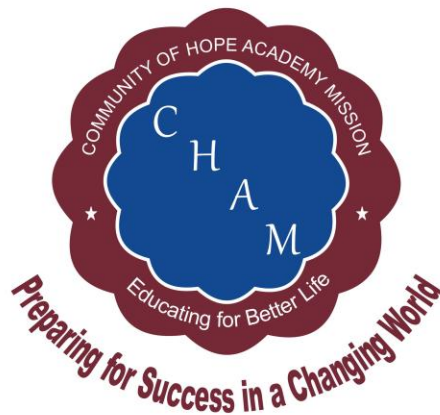


Constitution **And** **By-laws**



Slogan: Better life requires better education

COMMUNITY OF HOPE ACADEMY MISSION (CHAM)

DRAFTED: APRIL 6, 2016 & APPROVED APRIL 14, 2016
SUREWAY COMMUNITY, DUAZON, MARGIBI COUNTY, LIBERIA

COMMUNITY OF HOPE ACADEMY MISSION

CONSTITUTION & BYLAWS OF COMMUNITY OF HOPE ACADEMY MISSION

PREAMBLE

Being mindful of God's will that children be taught the content and practical applications of His Word (in every aspect of learning and in and for every activity in life – Deut. 6:4-9) and firmly believing that Christ-centered instruction and training is a necessary part of the fulfillment of His will, we herewith establish the COMMUNITY OF HOPE ACADEMY MISSION and adopt this Constitution for its organization and operation.

ARTICLE I Name

The name of this school is COMMUNITY OF HOPE ACADEMY MISSION (CHAM).

ARTICLE II Statement of Faith

- I. We believe the Bible to be the inspired, the only infallible, authoritative, inerrant Word of God. (II Tim. 3:16; II Pet. 1:21).
- II. We believe there is one God eternally existent in three persons – Father, Son and Holy Spirit. (Gen. 1:1; Mt. 28:19; John 4:24; John 10:30, 14:15-17).
- III. We believe in the deity of Christ (Mt. 16:16), His virgin birth (Is. 7:14; Matt. 1:23; Lk. 1:35), His vicarious and atoning death (I Cor. 15:3; Eph. 1:7; Heb. 2:9), His resurrection (Jn. 11:25; I Cor. 15:4), His ascension to the right hand of the Father (Mk. 16:19), and His personal return in power and glory (Acts 1:11; Rev. 19:11; Heb. 9:28).
- IV. We believe in the necessity of salvation for sinful man, by grace, through faith in Jesus Christ, His shed blood and atoning death upon the cross; the only means to the forgiveness of sin and eternal redemption. This grace engenders love, and out of this love grows a desire to serve both God and our neighbor (Acts 4:12; Rom. 3:21-26, 5:8-10; Eph. 2:4-10).
- V. We believe in the resurrection of both the saved and the lost, they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation (John 5:28-29).

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- VI. We believe in the spiritual unity of believers in our Lord Jesus Christ (I Cor. 12:12 & 13; Gal. 3:26-29).
- VII. We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a Godly life (Rom. 8:13-14; I Cor. 3:16; 6:19-20; Eph. 4:30; 5:18).

ARTICLE III Philosophy of Education

Our school's Philosophy of Education is in complete alignment with and does fully affirm our 'Statement of Faith'. God is the Creator and Sustainer of all things. Because man is created in the image of God, man's ultimate purpose, meaning and very definition of being must all come from God. Thus man, as a finite creature, is dependent upon the divine revelation for all ultimate truth. (Gen. 1:1, 1:26-27, 2:1; Ex. 3:14; Col. 1:15-17; Is. 55:6-9). Concerning the "nature of truth": Truth reveals God and is a revelation from God. God reveals Himself (generally) through His created universe, (specifically) in the Scripture and (personally) in His Son, Jesus Christ. (Rom. 1:19-20; II Tim. 3:15-17; Deut. 8:1-4; Is. 40:6-8; Jn. 1:14, 14:16) Since the moment Adam and Eve disobeyed God in the Garden, man's essential nature has been corrupted by sin and, in sin, man's understanding has been darkened. At enmity with God in his spirit, man has embraced the falsehood that man's ways are better than God's ways. From the time of the fall, man has believed he could explore, understand, relate to and even teach the laws and facts of the created universe, independent of God's revealed truth and without need of "the grace of God to comprehend and receive it." (Gen. 3:1-7, 3:14-19, 6:5; Rom. 1:21-22, 3:10-11) As Christians, we believe we are commanded by God to adopt, maintain and perpetuate (teach our children) a totally Christian worldview or Christian Philosophy. We believe our philosophy to be centered upon God (our creator); that God is Truth; that God's word is completely trustworthy (inerrant) and that God can be known. From this Christian Philosophy of Life, we derive our Philosophy of Christian Education. (Col. 2:8, 3:1-2; Rom. 11:35, 12:2; Ps. 78:1-11, 111:10; Ja. 1:5; Proverb. 22:6; Deut. 6:6-9; Ex. 13:8; II Cor. 10:3-5) Living in a created world means living in a reality of created facts, which can be rightly understood, only in relationship to their Creator. We hold firmly to the philosophy that

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man's reason does not determine God's revealed truth about Himself and all that He has created. Rather, God has graciously given man reason in order that God's truth (by the power of His Holy Spirit) might be discovered, understood, categorized, and passed down from generation to generation in the systematic approach of training and discipline that is Christian Education. (Proverb. 1:7, 3:5-7, 22:6; Ps. 119:89-91; Eph. 6:4; II Tim 2:15, 3:16-17) Biblical truth must validate experience and knowledge at all times. In all subjects; mathematics, geography, economics, history or English, the Bible is the key to true understanding. The Bible gives us the perspective we need to see God as He is, ourselves as we are, our relationship to others and to the world that we live in, and it provides the necessary principles without which there can be no true understanding. Thus, Biblical Truth will undergird the teaching of all subjects and provide the standard qualifying all other tests, materials and supporting media used in our classrooms. (Proverb. 1:7, 9:10) Moreover, we hold the Scriptures to be divinely inspired, authoritative and inerrant. The Word of God is our heritage and our birthright. Our philosophy of Christian Education, this document and every policy and practice hereunto will regard the Word of God as the final authority in all matters of faith and practice. (II Tim. 3:16)

COMMUNITY OF HOPE ACADEMY MISSION's purpose is to provide a distinctly Christian academic environment in which God's mandate to train, instruct and nurture each student in the Truth may be fulfilled. Administration, faculty and staff shall seek to minister to each student, providing a Christ-like example while promoting that student's spiritual, physical, academic and social development. We recognize that children are a heritage of the Lord (Ps. 127:3). We believe that, to the Christian parent(s) of every Academy student, God has delegated a special "stewardship responsibility" for the instruction, nurture and discipline of children. The process of "training up a child" starts in the home. The Bible declares: "Train up a child in the way he should go, and when he is old, he will not depart from it." (Proverb. 22:6). God has additionally granted (in Christ Jesus) the Christian faith and life. Again, the Scriptural mandate is clear and repeated: "These commandments that I give you today are to be upon your hearts. Impress them on your children." (Deut. 6:6-7) and "Fathers do not exasperate your children; instead bring them up in the training and

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instruction of the Lord.” (Eph. 6:4). At COMMUNITY OF HOPE ACADEMY MISSION, we hold to the Biblical position that while parents can never delegate away their responsibility (before God) to instruct and discipline their children, they may share the authority (given to them by God) for the teaching of their children, with our faculty and staff. Children will be blessed as parents and teachers share in their instruction, so long as the instruction is provided with God-given and rightly shared authority. “Jesus said, ‘Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these.’” (Matt. 19:14). The Academy is committed to its mission of: fostering academic excellence in a genuinely Christ-centered scholastic community. For this reason, the parent(s) of the Academy students will be expected to clearly communicate with their children God’s design in, and the necessity for respect of, teachers’ authority in the classroom at all times. Academy students, learning to adhere to the authority of their teachers in the classroom, even as they learn to adhere to the authority of their parents at home, actually engage in the larger process of learning obedience to God. We desire to create an optimal learning environment, based on academic excellence, which compliments the Christian home. We strive to promote an atmosphere where students learn to live their lives for Christ, developing their character and achieving their highest potential (in Him). As we seek to train students, we believe that the school and the home need to work cooperatively in providing the best educational experience for every student. Our goal is to bring out of each student their natural creative desire to learn and to assist them in developing the required academic disciplines. It is critical that individuals master the basic academic skills needed to be productive in our society. As to their spiritual nurturing, our goal is to develop within each student an inclination to study, learn and apply God’s Word in every area of his or her life. We will diligently work to instill in our students a sense of appreciation for the heritage that is theirs in Christ. Ultimately, in all that we shall teach, in all that we shall say and do and plan and promote; we shall direct all to the glory of God, exalting the name of our Lord and Savior Jesus Christ. We will, at every point, seek to promote an experience of education and discipleship in the lives of Academy students; imparting God’s truth, thus preparing them for faithful service in the cause of Jesus Christ and the

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Gospel, that their involvement in the home, church, workplace and community might manifest the Glory of Jesus Christ for the world to see. (Ps. 22:23, 57:5; Matt. 5:16; I Pet. 4:11; Rev. 4:11).

As a God-centered academy of ministry, it is incumbent on the students, teachers, staff, and faculty members to speak words or their speeches well-seasoned with SALT.

(Colossians 4:6). **King James Bible:** *Let your speech be always with grace, seasoned with salt, that ye may know how ye ought to answer every man.* Our words and the way we communicate them are important. Believers are exhorted in Colossians 4:6, "Let your words be seasoned with salt." As believers, our words should reflect to others the truth of the gospel. They should reveal how this gospel has transformed our lives. Our words should impact our conversations for the better as we bring a different "flavor" to our interactions, build others up, and share as well as defend the gospel.

The words we speak reflect what is in our hearts, "for the mouth speaks what the heart is full of" (Luke 6:45). When we trust in Christ for the forgiveness of our sins, we become new creations (2 Corinthians 5:17). Our lives are transformed; we have been saved from our sins and brought from death to life (Ephesians 2:6). The Holy Spirit lives within us (Romans 8:11). For these reasons, believers' words should always be "seasoned with salt." Jesus called believers to be the salt of the earth (Matthew 5:13). Salt is an important mineral; it preserves food, brings out flavor, soothes and heals, and is necessary for life: it balances fluids in the blood and is vital for nerve and muscle function. The *salt of the earth* metaphor applies to the way believers talk as well as how they live, as Paul indicates: "Be wise in the way you act toward outsiders; make the most of every opportunity. Let your conversation be always full of grace, seasoned with salt, so that you may know how to answer everyone" (Colossians 4:5–6). The content and tone of our words should impact those around us for the better, especially unbelievers.

A believer's words are to be seasoned with salt so that we can "know how to answer everyone" (Colossians 4:6). Sharing the gospel includes knowing it, sharing it accurately, and doing so with a humble and gracious attitude—in a palatable way. Believers are called to "always be prepared to give an answer to everyone who asks you to give the reason for the hope that you have. But do this with gentleness and respect" (1 Peter

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3:15). Having an unwholesome, distasteful attitude is not becoming to the gospel of Christ; unsavory motives and attitudes do not produce words “seasoned with salt”. While not every conversation must specifically be about God, every conversation should be seasoned with salt. We should always be ready to answer others’ questions about our faith, and our words should always reflect Christ, bringing a different “flavor” to what might otherwise be an unsavory conversation. What a Christian says and how he says it ought to add value to a conversation just as salt does for food.

Just the right amount of salt in food brings out flavor and transforms a meal. Our words can be seasoned with salt by speaking the truth in love (Ephesians 4:15) and being gracious in every circumstance. As Proverbs 16:24 says, “Gracious words are a honeycomb, sweet to the soul and healing to the bones.” Just as salt has healing properties, our words should bring healing and goodness, encouraging its hearers and pointing them to the One who is vital for life.

Jesus said, “Have salt among yourselves, and be at peace with each other” (Mark 9:50b). What we say and how we say it should always be seasoned with the salt of grace and peace. In order to give a seasoned answer, we must present what we say and how we say it in a way that reflects Christ. May we all prayerfully consider our hearts before we engage our mouths and reflect what the psalmist says in Psalm 19:14: “May these words of my mouth and this meditation of my heart be pleasing in your sight, LORD, my Rock and my Redeemer.”

ARTICLE III Section 1: Officers

1. Designation of Officers

The officers of the Community of Hope Academy Mission shall be the *School Board*, *Education Coordinator*, *School Coordinator*, *Project Manager*, *Project Coordinator*, *Principal*, and *Vice Principal*, and they shall have authority to carry out the duties prescribed in these bylaws and Constitution. One person may hold more than one office, except no person may hold the office of the School Board’s President, Superintendent/Project Director/Coordinator for Education and Principal.

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ARTICLE IV: Board of Directors, Guidelines and Structures of Board Governance

Sections 001 through 021 [References to “he” “she” in this Article are without gender inference.]

Sec. 001: Agreement of Leadership with Articles II and III.

All Board Members shall be Christians or Godly (giving testimony to their faith) and shall agree without reservation with Articles II and III of this Constitution. Further, they shall be members in good standing with a local church, whose doctrine is in agreement with Article II of this Constitution.

Sec. 002: General Powers and Responsibilities

COMMUNITY OF HOPE ACADEMY MISSION (CHAM) Board shall oversee the continuing operation of this educational ministry and generally oversee the business affairs of CHAM in compliance with this Constitution. However, the Executive Officer of Abelinnyuen Community of Hope (ACOH) in consultation with its Board of Directors is the highest decision-maker for ACOH's established educational [school, economic, health and social] and all other programs and services. The responsibilities of the Board of Directors will include, but not limited to making policy, acting on matters of personal (including hiring and firing), appointing Board Members, establishing tuition and fees, promoting Christian education in the community and praying for the life and ministry of ABEHINNYUEN COMMUNITY OF HOPE and COMMUNITY OF HOPE ACADEMY MISSION.

Sec. 003: Number and Tenure of Board Members

A. The number of Board Members shall be at least five (5) and at most seven (7) may be increased by nomination and appointment of additional members. Each Board member shall serve on the Board for a term of three years, unless such service is terminated by resignation or dismissal. The initial term length may be staggered upon a two-third (2/3) Board decision.

B. Any Board member may, if he chooses, serve a second and third successive three-year term, subject to the nomination and election process set forth in this Constitution.

Further, having served a second and third term on the Board, the Board member shall

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step down from service for at least one full year before being, again, eligible for nomination and election to the Board. It is, also, agreed that employees, or an employee's immediate family, of COMMUNITY OF HOPE ACADEMY MISSION **cannot** serve as a Board member.

C. Terms of service for Board Members are staggered to allow for depth of experience and a natural mentoring effect upon newer members.

D. Terms of service for Board Members shall be staggered in such manner that no more than one-third (1/3) for the full Board will complete their term of service in any given fiscal year.

Sec. 004: Board Member Qualifications

A. All Board Members shall be born-again Christians and subscribe personally to the school's Statement of Faith without reservation. Further, each Board member shall be committed to preserving the ideals and purposes of the school, as described in the Philosophy of Education.

B. Eligibility for Board membership requires that a nominee shall be a Godly person, graced in their judgments, through their thorough meditation on and willing submission to the Word of God. Further, their reputation in the community and the testimony of their life shall evidence their qualifications reflective of Biblical leadership.

C. In their speech and behavior a Board Member shall demonstrate that they are not quick-tempered, not overbearing, one who loves what is good and one found faithful in their love of the brethren. They shall possess a wholehearted commitment to the school and the cause of Christian education to serve on the Board of COMMUNITY OF HOPE ACADEMY MISSION.

D. COMMUNITY OF HOPE ACADEMY MISSION is a lay-operated ministry and independent from any particular church.

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E. Board Members shall individually commit themselves to continuous prayer for the family, leadership, life and ministry of COMMUNITY OF HOPE ACADEMY MISSION of Liberia.

Sec. 005: New Board Member Nominating Process

A. It shall be the unqualified right of any CHAM family, at any time, to suggest the name of a potential nominee to the President of the Board. The name shall be submitted in writing and delivered to the school office. It is then incumbent upon the President to give notice of such recommendation at the next regular meeting of the Board; bringing such notice to the attention of the Board Secretary. The Secretary will add the recommendation to a list of potential nominees along with a Board member application. The Secretary will keep this list and applications in custody until turning it over to a nominating appointed by the Board President.

B. Once applications are completed the Administration will verify references.

C. Each January, a nominating committee shall be appointed by the President of the Board, consisting of at least three (3) Board Members. The charge of such committee shall be to identify and conduct a preliminary evaluation of potential nominees for Board membership. Further, such evaluation will be guided by the qualifications for Board Members as they are set forth in this Constitution.

D. Between January 1, and the regular meeting of the Board in March, the nominating committee will identify and interview potential nominees. At least three committee members shall interview each candidate, either at the school or at home at a time not to coincide with a regular business meeting of the Board. Upon the establishment of the nominating committee, the Board Secretary shall turn over the list of recommendations of potential nominees along with a listing of any additional candidates the Board may, themselves, suggest. The objective of preliminary interviews will be to establish the candidates' interest in pursuing this particular avenue of service to CHAM. While conducting each preliminary interview, committee members shall provide the candidate

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with a copy of this Constitution and review it with the candidate. The candidate, after reviewing the Constitution, shall convey his agreement with the same.

E. The nominating committee, at the regular March Board meeting shall, in Executive Session, formally submit nominees to the full Board. Subsequent to this meeting and at least one week prior to the regular Board meeting in May, nominees to the board shall be interviewed by the full Board, at one or more special meetings, convened for this purpose.

F. Voting to appoint nominees to Board membership shall take place at the regular meeting of the Board in May. The term of office for regularly appointed Board Members shall begin July 1 of that year and end June 30, three years hence, unless otherwise staggered by the existing Board.

G. In the event of a vacancy on the Board, occurring through resignation or dismissal, a replacement shall be interviewed in the manner as has been described herein, voted upon and appointed by the remaining Board Members, without regard to particular dates and timetables already described herein.

H. Voting for the appointment of any Board Member, whether such appointment is by reason of an incumbent completing his term or by reason of resignation or dismissal, shall be in strict compliance with the manner of acting prescribed in this Constitution.

Sec. 006: Election (Appointment) of New Board Members

A. The appointment of any nominee to the CHAM Board, whether the vacancy occurred through retirement, resignation, dismissal, or creation of a new position, shall be decided by the affirmative vote of a majority of the members present, provided two-thirds (2/3) of the full Board is in attendance.

B. The Board shall vote for new members by roll call. The Board Secretary shall read the names of Board Members in attendance and record the vote. The Board President shall

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declare the election results and shall be responsible to convey the same to all nominees. In the event of a tie the Board President shall cast the deciding vote.

C. It is in the best interest of CHAM to view the nominating process as a way of helping to develop the good will of all nominees. This is accomplished by timely and personal contact from the Board President.

Sec. 007: Duties of the Board

A. Board Members shall, individually and corporately, pray continually for the leadership, administration, faculty, staff, parents, children and fruitful ministry of COMMUNITY OF HOPE ACADEMY MISSION. Moreover, they will be inclined to prayer, ever mindful of their own dependence upon God for His grace and wisdom manifest in their leadership.

B. The primary function of the Board is to set school policy, not to administer the school. The daily administration is the work of the Principal. The Board's policies set the boundaries within which the Administrator administers CHAM.

C. The second most significant duty of the Board is the selection of its Administrator. The Administrator will implement the Board's legislated policies and directives and manage the day to day operation of the school. The Administrator is an ex officio (non-voting) member of all committees.

D. Upon the recommendation of the Administrator, the Board shall employ such qualified faculty and staff as will be needed to meet the educational objectives and execute the academic programs and policies which it has established for the school.

E. The Board shall oversee the general financial operation of the school: approve annual budgets, devising methods of raising operating funds and determining how these funds shall be disbursed. Methods used to raise funds shall be consistent with the Christian character and philosophy of CHAM.

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F. The Board shall have the authority to borrow money in the name of CHAM, but all measures will be taken to operate with a balanced budget. Ordinarily, any form of debt will be avoided.

G. The Board shall approve the educational programs and standards of achievement for the school as recommended by the Education Committee

H. Courses of study, including textbooks, prepared by the school's faculty under the leadership of the Administrator and reviewed by the Education Committee shall be recommended to the Board for approval.

I. The faculty and staff of COMMUNITY OF HOPE ACADEMY MISSION shall be appointed by the Board after careful consideration of their spiritual and academic qualifications. Both parties shall enter into a binding contract. The Board shall have the authority to dismiss any personnel associated with the school who do not fulfill the requirements set forth in this Constitution, or otherwise prove to be unfit for their role and work.

J. It is understood that members of the Board are necessary in the operations of non-profit corporations and give of their time to benefit the community. Directors on non-profit boards have varied interests and backgrounds, and a situation may develop in rendering services that might be interpreted as a conflict of interest. The service of Board Member should not be rendered impossible solely by reason of possible conflict of interest; nevertheless, there has to be loyalty and fidelity to the school. In governing the affairs of the school, Board Members must be accountable to God in honesty and economically exercising their best care, skill and judgment for the benefit of the school.

1. Any possible conflict of interest on the part of any Board Member shall be disclosed to the other members of the Board and made a matter of record, either through an annual procedure or when the interest becomes a matter of Board action.

2. Any governing Board Member having a possible conflict of interest on any specific matter shall not vote or use his/her personal influence on that matter. The minutes of the

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meeting shall reflect that a disclosure was made, and the abstention from voting observed.

3. The foregoing requirements shall not be construed as preventing the Board Member from briefly stating his position in the matter or from answering pertinent questions from the other Board Members since his knowledge may be of assistance.

This policy shall be reviewed annually for the information and guidance of governing Board Members and new Members.

K. The Board's authority is corporate. Individual Board Members have authority to act only when the Board is convened in regular or special session. There shall be only one line of authority which will flow from the Board, through the President, to the Principal who is charged with the responsibility for properly conveying the decisions and actions of the Board to the faculty, staff, students and parents as appropriate.

L. The Annual Evaluation of the Principal is the responsibility of the entire Board.

Sec. 008: Officers

Annually, the Board shall elect from among its members, Officers of the Board in accordance with this Constitution. The duties of these duly elected Officers shall be limited to the following:

A. President – The President shall preside at all the CHAM Board meetings and perform such other duties as approved by the Board. The President shall be the Administrator's point of contact with the Board when the Board is not in session.

B. Vice-President – The Vice-President shall perform the duties of the President in the latter's absence, disability or refusal to act. When so acting, the Vice-President shall have all powers of and be subject to all the restrictions upon the President.

C. Secretary – The Secretary shall cause to be recorded the minutes of any and all meetings of the Board. Further, the Secretary shall have custody of the board records and

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documents and shall conduct necessary correspondence and perform other duties associated with the office.

D. Treasurer – The CHAM Board Treasurer, Financial Secretary, and Financial advisor are entrusted with the supervision of the operating funds of CHAM. The Financial Secretary and the Financial Advisor will prepare and present financial reports at regular board meetings. The Board Treasurer shall be responsible to arrange for an annual independent audit to take place at the end of the fiscal year, of all school accounts conducted by a Board approved accountant.

Sec. 009: Election and Tenure of Officers

- A.** The officers of the School Board shall be president, Vice-President, Secretary and Treasurer. These four officers constitute the Executive Committee of the Board.
- B.** At the Board's annual meeting in June, the Board shall elect officers for the following year from among its members. The term of office shall be one year, with such term starting July 1. Election shall be by simple majority vote of the members present, with a two-thirds (2/3) quorum in attendance.
- C.** Individual Board Members may not give directives to the Principal, Pre-School Director or to the school's faculty or staff. Board Members do not have direct authority in the school. Their authority is confined strictly to the legislative powers of their office.

Required Personal Qualities:

- Faith in Jesus Christ as his/her personal Savior
- A belief that the Bible is God's Word and is the standard for faith and daily living
- Agrees whole-heartedly with CHAM's Statement of Faith, Mission Statement, And Guiding Principles
- A Christian role model in attitude, speech, and actions toward others (Matthew 18:15-17).

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- Is a Christian who is an active member of a Christ-centered church, and will remain so during the period of employment, growing his/her Christian relationship with God, and actively practicing and exhibiting Christian principles of the Christian faith; seeks to model in speech, actions, and attitude, a consistent daily walk with Jesus Christ; sets an example of the importance of spiritual discipline; and encourages students in the importance of a personal relationship with Jesus Christ and growth of their faith
- Commitment to Community of Hope Academy's mission statement and glorifying God through Community of Hope Academy Mission.

Sec. 010: Education Coordinator

The Education Coordinator (EC), hereafter called “The Coordinator of Education”, shall be the Chief Administrative Officer (CAO) for the Community of Hope Academy Mission School system. He/she is responsible for the effective operation of the Community of Hope Academy Mission are established in Liberia; for the general administration of all instructional, business or other operations; and for advising and making recommendations to the School Board/Board of Education with respect to such activities. He/she shall perform all the duties and accept all of the responsibilities usually required of an education coordinator/school coordinator or equivalence as prescribed by the Education Laws of the Ministry of Education for the Republic of Liberia, the rules and regulations of the Board of Testing/examinations and Commissioner of Education, laws and regulations of the Republic of Liberia, statutes of the County, and the policies, rules, and regulations established by the Board of Education. The Education Coordinator/School Coordinator is responsible to conscientiously maintain an open line of communication between the various members of the school body and the Board; conveying their concerns, ideas or questions to the ACOH’s National Board of Directors and Chief Executive Officer in a timely and forthright manner. In the absence of an approved policy, the Education Coordinator is free to act upon the basis of his good judgment, to report his action and the need for an appropriate policy at the next regular meeting of the Board. **NOTE:** An Education Coordinator or School Coordinator is a

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professional who is responsible for coordinating and supervising various activities and programs within a school or educational institution. This can include managing student schedules, overseeing the implementation of curriculum and instruction, and coordinating extracurricular activities.

He/she manages and coordinates school operations, including academic, administrative, and support services. They work to ensure the school runs smoothly and efficiently.

1. Primary Activities

The Education Coordinator shall possess the following powers and be charged with the following duties:

- A. To be the Chief Administrative Officer (CAO) of the School Districts, with the right to speak on all matters before the Board, but not to vote.
- B. To enforce all provisions of law and all rules and regulations relating to the management of the schools and other educational, social and recreational activities under the direction of the ACOH's National Board of Directors and Board of Education.

2. Responsibilities

- A. Keep the National Board of Directors and Board of Education (school Board) informed of the condition of the District's educational system; assure effective communication between the Boards and the staff of the school system. Relay all communications by the Board regarding personnel to district employees and receive from all school personnel any communications directed to the Boards.
- B. Prepare the agenda for the School Board meetings, in consultation with the President of the Board. Prepare and submit recommendations to the Boards relative to all matters requiring board action, placing before the Board such necessary and helpful facts, information, and reports as are needed to insure the making of informed decisions.
- C. Submit to the Board a clear and detailed explanation of any proposed procedure which would involve either departure from established policy or the expenditure of substantial sums.

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- D. Develop and recommend to the Board objectives of the educational system; see to the development of internal objectives which support those of the Board.
- E. Develop and recommend to the Board long-range plans consistent with population trends, cultural needs, and the appropriate use of District facilities, and see to the development of long-range plans which are consistent with Board objectives.
- F. See to the development of specific administrative procedures and programs to implement the intent established by Board policies, directives and formal actions.
- G. See to the execution of all decisions of the Board.
- H. See that sound plans of organization, educational programs and services are developed and maintained for the Board.
- I. Maintain adequate records for the schools, including a system of financial accounts, business and property records, personnel records, school population and scholastic records. Act as custodian of such records and all contracts, securities, documents, title papers, books of records, and other papers belonging to the Board.
- J. Be directly responsible for news releases and/or other items of public interest emanating from all District employees which pertain to education matters, policies, procedures, school related incidents or events. Approve media interviews of this nature with District employees.
- K. Provide for the optimum use of the staff of the Academy in the District. See that the District is staffed with competent people who are delegated and authority corresponding with their responsibilities. Define the duties of all personnel.
- L. See that appropriate in-service training is conducted. Summon employees of the Academy to attend such regular and occasional meetings as are necessary to carry out the educational programs of the Academy.
- M. Prior to action by the Board, recommend the appointment, discipline or termination of employment of the administrators/staffs of the Academy.
- N. Prior to action by the Board, recommend the appointment, discipline or termination of employment of teaching and non-teaching personnel of the Academy in the District.
- O. See to the development throughout the District of high standards of performance in educational achievement, use and development of personnel, public responsibility, and operating efficiency.

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- P. See that effective relations with employee organizations are maintained, assume ultimate responsibility for collective negotiations with employees of the District.
- Q. See that the development, authorization, and the maintenance of an appropriate budgetary procedure is properly administered. Prepare the annual proposed budget and submit it to the Board by March 1 or at such earlier date as is necessary to provide an adequate opportunity for the Board's discussion and deliberation.
- R. See that all funds, physical assets, and other property of the School District are appropriately safeguarded and administered.
- S. File, or cause to be filed, all reports, requests and appropriations as required by various governing bodies and/or Board policies.
- T. Establish and maintain liaison with community groups which are interested or involved in the educational programs of the District.
- U. Establish and maintain liaison with other local school districts, County school districts, colleges and universities, and the Ministry of Education of Liberia and West African Examinations Council.
- V. Act on own discretion in cases where action is necessary on any matter not covered by Board policy or directive. Report such action to the Board as soon as practicable and recommend policy in order to provide guidance in the future.
- W. The duties and responsibilities of the Superintendent/Project Director are of such a nature as to require the full time and undivided attention of the Administrator. It is incumbent on the Superintendent/Project Director to properly balance competitive demands of family, church, and work upon his time, energy and resources.

3. Primary Relationships

The School Coordinator observes and conducts the following relationships:

A. *Board of Education/School Board*

- 1. As Chief Executive Officer, be accountable to the Board of Education, as a Board, for the administration of the educational system and for the interpretation and fulfillment of the above-mentioned functions, primary activities and responsibilities.
- 2. Attend, or have a representative attend, all meetings of the Board.

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3. Represent the District as the Chief Executive Officer in dealings with other school systems, professional organizations, business firms, agencies of government and the general public.
4. Report directly to the Board of Education, as a Board, and as required to all appropriate governmental agencies.
5. Act as reference agent for problems brought to the Board.
6. Work with the Board of Education/School Board to develop appropriate programs and policies, upon either the recommendation of the Superintendent/Project Director or the initiative of the Board of Education.

B. Administrators

1. Directly oversee the work of other central office personnel.
2. Hold regular meetings with the Principal(s), Vice Principal(s), and all other administrators to discuss progress and educational problems facing the school districts.
3. Direct the operations and activities of administrators; see that they effectively guide and coordinate the operations and activities of the educational system; secure their assistance in formulating internal objectives, plans and programs; evaluate their job performance; and stand ready at all times to render them advice and support.
4. Approve the vacation schedules for administrators; and be personally responsible for all evaluations of administrators.

C. Others

1. Work with other Board employees and advisors, including auditors, architects, attorneys, consultants and contractors.
2. Hold such meetings with teachers and other employees as is necessary for the discussion of matters concerning the improvements and welfare of the schools. Represent the District in collective negotiations with recognized or certified employee organizations.
3. Attend, or delegate a representative to attend, all meetings of municipal agencies or governmental bodies at which matters pertaining to the public or private schools or both appear on the agenda.
4. Represent the school district before the public, and maintain, through cooperative leadership, both within and without the District, such a program of public relations

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as may keep the public informed as to the activities, needs and successes of the School District.

5. Receive all complaints, comments, concerns and criticisms regarding the operation of the Academy from the public, employees of the Academy, parents/guardians, students and Board members.

6. The Education Coordinator is charged with the responsibility of approving and submitting all interpreted and translated policy guidelines set forth by the Board into operational procedures to the National Board of Directors and the CEO of Abeginnyuen Community of Hope, Inc. Authority is delegated to the Education Coordinator/School Coordinator by the National Board of ACOH, in consultation with the CEO of ACOH to supervise, recommend and make policy decisions where necessary for the day-to-day, month-to-month, and year-to-year operation of the school.

7. The Education Coordinator should provide leadership to the school, report to the National Board of Directors of Abeginnyuen Community of Hope, Inc., represent the (such) Board to the staff of the school and the staff to the Board, and provide status reports on the operations of the school.

8. A relationship of trust and respect must exist amongst the Principal, administrative staff and the members of the Board as all seek God's wisdom and direction for the school.

9. In addition to the individual members of the Board, the Board consists of committees established to bring recommendations to the Board for required action at scheduled or special meetings. The Education Coordinator may also be required to participate in board level committees such as Finance, Budget, Fundraising, Information technology (IT), Strategic Planning, Facilities, Marketing, etc.

10. The following areas of responsibility are delegated to the Education Coordinator by the National Board of Directors and local school Board to be carried out in conjunction

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with administrative team members and appropriate Board committees. These areas may form the basis for an administrative evaluation instrument.

11. Individual Board Members may not give directives to the Education Coordinator/School Coordinator. *Board Members do not have direct authority in the school.* Their authority is confined strictly to the legislative powers of their office.

Preferred Qualifications of the Education Coordinator/School Coordinator:

- God-loving, God-fearing with appropriate level of general and pastoral education, including and not limited to Master's Degree, Bachelor's Degree, Associate Degree, A, B, C certificate or their equivalence in related field preferred.
- At least 2 years of experience providing case management and/or related services.
- At least 1 year of staff supervision experience.
- Fluence in English
 - Management of a capital campaign; mobilizing resources to achieve goals
 - Certified to teach in the Republic of Liberia or able to obtain certification but not mandatory
 - May have a minimum of five years of teaching experience and prior administrative experience
 - Strong educational leadership in areas of curriculum, program development and assessment
 - Demonstrates success in promoting student achievement
 - Working knowledge of MOE's education requirements
 - Ability to work with an administrative team and engage School Board/board of education.
 - Commitment to student achievement for all students and demonstrate creativity in utilizing available resources.

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Required Personal Qualities

- Faith in Jesus Christ as his/her personal Savior.
- A belief that the Bible is God's Word and is the standard for faith and daily living.
- Agrees whole-heartedly with CHAM's Statement of Faith, Mission Statement, and Guiding Principles.
- Is a Christian role model in attitude, speech, and actions toward others. (Matthew 18:15-17)
- Is a Christian who is an active member of a Christ-centered church, and will remain so during the period of employment, growing in his/her Christian relationship with God, and actively practicing and exhibiting Christian principles of the Christian faith; seeks to model in speech, actions, and attitude a consistent daily walk with Jesus Christ; sets an example of the importance of spiritual discipline; and encourages students in the importance of a personal relationship with Jesus Christ and growth of their faith.

Sec. 011: The School Coordinator/Coordinator for School

The School Coordinator/Coordinator for Education (SC), hereafter referred to as "School Coordinator", manages Abekinnyuen Community of Hope, Inc. School programs and services to ensure that administrators and teachers comply with the school curriculum that would ensure students successfully graduate and transition out of elementary, Junior high and high school. The role involves providing educational advocacy and 1:1 (one-to-one) support to students and families to support them to achieve their education goals, as well as supervision of the education programs and services, including higher education preparation. The School Coordinator manages relationships with academic and higher education prep volunteers, who work in a 1:1 (one-to-one) capacity with junior high and high school youth/students. He/she also serves as a liaison and direct representation for the Education Coordinator.

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Responsibilities:

The responsibilities include but are not limited to: Coordinate and Lead Education-Based Programs. As a direct presentation of the Education Coordinator to the local schools (Community of Hope Academy Mission School System), he/she supervises and makes recommendations to the school administration, including the School Board and PTA for implementation in accordance with the Bylaws and Constitutions of Abeginnyuen Community of Hope, Inc. and Community of Hope Academy Mission School System.

- Oversee development and implementation of a comprehensive Work-Study program that provides enrichment and academic support in a youth-friendly setting.
- Collaborate with Community of Hope Academy Mission School System (CHAMSS) staff around the implementation of programming to expose and prepare students for post-secondary options.
- Supervise the development of workshops, events and trips that will support, inspire, and inform administrators/teachers/faculty and students/youth about the skills needed to pursue higher education and other opportunities (trips, panels, and higher education (high school, college) tours/fairs).
- Oversee the higher education application process for higher education-bound students/youth.
- Coordinate with external partners to connect administrators/teachers and students/youth with relevant resources (entrance exams, WAEC prep courses, college prep mentors, additional tutoring, school/placement visits, etc.).
- Oversee parent workshop series on pre-secondary and post-secondary (high school) options and prep.

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Supervision

- Supervise Academic Advisors to lead the Work-Study and high school/college Prep programs.
- Plan and lead education-focused team meetings.
- Participate in elementary, junior and high school team meetings, case conferences and work with the team to reach overall CHAMSS goals for junior and high school members.
- Maintain detailed records in data-based settings.
- Create reports on outcomes and participation and progress toward program goals.

Coordinate Volunteers

- Coordinate with and prepare volunteers to work with students in an academic capacity (elementary, junior high, high school, college mentors, volunteer tutors, etc.).
- Develop schedules for volunteers and match with students/youth.
- Communicate actively with volunteers about responsibilities and logistics related to work at Community of Hope Academy Mission School System
- Participate in volunteer training and orientations as needed.

Skills, Knowledge and Abilities:

- Knowledge of the Republic of Liberia education system, including special education, Individualized Education Programs, and local and citywide educational resources.
- Two to three years of experience working in elementary, junior high, high school or college prep with students living in under resourced communities.

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- Knowledge of alternative pre-high school and post-high school pathways and excited about an integrated approach to pre-high school and post-high school preparation.
- Strong communication skills, both written and verbal.
- Program implementation and program development experience.
- Demonstrate attention to detail, with a strong ability to keep accurate records and statistics.
- Ability to work independently and maintain confidentiality.
- Willingness to collaborate on projects and work with a team.
- Must be enthusiastic about community-based work and youth development.

Education and Qualifications:

- Master's Degree, Bachelor's Degree, Associate Degree, A, B, or C certificate or their equivalence in related field preferred.
- At least 2 years of experience providing case management and/or related services.
- At least 1 year of staff supervision experience.
- Fluence in English.

Required Personal Qualities

- Faith in Jesus Christ as his/her personal Savior.
- A belief that the Bible is God's Word and is the standard for faith and daily living.
- Agrees whole-heartedly with CHAM's Statement of Faith, Mission Statement, and Guiding Principles.
- Is a Christian role model in attitude, speech, and actions toward others. (Matthew 18:15-17)

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- Is a Christian who is an active member of a Christ-centered church, and will remain so during the period of employment, growing in his/her Christian relationship with God, and actively practicing and exhibiting Christian principles of the Christian faith; seeks to model in speech, actions, and attitude a consistent daily walk with Jesus Christ; sets an example of the importance of spiritual discipline; and encourages students in the importance of a personal relationship with Jesus Christ and growth of their faith.

Sec. 012: The Property & Projects Manager/Projects Coordinator

The Property & project manager is the general custodian of **ALL** ACOH's properties (which includes Community of Hope Academy's), and is responsible for planning, organizing, and overseeing the execution of all projects, ensuring that they are completed on time, within budget, and according to the defined scope, by managing resources, communicating with stakeholders, and mitigating risks throughout the project lifecycle; he/she typically needs strong leadership, analytical, and communication skills to achieve successful project outcomes. The Properties & Projects Manager defines project goals, scope, timelines, and deliverables, creating detailed project plans, and allocating resources; he/she tracks project expenses, identifying cost variances, and making necessary adjustments to stay within budget constraints; monitors project progress against the timeline, identifying potential delays, and implementing corrective actions, identifying potential risks, developing mitigation strategies, and actively monitoring for emerging issues. He/she regularly updates clients, team members, and other stakeholders on project status, addressing concerns, and managing expectations; motivates and guides the project team, assigning tasks, resolving conflicts, and fostering collaboration; ensuring project deliverables meet quality standards and specifications; preparing progress reports, summarizing key metrics, and presenting project updates to stakeholders. The Properties & Projects Manager should have excellent communication skills to clearly convey information to diverse audiences, both verbally and in writing; ability to inspire and motivate team members, make decisions, manage conflicts, assess project data, identify trends, and make informed decisions, manage complex tasks, prioritize effectively, and meet deadlines, good understanding of project management

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methodologies and tools, identify and resolve issues proactively, ability to adjust to changing project requirements and unexpected situations.

Qualification:

A bachelor's degree, Associate degree in a business-related field, strong communication skills, leadership abilities, experience managing projects, proficiency in time management, and often a project management certification.

The Projects Manager/Projects Coordinator should possess:

- A. problem-solving - Identifying and resolving issues that arise during a project.
- B. Time management: Creating and adhering to project timelines and deadlines.
- C. Maintaining order and structure throughout the project lifecycle.
- D. Building and maintaining positive relationships with team members.
- E. Previous experience in a project management role, including managing teams and budgets.
- F. Demonstrate ability to successfully deliver projects on time and within budget.
- G. All other requirements, qualifications, commitments, and responsibilities stipulated in this Bylaws and Constitution apply to the Projects Manager and Projects Coordinator.

Sec. 013: The Principal

- A. The principal is the highest-ranking administrator in the school. He/she serves as the educational leader and administrative head, and is responsible for overseeing the day-to-day operations of the school, including managing staff, implementing educational policies, and maintaining a safe and productive learning environment. The Principal must be a versatile leader, who can be a curriculum consultant, budget analyst, public relations representative, mediator, disciplinarian, conflict resolution specialist, and a manager.
- B. The principal is held accountable for all aspects of the school. He formally reports to the Education Coordinator/School Coordinator; the principal answers to many different people – the school staff expects leadership, parents expect a quality education and a safe environment for their children, and the community expects

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student achievement on standardized tests to be up to par with the rest of the country's schools.

School Principal Duties & Responsibilities

This job typically requires duties such as the following as part of the individual's daily responsibilities:

1. Manages all faculty and staff at the school. The principal is held responsible for the school's academic performance and for the safety of students while they're on school grounds.
2. Oversees and manages a school's performance, which is primarily measured by how students perform on standardized tests. He is expected to keep the school's test scores high. When school's test performance is low, He/she is also expected to foster improvement in the scores each year until the school becomes high performing.
3. Decides how the school's funds are spent, with general guidance and approval from the school board and specific instruction from the Education Coordinator or School Coordinator and other ACOH Liberia field office staff; the principal decides how to most effectively spend the money allotted to the school, when approved by the designated authority.
4. Oversees hiring decisions, with little interference from the ACOH Liberia Field office. Human resources staff in the central office (ACOH Liberia Field Office) may assist in the administrative tasks of hiring, but the selections of assistant principals, teachers, counselors, librarians, and other staff are left to the principal's professional judgment, but subject to the approval of the School Board and ACOH Board of Directors.
5. The duties and responsibilities of the Principal are of such a nature as to require the full time and undivided attention of the Administrator. It is incumbent on the Administrator to properly balance competitive demands of family, church, and work upon his time, energy and resources.

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6. The Principal is responsible to conscientiously maintain an open line of communication between the various members of the school body and the Board; conveying their concerns, ideas or questions to the Board in a timely and forthright manner. In the absence of an approved policy, he/she is free to act upon the basis of his/her good judgment, to report his/her action and the need for an appropriate policy at the next regular meeting of the Board.
7. The Principal maintains management of a capital campaign and mobilizing resources to achieve goals

Preferred Qualifications of the Principal:

- God-loving, God-fearing and has appropriate level of regular or religious education, and may have a Master's Degree, Bachelor's Degree, Associate Degree, A ,B or C certificate or their equivalence in related field preferred.
- At least 2 years of experience providing case management and/or related services.
- At least 1 year of staff supervision experience.
- Fluence in English
 - Certified to teach in the Republic of Liberia or able to obtain certification
 - A minimum of five years of teaching experience and prior administrative experience.
 - Strong educational leadership in areas of curriculum, program development and assessment.
 - Demonstrates success in promoting student achievement.
 - Working knowledge of Ministry of Education requirements.
 - Ability to work with an administrative team and engage board of education.
 - Commitment to student achievement for all students and demonstrate creativity in utilizing available resources.

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Relationship with the Board

The Principal is charged with the responsibility of interpreting and translating the policy guidelines set forth by the School Board into operational procedures. Authority is delegated to the Principal by the School Board for the day-to-day, month-to-month, and year-to-year operation of the school. The Principal should provide leadership to the school, report to the Board, represent the Board to the staff of the school and the staff to the Board, and provide status reports on the operations of the school. A relationship of trust and respect must exist between the Principal and the members of the Board as all seek God's wisdom and direction for the school.

In addition to the individual members of the Board, the Board consists of committees established to bring recommendations to the Board for required action at scheduled or special meetings. The Principal and/or the appropriate designated administrative official are responsible for providing each committee with administrative recommendations required for the committee to formulate its recommendations to the Board.

The Principal may also be required to participate in board level committees such as Finance, Budget, Fundraising, IT, Strategic Planning, Facilities, Marketing, etc.

The following areas of responsibility are delegated to the Principal by the Board to be carried out in conjunction with administrative team members and appropriate Board committees. These areas may form the basis for an administrative evaluation instrument.

Leadership

- Oversees Pre-school (ABC), K1, K2, elementary school and junior-high/high school, committee heads, Athletic Director, Office Manager, Bookkeeper and Administrative Assistant to the Principal are all direct reports to the Principal/Administrator.
- To provide oversight of marketing, bookkeeping, human resources, technology and information management, fundraising, budget, recruiting, and community connections.
- To provide quality control over all employees and operations.

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- To provide Christ-centered, biblically directed, spiritual leadership to all aspects of the school.
- To provide visionary leadership for the future of the school and to motivate others to unite in pursuit of the school's mission.
- To inspire, guide, direct, evaluate school personnel, and to give leadership to other people committed to the mission of the school.
- To provide administrative leadership for the systems and tasks required in accomplishing the mission of the school.
- To supervise members of the administrative team.

Personnel Management

- To recruit, hire and supervise administrative personnel.
- To evaluate performance of faculty and staff.
- To oversee employee contracts and salary determinations.
- To hire/fire all direct reports and to be consulted on—and participate to varying degrees in—the hiring and firing of all other school personnel. All prospective hires must be approved in advance by the Principal and the Board. The Board may also reserve this privilege for other positions that directly report to the Principal.
- To recommend benefits and working condition improvements.
- To develop and maintain programs for professional growth and development for all employee positions.
- To oversee a regular program of performance evaluation.
- To enforce the school's By-laws, regulations, and policies with regard to all personnel.

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Institutional Advancement

- To oversee the planning, organization and promotion of God-honoring strategies and techniques to develop general financial support (annual fund, capital fund, endowment, deferred giving, grants, and special projects).
- To serve as chief spokesperson for the school and to oversee the planning, organization, and implementation of strategies to promote and market the school.
- To oversee programs designed for student retention and recruitment.
- To build strong relationships with businesses and corporations which will result in support for the school.
- To facilitate networking with education industries, organizations, associations and accrediting bodies, and other classical and/or university-model schools.
- Grant/proposal writing.

Instructional Management

- To insure positive and productive spiritual and educational development of students.
- To provide oversight to formulation of school objectives and programs to achieve objectives.
- To provide oversight in developing strategies for keeping current with educational innovation and improvement in line with school's mission.

Business Management

- To oversee annual budgeting of the school's operational, restricted, and capital funds.
- To assure accountability for income and expenses in accordance with the budget.
- To analyze the needs and plans for the provision of facilities and equipment necessary to accomplish the school's mission.

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- To oversee programs for tuition assistance.

Property Management

- To maintain communication with local partners (e.g. churches, NGOs) in order to ensure a quality working relationship with regard to our use of the facilities, where applicable.
- To provide long-range plans for campus improvements and/or new facilities based on enrollment and school programs.
- To analyze the need and plan for the purchase of equipment to support the programs of the school.
- To represent the interests of the school in dealing with landlords, architects, contractors and other vendors related to facilities.
- To provide for the safeguarding and maintenance of facilities and equipment.

Required Personal Qualities

- Faith in Jesus Christ as his/her personal Savior.
- A belief that the Bible is God's Word and is the standard for faith and daily living.
- Agrees whole-heartedly with CHAM's Statement of Faith, Mission Statement, and Guiding Principles.
- Is a Christian role model in attitude, speech, and actions toward others. (Matthew 18:15-17)
- Is a Christian who is an active member of a Christ-centered church, and will remain so during the period of employment, growing in his/her Christian relationship with God, and actively practicing and exhibiting Christian principles of the Christian faith; seeks to model in speech, actions, and attitude a consistent daily walk with Jesus Christ; sets an example of the importance of spiritual discipline; and encourages students in the importance of a personal relationship with Jesus Christ and growth of their faith.

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- Recognizes the role of parents as primarily responsible before God for their children's education and is prepared to assist them in that task.
- Demonstrates the character qualities of enthusiasm, courtesy, flexibility, integrity, gratitude, kindness, self-control, perseverance, and punctuality.
- Meets every day stress with emotional stability, objectivity, and optimism.
- Maintains a personal appearance that is a Christian role model of cleanliness, modesty, good taste, and is in agreement with school policy.
- Uses acceptable English in written and oral communication. Speaks with clear articulation.
- Respectfully submits and is loyal to constituted authority, including the Board, the Education Coordinator, School Coordinator, and projects manager/projects coordinator of Community of Hope Mission School System.
- Willing to notify the Board of any policy he/she is unable to support.
- Possesses a clear knowledge, understanding, and heart for classically based Christian education.
- Is a spiritual leader.
- Has the ability to delegate and follow-up.
- Is willing to act as a filter for the Board.
- Is organized and multi-task oriented.
- Possesses excellent people skills.
- Has a servant's heart.
- Is able to diffuse difficult situations.
- Is a problem solver.
- Respects confidentiality.
- Possesses and demonstrates the fruits of the Spirit.
- Is willing to be visible on campus and in activities; recognizes the sensitive nature of his/her presence.
- Is able to come to Board meetings well prepared and organized.
- Acts objectively when distinguishing what is best for CHAM when his/her own children are attending the school.

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- Is exemplary in praying for the school, staff, students, and families.
- Models biblical principles of leadership in his/her relationships with and treatment of the faculty and staff.
- Is able to articulate a Christian (biblical) philosophy of education and implement this philosophy at all levels of the school.
- Is able to communicate openly and honestly with the Board.

Job Type: Full-time

Required experience:

- Valid Teaching Certificate (National or International), with experience as a Principal/Education Coordinator/School Coordinator, at least for 1 year

Required education:

- A Certificate/Bachelor's Degree/Master Degree/AA Degree/A,B, or C certificate in education (from Liberia Ministry of Education (local) or any recognized international educational institution
- High school diploma & WAEC certificate
- For Biblical/Religion teachers: At least some significant level of academic education and Religious education diploma/certificate with 1 year or more experience in Ministry

Sec. 014: Board Member Evaluation

The Board shall evaluate itself annually, at its regular meeting in February or March. Each member shall evaluate his willingness and ability to continue in the position he holds (with a view to the upcoming school year). Every incumbent member of the Board shall annually sign the letter of "Leadership Commitment," set forth in this Constitution, thereby pledging their faithful and selfless service on the Board in the next year.

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Sec. 015: Leadership (administrator, faculty, staff, School Board, PTA) Commitment

Knowing that God has spoken clearly in His Word concerning the character and responsibility of a leader:

1. I will seek to maintain a close, intimate walk with the Lord, be regularly spending time alone with Him; in His Word and in prayer.

2. I will be a diligent student of God's Word.

3. I will endeavor to walk continually in step with the Holy Spirit.

4. I will pray for those who serve with me as Board Members, for the school

Administrator, for the faculty and staff of the school and for the students of CHAM and their families. I will pray regularly for the ministry of the school and for the testimony that ministry will have in the community.

5. I will be diligent in preparation for all Board meetings; participating in duly appointed committees, doing my homework and submitting myself anew and afresh to the Holy Spirit. Further, I will faithfully attend all meetings of the Board, unless I am hindered from doing so by compelling reasons such as illness or necessary travel. When I am unable to attend, I will notify the board President in advance, if possible, of the reason for my absence and will follow up with the Board Secretary and/or other Board Members, taking the opportunity to fully inform myself of the proceedings of that meeting for which I was absent.

6. My fellowship, speech and manner with my colleagues on the Board and with any members of the school family will be characterized by love, grace and humility. By the power of the Holy Spirit, I will refrain from expressing demeaning attitudes (through criticism and complaint). While respecting divergent views and convictions expressed by constructively and with grace. Once the Board has discussed and voted on an issue and regardless of my personal vote on that issue, I will publicly support the Board's action. I will not disclose my position or vote or any other Board Member's vote or position. Moreover, I will be positive; an encourager, acting with integrity and discretion and endeavoring to maintain the unity of the Spirit in the bond of peace.

7. I will abstain from the use of alcohol and tobacco products as a Board Member.

8. I am an active church member in our community.

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I have studied these statements of commitment and have prayed over them, and believe God would have me on the Board of COMMUNITY OF HOPE ACADEMY MISSION of Liberia, as a Board Member, according to these standards.

SIGNATURE: _____ Date: _____

Sec. 016: Resignation/Dismissal from the Board

- A. After prayerful consideration, any Board Member may resign from office. He shall tender his resignation in a letter to the Board President, stating the reasons for his decision. Such letter of resignation should be personally delivered or mailed to the home address of the President at least two weeks before the next regular Board meeting.
- B. Any Board Member may be removed (dismissed) from the Board for conduct unbecoming of his office (I Tim. 3:1-13; Titus 1:5-9), or for excessive absence from regular and special meetings of the Board or whenever such removal (in the judgment of the Board) would be in the best interest of the school body. Removal shall require two-thirds (2/3) vote of the Board Members present, provided at least three-fourths (3/4) of the full Board is in attendance.
- C. In view of the serious, disciplinary nature of a Board Member's involuntary removal from office, every effort shall be made, by all parties concerned, to show Christian compassion and forbearance. Corrective measures and actions designed to promote genuine repentance and personal restoration shall be applied. Dismissal from the Board shall be a matter of "last resort." Any unpleasantness surrounding such action shall be dealt with quickly and taken into account the dignity and personal privacy of the individual in question.

Sec. 017: Vacancies on the Board

Any vacancy on the Board, occurring for whatever reason, shall be filled by appointment of the Board, with such appointment being decided by the majority vote of the Board Members present, provided that three-fourths (3/4) of the remaining members are in

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attendance. The Board Member appointed shall hold office for the unexpired portion of his predecessor's term. Further, in the event the member who has left the Board was an officer, another member so willing to serve, shall be designated (by majority resolution of the Board) to assume the responsibilities of the office now vacant.

Sec. 018: Meetings

A. *Regular meetings* of the Board shall convene monthly during the year. The Board shall observe the practice of open Board meetings. Members of the entire school family may attend the meetings. Questions or concerns should be submitted to the Board in writing at least seven (7) days prior to the Board meeting to be placed on the agenda.

B. A *special meeting* of the Board may be called by or at the request of the Board President or any one of the five (7) Board Members. Prior written notice of the special meeting, including date, time, place of meeting and a summary agenda for this meeting shall be personally delivered or mailed to each Board Member's home address at least seven (7) days prior to such meetings. It shall be the unqualified right of the entire school to be informed of all the meetings convened by the Board.

C. The regular Board meeting in June shall be considered the "Annual Meeting" of the Board. The agenda for that meeting shall include a review of the previous year's activities, a report of the status of the school and the identification of challenges and issues facing the school in the upcoming year.

D. The fiscal year for the school will begin September 1, and end June 30 of the next calendar year.

D. In consultation with the Administrator, the agenda for the regular meetings of the Board shall be prepared by the President and in the President's absence by the Vice-President..

E. Meetings of the Board shall be governed by Robert's Revised Rules of Order.

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Sec. 019: Quorum

Unless otherwise provided, 50% of the Board's membership, rounded to the next highest number, shall constitute a quorum for the transaction of business. Recognizing that no formal vote may be taken in the absence of a quorum, informal discussion may ensue.

Sec. 020: Manner of Acting.

The act of a simple majority vote of the members, wherein a quorum is present at the meeting, shall be the act of the Board, unless such act requires a greater number of votes as demanded by law or by this Constitution.

Sec. 021: Emergency Action

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

Sec. 022: Compensation and Reimbursement of Members.

Members of the Board shall receive no compensation for their services. The Board may authorize the reimbursement of expenses, incurred by any Board Member, in the performance of official business for the School or the Board.

Sec. 023: Open Meetings

Open school family meetings may be held to communicate important issues/decisions to the CHAM constituency, or to occasionally make the Board available to the school family to answer questions.

Sec. 024: Committees

A. The Standing Committees of the Board are appointed by the Board President.

The Committees are:

1. Education and Curriculum Review, **2.** Finance/Fund Raising, **3.** Student Activities and Athletics, **4.** Long Term Planning and Development, **5.** Employee/Employment.

One (1) of the Board Committee Members shall chair the Committee. Based upon an annual survey of parent interest, the President shall appoint no fewer than two (2) parents to each Standing Committee consistent with their expressed interests. No parent

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shall serve on more than one (1) Committee. The professional staff may select two (2) of its members to serve on each Standing Committee.

- B. With the approval of the Board, the President may from time to time establish special task committees empowered to deal with a specific issue within a given school year.

ARTICLE V: Oath/allegiance of COMMUNITY OF HOPE ACADEMY MISSION

All members of the school's faculty, teaching assistant staff, administrative staff and student body must declare their unconditional agreement with Articles II and III of this constitution; they must be members of regular attendees of a church whose doctrine agrees with Article II, must be scripturally sound in their teaching and must lead exemplary lives.

ARTICLE VI: Amendments

Amendments Portions of this constitution may be amended by a three quarter's (3/4) majority vote of the members at any meeting wherein the full Board shall be present, provided two weeks prior written notice shall have been sent to each member, stating both the specific language of and the reason(s) and intent for the desired change. The Statement of Faith (Article II), the Philosophy of Christian Education (Article III), Amendments (Article VI) and the process of Irrevocable Dedication (Article VII) are not and shall not be subject to amendment, whether by addition to, deletion from or any other form of alteration. The Board shall notify the whole school family of any amendment made to this constitution.

ARTICLE VII: Irrevocable Dedication:

(Dissolution) COMMUNITY OF HOPE ACADEMY MISSION is organized and operated exclusively for the purpose of being a private educational Christian school, within the meaning of the Liberian Revenue Code and the Ministry of Education. In case of dissolution of the COMMUNITY OF HOPE ACADEMY MISSION, all the assets of the school remaining after the payment of debts, shall be distributed as the Board may determine

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and recommend to ACOH's National Board of Directors, which would recommend to the CEO and ACOH's supreme Board of Directors for final decision.

ARTICLE VIII: Nondiscrimination Policy

COMMUNITY OF HOPE ACADEMY MISSION admits students of any race, color, national or ethnic origin to all the rights, privileges, programs and activities, generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national or ethnic origin in the administration of its educational policies, admissions policies, scholarship and loan programs, athletic or other school-administered programs. COMMUNITY OF HOPE ACADEMY MISSION employs faculty and staff of any race, color, national or ethnic origin. It does not discriminate on the basis of race, color, national or ethnic origin in the hiring, management or supervision of its faculty and staff.

REVISED, ADOPTED & AFFIRMED: April 14, 2016.

This By-laws and Constitution is being revised, adopted and affirmed on April 14, 2016 by the By-laws and Constitution Committee and approved by the Board of Directors designated of Abeginnyuen Community of Hope (ACOH), Inc. Liberia's Field Office, in the Sureway Community), Duazon, Margibi County, Republic of Liberia.

By-laws and Constitution Committee Members:

Solomon B. Reeves

Solomon Backon Reeves

Chairman, Constitution Committee

Richard D. Nyankan

Pastor Richard Daunwa Nyankan

Co-Chairman, Constitution Committee

Joseph Weah Doh

Joseph Weah Doh

Secretary, Constitution Committee

J. Christian W. Gueh

Pastor Junior Christian W. Gueh

Advisor, Constitution Committee

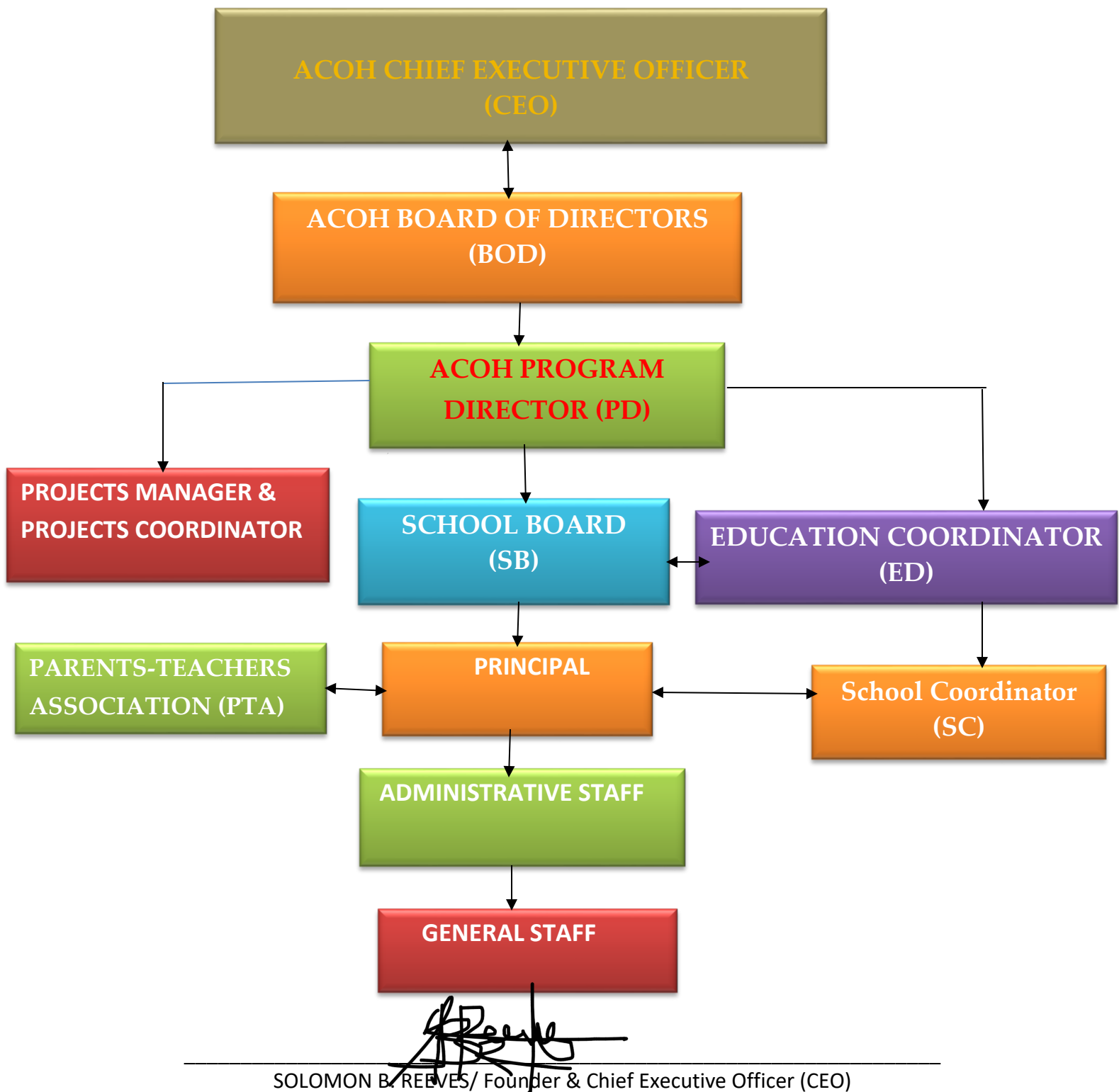
Anthony S. Kangar

Anthony Sane Kangar

Member, Constitution Committee

COMMUNITY OF HOPE ACADEMY MISSION

CHAM ORGANOGRAM CHART



COMMUNITY OF HOPE ACADEMY MISSION

Sec. 015: Leadership (administrator, faculty, staff, School Board, PTA) Commitment

Knowing that God has spoken clearly in His Word concerning the character and responsibility of a leader:

1. I will seek to maintain a close, intimate walk with the Lord, be regularly spending time alone with Him; in His Word and in prayer.
2. I will be a diligent student of God's Word.
3. I will endeavor to walk continually in step with the Holy Spirit.
4. I will pray for those who serve with me as Board Members, for the school Administrator, for the faculty and staff of the school and for the students of CHAM and their families. I will pray regularly for the ministry of the school and for the testimony that ministry will have in the community.
5. I will be diligent in preparation for all Board meetings; participating in duly appointed committees, doing my homework and submitting myself anew and afresh to the Holy Spirit. Further, I will faithfully attend all meetings of the Board, unless I am hindered from doing so by compelling reasons such as illness or necessary travel. When I am unable to attend, I will notify the board President in advance, if possible, of the reason for my absence and will follow up with the Board Secretary and/or other Board Members, taking the opportunity to fully inform myself of the proceedings of that meeting for which I was absent.
6. My fellowship, speech and manner with my colleagues on the Board and with any members of the school family will be characterized by love, grace and humility. By the power of the Holy Spirit, I will refrain from expressing demeaning attitudes (through criticism and complaint). While respecting divergent views and convictions expressed by constructively and with grace. Once the Board has discussed and voted on an issue and regardless of my personal vote on that issue, I will publicly support the Board's action. I will not disclose my position or vote or any other Board Member's vote or position. Moreover, I will be positive; an encourager, acting with integrity and discretion and endeavoring to maintain the unity of the Spirit in the bond of peace.
7. I will abstain from the use of alcohol and tobacco products as a Board Member.
8. I am an active church member in our community.

I have studied these statements of commitment and have prayed over them, and believe God would have me on the Board of COMMUNITY OF HOPE ACADEMY MISSION of Liberia, as a Board Member, according to these standards.

SIGNATURE: _____ Date: _____