA. In the event of school closure the Principal shall not dispose of any school funds and/or assets without Board approval.

Monitoring Method: Internal report

Monitoring Frequency: Annually

## ***EL-8 COMMUNICATION AND SUPPORT TO THE BOARD***

The Principal shall not fail to appropriately inform and support the Board in its work.

Further, the Principal shall not:

1. Neglect to submit required monitoring reports (B/PR-5) in a timely, accurate, understandable fashion, directly addressing provisions of Board policies being monitored, and including his/her interpretation.
2. Fail to report in a timely manner any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board.
3. Fail to advise the Board in a timely manner of trends, facts and information relevant to the Board's work and implementation of Board policies, including but not limited to; quarterly updates on revenue and expenses, annual updates on the WASC action plan, anticipated adverse media coverage, actions which could be legally questionable, threatened or pending claims or lawsuits and material internal and external changes, particularly changes in the assumptions upon which any Board policy has previously been established.
4. Neglect to inform the board about any school changes that could be construed as mission drift or inconsistent with the pursuit of Ends.
5. Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the Principal yet required by law, or any contract needing Board approval.
6. Fail to deal with the Board as a whole, even when fulfilling individual requests for information.
7. Fail to advise the Board if, in the Principal's opinion, the Board or any of its members are not in compliance with its own policies on governance process and Board-Principal Relationship, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the Principal.

Monitoring Method: Internal report

Monitoring Frequency: Annually

## ***EL-9 EMERGENCY PRINCIPAL SUCCESSION***

In order to protect the Board from sudden loss of Principal services, the Principal shall ensure that one or more staff members are sufficiently familiar with Board and Principal issues and processes to take over with reasonable proficiency as an interim successor.

Monitoring Method: Internal report

Monitoring Frequency: Annually



## **GOVERNANCE PROCESS**

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These policies define how the Board will operate internally and govern itself to add value to the school. These policies address the Board's own culture, how it will conduct business, and how members will conduct themselves and interact with each other.

### ***GP-1      GLOBAL GOVERNANCE COMMITMENT***

The purpose of the Board, on behalf of the moral owners is to see that Xining International Academy (a) achieves appropriate results for its students and the community reflective of the moral owners' values, and (b) avoids unacceptable actions and situations

In the fulfillment of this charge, the Board is committed to rigorous and continual improvement of its capacity to govern effectively, using its policies to define these values and expectations.

## **GP-2        GOVERNING STYLE**

The Board will govern with emphasis on End results rather than on internal issues of the Board; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; observe clear distinction between Board and Principal roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the moral owners' values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term realization of the school's mission, not on the administrative or programmatic means of attaining those benefits, nor assuming responsibility for resolving operational problems or complaints.
2. The Board will cultivate a sense of group responsibility, and the Board itself will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the performance of the board as a body, but will not substitute individual judgments and opinions for the Board's collective values.
  - a. Most Board votes only require a majority. However, three decisions will require a unanimous vote: the appointment of the principal, the appointment of new Board members and the changing of the XIA Vision Statement.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Although the Board can change its policies at any time, it will observe those currently in force.
4. Throughout the year the Board will attend to consent agenda items as expeditiously as possible.
5. Continual Board development will include orientation of new Board members in the Board's governance process, and periodic Board discussion of process improvement.
6. Self-monitoring will include comparison of the Board's performance with policies in the *Governance Process* and *Board-Principal Relationship* categories.

### **GP-3      BOARD JOB DESCRIPTION**

The job of the Board is to lead the school by determining and requiring appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the Principal and staff, the board will:

1.    Serve as the link between the ownership and the operational organization (school).
  - a.      The board will meet with the parents at least once per year in order for parents to examine and evaluate the state of affairs.
2.    Establish written governing policies that address the broadest levels of all school decisions and situations.
  - a.    Ends: What end results are desired for whom and at what cost.
  - b.    Executive Limitations: Establish prudent and ethical boundaries within which the Principal may lead the school.
  - c.    Governance Process: Specification of how the Board conceives, carries out and monitors its own tasks.
  - d.    Board-Principal Relationship: How authority is delegated and its proper use monitored; the Principal role, authority and accountability.
3.    Define and require demonstration of accountability for successful organizational performance on Ends and Executive Limitations.
4.    Ensure Principal performance through monitoring *Ends* and *Executive Limitations* policies.
5.    Ensure Board performance through monitoring *Governance Process* and *Board-Principal Relationship* policies.
6.    The Board will appoint the Principal and also appoint the Vice Principal subject to a clear approval by the Principal. The Board, in hiring a new principal will adequately vet the applicant. A contract (between the Principal and the Board) referencing both the School Handbook and a job description will be signed at the beginning of each academic year. This will include details of salary, housing allowance, etc.

## **GP-4      AGENDA PLANNING**

To accomplish its job with a governance style consistent with Board policies, the Board will follow an annual agenda which continually:

- a. Reexamines Ends policies;
- b. Monitors organizational performance according to the *Ends Policies* and *Executive Limitations* policies;
- c. Improves Board performance through Board education and enriched input and deliberation.

1. The Board's annual planning cycle will conclude at the end of each school year, so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. The cycle will start with the Board's development of its agenda for the next year. The annual planning calendar will include, where feasible:
  - a. Consultations with parent groups and presentations on demographics, future trends, etc., which will be arranged early, and conducted during the balance of the year.
  - b. Scheduled monitoring of all policies.
  - c. Principal summative evaluation.

## **GP-5 SCHOOL BOARD CHAIR'S ROLE**

The authority enumerated in this policy constitutes the full and total delegation of responsibility by the Board. The Chair of the Board provides leadership to the Board, ensures the integrity of the Board's processes, and normally serves as the Board's official spokesperson. Accordingly the Chair has the following authority and duties:

1. Monitor Board behavior to ensure that its conduct is consistent with its own rules and policies and those legitimately imposed upon it from outside the organization.
  - a. Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board to decide or to monitor. Information that is for neither monitoring performance nor board decisions will be avoided or minimized and noted as such.
  - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and focused.
  - c. Board meeting debriefings are timely and periodic self-assessments ensure process improvement.
  - d. The Chair is empowered to chair Board meetings with all the commonly accepted authority of that position, such as ruling and recognizing.
  - e. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Principal.
  - f. The Chair may represent the Board to outside parties in announcing Board-stated positions and through board delegation.
2. Make all interpretive decisions that fall within the topics covered by Board policies on *Governance Process* and *Board/Principal Relationship*, except where the Board specifically delegates such authority to others, using any reasonable interpretation of the provisions in those policies.
  - a. The Chair shall not make interpretive decisions about policies created by the Board in the Ends and Executive Limitations policy areas;
  - b. The Chair shall have no authority as an individual to supervise or direct the Principal.
3. Compile and facilitate the Board's summative evaluation of the Principal.
4. Execute all documents authorized by the Board, except as otherwise provided by law.
5. On behalf of the Board, and in concert with the Principal, develop proposed board meeting agendas consistent with the Board's annual calendar.
6. The Chair may delegate authority for the above responsibilities, but remains accountable for them.

## **GP-6      BOARD MEMBERS' CODE OF CONDUCT**

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum.

Accordingly:

1. Board members must have loyalty to the Xining International Academy, not conflicted by loyalties to staff, other organizations, or personal and family interests.
2. Members must avoid conflicts of interest with respect to their fiduciary responsibility:
  - a. There will be no business conducted by a member with the organization except to the extent expressly permitted by law and appropriately disclosed. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
  - b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest that member shall absent herself or himself from, not only the vote, but also from the deliberations.
3. Board members may not attempt to exercise individual authority over the organization.
  - a. Members' interaction with the Principal or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized. Members will not give personal direction to any part of the operational organization or assume personal responsibility for resolving operational problems or complaints.
  - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
4. Except for participation in Board deliberation about whether the Principal has achieved a reasonable interpretation of Board policy, members will not express publicly individual negative judgments of performance of the Principal or the Principal's employees.
5. Members will protect the confidentiality appropriate to issues of a sensitive nature and other matters that may compromise the integrity or legal standing of the Board and school.

## **GP-7      BOARD COMMITTEE PRINCIPLES**

Board committees, when used, will be assigned to support the work of the Board as described in Policy GP-3 and to never to interfere with delegation of authority from Board to Principal

Accordingly:

1. Board committees are to assist the Board to do its job, not to direct or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives, implications or recommendations for Board consideration. Consistent with the Board's broader focus, Board committees will not have authority over staff.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Committee expectations and authority will be stated carefully by the Board in policy to assure that committee authority will not conflict with authority delegated to the Principal.
3. Board committees may not exercise authority over the Principal or staff. Because the Principal works for the full Board, any direction to the Principal related to a committee recommendation will come from the full Board.
4. A Board committee that has helped the Board create policy will not be used to monitor organizational performance on that same activity.
5. This policy applies only to committees that are formed by Board action, whether or not the committees include Board members. It does not apply to committees formed under the authority of the Principal.
6. A committee is a Board committee only if its existence and charge comes from the Board and its work is intended to support the Board's work, whether or not Board members serve on the committee. The only Board committees are those listed in this policy. Unless otherwise indicated, a committee ceases to exist as soon as its task is complete.

## **GP-8      BOARD COMMITTEE STRUCTURE**

A committee is a Board committee only if its existence and charge come from Board action, regardless of whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

The only Board committees are those listed in this policy, as follows:

Board committees:

1. Name:

a. Purpose/Charge:

1)

2)

b. Membership:

1)

2)

c. Reporting Schedule:

d. Term:

e. Authority Over Resources:



# APPENDICES

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## **APPENDIX A: BOARD STRUCTURE**

The Xining International Academy Board must at a minimum consist of a Chair, four to six other voting members, and the Principal, who is a nonvoting member. One member must be the parent elected Board member, selected from the parents by the parents.

The board is permitted to have more or less members, and should aim for an odd total number of voting members.

All members of the Board must be likeminded. However, a board member may not also be directly employed by the school. Whenever there will be a vacancy on the Board, the Chair and board members will select a new member to fill the position. Each year the board will determine who among them will serve as Chair.

Board members serve two-year terms and may serve no more than two consecutive terms, with the exception of the Chair and the Principal. A school board member shall not be eligible for re-appointment without being off the Board for at least one year.

Xining International Academy Board meetings will be held five times per year, in September, November, January, March, and May. Some of those meetings may be conducted via teleconference.

## **APPENDIX B: BOARD COMPOSITION HISTORY**

	2011-12	2012-13	2013-14	2014-2015	2015-2016
Chair	Thomas Hojberg	Thomas Hojberg	Natasha Tompkins	Natasha Tompkins	Colin Dennis
Members	Sarah Vonk  Klaas Steendam  Sarah Choi  Jakob Axelsson  Kajung Kim  Joy Friberg	Brandie Green  Jennifer Braun  Klaas Stendam  Jonathan Trevino  Kajung Kim  Natasha Tompkins  Jakob Axelsson  Steven Kim	Colin Dennis  Manfred Braun  Jakob Axelsson  Peter Park  Brandie Green	Jakob Axelsson  Peter Park  Colin Dennis  Manfred Braun	Manfred Braun  Peter Park  Amanda Bray  Doug Hendersen
Parent- elected Member	Carlia Knox		Christian Bossy	Cecile Moser	Dann Johnson
Principal	Charles Rushing	Charles Rushing	Christine Patterson	Christine Patterson	Christine Patterson

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Chair	Colin Dennis	Colin Dennis	Colin Dennis	Colin Dennis	Colin Dennis
Members	Morgan Jones  Amanda Bray	Morgan Jones  Chad Newman	Morgan Jones  Sarah Lin Phil Steiner	Morgan Jones  Sarah Lin Daniel Lee	Sarah Lin Daniel Lee Jacky Tan Claudia Juzi
Parent-elected Member	Phil Steiner	Phil Steiner	Sue Ann Wong	Sue Ann Wong	
Principal	Christine Patterson	Christine Patterson	Christine Patterson	Christine Patterson	Christine Patterson

	2021-2022	2022-2023	2023-2024	2024-2025
Chair	Colin Dennis	Colin Dennis	Sam Lin	Sam Lin
Members	Claudia Juzi Daniel Lee Sarah Lin Philip Poh	Norman Chan Pia De Vries Philip Poh Sam Lin	Norman Chan Kara Stepp Pia De Vries Philip Poh Sara Willers	Norman Chan Kara Stepp Pia De Vries Sara Willers
Parent-elected Member				
Principal	Christine Patterson	Christine Patterson	Christine Patterson	Aubrey Delafield
Vice-Principal	n/a	n/a	n/a	Helen Li

## **APPENDIX C: EXECUTIVE LIMITATIONS MONITORING SCHEDULE**

Board meeting:	September	November	January	March	May
EL-1	Internal Distributed as per Below	Internal Distributed as per Below	Internal Distributed as per Below	Internal Distributed as per Below	Internal Distributed as per Below
EL-2 Learning Environment		Internal			
EL-3 Treatment of People			Internal		
EL-4 Personnel Administration				Internal	
EL-5 Financial Planning	Internal				
EL-6 Actual Financial Condition	Internal	Update	Update	Update	Update
EL-7 Asset Protection	Internal				
EL-8 Communication and Support to Board			Internal		
EL-9 Emergency HP Succession					Internal
ESLR Ends	Effective communicator	Independent learner	Global citizen	Critical thinker	Academic achiever/Truth seeker
<b>BOARD EVALUATION</b>					
Board Self-Evaluation					Direct Inspection
Board Evaluation of Principal			Direct Inspection		