

**MORRISON CHRISTIAN ASSOCIATION  
MORRISON ACADEMY  
BOARD OF TRUSTEES**

**MINUTES**

March 31, 2015 (10:00 a.m.)  
Taipei

**Trustees present:** Mark Dinnage  
Peter Dodd  
Jeremy Hsu  
Barry Owen  
Rob Riley  
Don Bettinger  
Isomi Saito  
Bev McCrary

**Associate Trustees present:** Cheryl Dunn  
David Eastwood  
Alicia Edwards  
Sarah Clemente

**Others present:** Tim McGill  
Brian Jones  
Matt Sawatzky  
Garett Freeman

**Last Action: 15-08**

The board met with three members of the ACSI/WASC accreditation committee to discuss forward thinking and board governance.

Morgan Everett and Judy Chien, parents from the Bethany community, joined the Board for devotions and prayer. Rob Riley led the Board in a devotional from Matthew 22:34-40 about the Great Commandment taking note that the entire law is summed up by loving God and loving others. He concluded by saying that God didn't die on a cross so that we could work for Him, but rather He died on a cross so that we could enjoy Him.

**APPROVAL OF AGENDA  
15-09**

**MOTION PREVAILED** to accept the agenda.

**APPROVAL OF  
CONSENT AGENDA  
15-10**

**MOTION PREVAILED** to approve the consent agenda, including the following resolutions:

- approval of the Jan. 20, 2015 Board Minutes

- acceptance of the Administrative report, as written
- approval of Dan Robinson as the commencement speaker
- acceptance of the March 17th Leadership Committee Minutes
- acceptance of the March 19th Finance Committee minutes which includes:
  - **CAPITAL CAMPAIGN-MAK TRACK AND SOCCER FIELD** to authorize a one to two year capital campaign with a goal of raising NT\$4,000,000 for the MAK track and soccer field. Revenue and expense of the campaign are to be reported at least annually to the Board. Expenses of the campaign, including travel, publications, and out-sourced services, will not exceed 10% of the campaign target.
  - **CAPITAL CAMPAIGN-MAB BASKETBALL COURT** to authorize a one to two year capital campaign with a goal of raising NT\$2,000,000 for the MAB basketball court. Revenue and expense of the campaign are to be reported at least annually to the Board. Expenses of the campaign, including travel, publications, and out-sourced services, will not exceed 10% of the campaign target.
- acceptance of the March 24th Policy Committee Minutes, including the following policy revisions:
  - #4285 Financial Aid
  - #5205 Enrollment Limitations
  - #6200 Application for Admission to the Boarding Division
  - #6210 Missionary to Non-Missionary Ratio
  - #3543 Records and Awards for Service

**APPROVAL OF  
2015-16 BOARD MEETING  
DATES  
15-11**

**MOTION PREVAILED** to approve the following Board Meeting Dates for 2015-16:

Sep 28-Oct 1 Penang Malaysia

*(This does not include travel days)*

Dec 8 Taichung  
Feb 2 Kaohsiung  
Mar 14-15 Hualien retreat  
May 17 Taipei

**APPROVAL OF  
ASSOCIATE TRUSTEE  
15-12**

**MOTION PREVAILED** to approve David Eastwood as Associate Trustee for the 2015-16 fiscal year.

**APPROVAL OF  
ASSOCIATE TRUSTEE  
15-13**

**MOTION PREVAILED** to approve Sarah Clemente as Associate Trustee for 2015-17 fiscal years.

**APPROVAL OF  
ASSOCIATE TRUSTEE  
15-14**

**MOTION PREVAILED** to approve Gretchen Ryan as Associate Trustee for the 2015-16 fiscal year.

**APPROVAL OF  
BOARD OFFICER  
15-15**

**MOTION PREVAILED** to approve Barry Owen as Board Chair for the 2015-17 fiscal years.

**APPROVAL OF  
BOARD OFFICER  
15-16**

**MOTION PREVAILED** to approve Rob Riley as Board Vice Chair for the 2015-16 fiscal year.

**APPROVAL OF  
BOARD OFFICER  
15-17**

**MOTION PREVAILED** to approve Bev McCrary as Treasurer for the 2015-16 fiscal year.

**APPROVAL OF  
BOARD OFFICER  
15-18**

**MOTION PREVAILED** to approve Mark Dinnage as Secretary for the 2015-16 fiscal year.

**APPROVAL OF  
2015-16 BUDGET  
15-19**

**MOTION PREVAILED** to approve the budget of NT\$306,050,000 for the 2015-16 fiscal year.

The Board discussed appointing Trustees to help communicate the information from the Board for each campus. This information was sent back to Policy for revision.

**Trustee Meeting Evaluation**

- Were we able to have generative thinking and handle fiscal responsibilities throughout the meeting? Yes
  - Meeting with the accreditation team
  - Approving the budget
  - Discussion regarding committees
  - Selecting Associate Trustees & Board Officers
- Did we make progress towards Board Goals?
  - Monitor and ensure the addition of grades 10 to 12 on the Kaohsiung and Taipei Campuses
    - Discussed Taipei property
    - If there is not any progress toward acquiring property by our next meeting, should we pursue other short-term high school options for the Taipei campus?
  - Cultivate Relationships in the Morrison Community

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- Policy Committee will continue to refine policies pertaining to restructuring of Board committees in order to assign one Trustee to communications on each campus.
- Strategic planning for mission sustainability
  - Plan to meet next March as a full board to discuss various possible scenarios and solutions
  - Will meet with like-minded boards in October to learn from each other

The meeting was closed in prayer at 2:40 p.m. by Cheryl Dunn.

Respectfully Submitted,

Mark Dinnage  
Board Secretary

**4285 FINANCIAL AID**

On the basis of demonstrated need, parents of students enrolled in Morrison Academy may apply for Financial Aid Grants to help pay for tuition, boarding, Learning Needs (LN) and English Language Learner (ELL) fees. Requests for such aid will be considered without regard to their missionary or non-missionary status.

**Categories**

There are two categories of Financial Aid Grants: Short Term Grants and Long Term Grants. Both categories are based on financial need. Long Term Grants are also based on class size and the family’s positive contribution to the school’s Christ-centered Core Values.

<b>CRITERIA FOR INITIAL DECISION</b>	<b>SHORT TERM GRANTS</b>	<b>LONG TERM GRANTS</b>
Person Initiating Application	Parent	Principal
Application Date	After admission	Any time
Maximum Years	2	Finance Committee’s Discretion
Max class size (in initial year)	n/a	Policy 5205
Faith of parents & student	n/a	Protestant
Maximum Family Income	\$2,500,000	\$2,500,000
Maximum Grant	30% (50% maximum)	30% (50% maximum)

Short Term Grants are determined after enrollment, and should not be an expectation for enrollment but to assist in order to help meet short-term financial needs such as, but not limited to, business failure, loss of missionary support, or major medical expenses. The family should meet all of the “Financial Conditions” listed below. Short Term Grants may be awarded to 30% of registration, building fees, tuition, dormitory program and dormitory facilities fees, as well as LN and ELL fees. In the case of extreme hardship, grants may be awarded up to a maximum of 50%. Grants are calculated on the balance due after discounts have been applied. Cases that are exceptional or involve extreme hardship will be referred to the Finance Committee. In case of questions regarding the decision of the Finance Committee, the full Board can be polled.

Long Term Grants may be granted before or after enrollment. The financial aid application process must be initiated by a written recommendation from the Principal to the Director of Finance. The initial authorization of a Long Term Grant must meet all of the following conditions:

- Finance Committee minute approval of the annual grant is required.
- The Principal must recommend and annually affirm that the parents and child make a positive contribution to the school’s Christ-centered Core Values.
- Maximum Class Size for Long Term Financial Aid (according to POLICY 5205) has not been exceeded.
- Student is or will be enrolled at the K-8th grade level.
- The parents agree with and sign the Morrison Academy Statement of Faith and identify themselves as Protestant.
- The child does not require ELL or LN support.
- The family meets all the “Financial Conditions” listed below.

In the case of extreme hardship Long Term Grants may be awarded to a maximum of 50% of registration, building fees, and tuition.

**Financial Conditions**

1. Full financial disclosure is required in order to be eligible for consideration for Financial Aid Grants. Financial disclosure may include salary/support, housing, car and travel allowances, retirement and education benefits, child allowances, and

family investments and assets. The applicant may be asked to provide copies of their most recent Taiwan and/or home country tax returns. Income for work expenses will be excluded.

2. Total family income is less than NT\$2,500,000 per year. Family income is defined as the gross income that is reported on the Republic of China tax return and exempted income not reported on the Republic of China tax return for both spouses, not including education funds for Morrison Academy.
3. Grants will be awarded only after debts from previous semesters have been paid up to date.

### **Implementation Process**

All grants are paid from a Board-budgeted Financial Aid Account, . Grants must be renewed annually and are dependent upon the availability of funds for that particular budget year. The Director of Finance, in consultation with the Board Treasurer, will authorize the distribution of Short Term Grants and administer the Financial Aid Account. Long Term Grants must be minuted by Finance Committee.

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### **5205 ENROLLMENT LIMITATIONS**

Enrollment in Morrison Academy is restricted to students that meet the ROC requirements for enrollment in international schools.

The Board shall set enrollment limits according to the space available in the physical plant, as well as other considerations which will protect the integrity of the school's primary purpose of educating the children of missionaries throughout Taiwan.

**Morrison System**: a minimum of 30% of the students in the Morrison system shall be the children of missionaries and Christian workers, as defined in Policy # 1613 MISSIONARY and Policy # 1614 CHRISTIAN WORKER.

During any school year in which the number of missionary and Christian worker's children on any campus falls below 20%, the Superintendent must present a report to the Board of Trustees by the second Board meeting of the fiscal year. This report should provide evidence that each campus which falls below these enrollment minimums contributes to the fulfillment of the position statements of Morrison Academy. The report will include, but is not limited to the following:

1. A projection of the number of missionary and Christian worker's children which are likely to be enrolled in the coming years
2. Evidence to show that the Christ-centered Core Values are not adversely affected
3. Evidence of the strategic impact of the campus on mission outreach in Taiwan
4. Strategic rationale for maintaining the current enrollment
5. Effect on the overall system

Following this report, the Board will take appropriate action.

### **Grade Level Enrollment Limits**

Enrollment in each grade level shall be maintained within the following limits:

<b>Grade Level</b>	<b>Maximum Class Size</b>	<b>Minimum Section Size</b>	<b>LN and ELL Students</b>
Kindergarten	<b>20 students</b>	<b>8 students</b>	<b>50%</b>
First Grade	<b>22 students</b>	<b>9 students</b>	<b>40%</b>
Second Grade	<b>23 students</b>	<b>9 students</b>	<b>40%</b>
Third Grade	<b>24 students</b>	<b>10 students</b>	<b>30%</b>

Fourth - Fifth Grade	<b>25 students</b>	<b>10 students</b>	<b>30%</b>
Sixth - Eighth Grade	<b>25 students</b>	<b>10 students</b>	<b>20%</b>
Kaohsiung 9 <sup>th</sup> – 12 <sup>th</sup> Grades	<b>25 students</b>	<b>5 students</b>	<b>10%</b>
Taichung 9 <sup>th</sup> Grade	<b>45 students</b>	<b>5 students</b>	<b>10%</b>
Taichung 10 <sup>th</sup> – 12 <sup>th</sup> Grades	<b>65 students</b>	<b>5 students</b>	<b>10%</b>

When enrollment numbers do not exceed 70% of the "Maximum Size", initial applications for Long Term Financial Aid grants may be considered. These grants may be used to assist students that will contribute to the school culture and will comply with POLICY#4285 FINANCIAL AID.

The addition of Grades 10-12 in Kaohsiung, and the proposed future addition in Taipei, is intended to provide parents and students a choice of quality, biblically integrated high school programs offered in Kaohsiung, Taichung and Taipei. Grade Level Enrollment Limits are established in order to preserve the Christian ethos in student peer culture so as to be in line with our position statements.

In split grade level classrooms, Grades 1-8, classes shall be limited to a maximum of 20 students. In multi-level (three or more grade levels) classrooms, Grades 1-6, classes shall be limited to 12 students. Kindergarten through Grade 8 shall be limited to one section per grade level on each campus.

These enrollment limits may be exceeded in order to include additional newly enrolled children of missionaries. Enrollment shall be brought back in line as soon as possible by normal attrition. The Superintendent, after consultation with or upon request from a Principal, may make an exception to these Grade Level Enrollment Limits. The Superintendent shall report all exceptions at a meeting of the Board of Trustees.

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### **6200 APPLICATION FOR ADMISSION TO THE BOARDING DIVISION**

Each application for admission to the dormitories will be considered on an individual basis. The Director of Boarding Services will make decisions regarding a prospective student's admission to the dormitory. In cases where the references of the applicant indicate that an applicant is unlikely to comply with the Boarding Division Standards of Conduct in Policy #6440 or may not make a positive contribution to the dormitory then the applicant will be denied admission. Students are accepted into the dormitories based on the following:

1. Potential for making a positive contribution to a Christian dorm environment;
2. Confirmed admittance to Morrison Academy;
3. Completion of the necessary forms and procedures;
4. Space availability;
5. Previous attendance at Morrison Academy for at least one year. Exceptions may be made for missionaries;

When students are being considered for admittance into the dormitory after the beginning of the school year, the Boarding Division personnel will be consulted.

Students whose parents are residing in their homeland are not eligible for dorm residency. Exceptions of up to one semester may be made by the Superintendent for families on a short-term home assignment during the school year. Where differences between the student's home side educational calendar and that of Morrison academy would mean a longer Home Assignment would result in disruption to the student's normal grade level progression, then the superintendent may make an exemption for up to one academic year but this must be reported to the Board Chair.

Children of non-missionaries who either reside outside of Taiwan or who are often not on-island are ineligible for dorm residency.

Students who have lived in the dormitory normally retain residency; and may not be involuntarily replaced by new applicants.

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**6210 MISSIONARY TO NON-MISSIONARY RATIO**

Morrison Academy will provide dormitory facilities in which at least 65% of the students are missionary children and Christian workers, as defined in **Policy # 1613 MISSIONARY** and **Policy # 1614 CHRISTIAN WORKER**.

The Superintendent will have authority to make exceptions to 55%.

During any school year in which the number of missionary and Christian worker's children in the Boarding Division falls below 60%, the Superintendent must present a report to the Board of Trustees by the second Board meeting of the fiscal year. This report should provide evidence that Boarding Division contributes to the fulfillment of the position statements of Morrison Academy. The report will include the following:

1. Evidence to show that the Christ-centered Core Values are not adversely affected as reflected in School Wide Appraisal data
2. Strategic rationale for maintaining the current ratio in order to continue providing a viable boarding choice for missionary families
3. Longitudinal data of violations of the Code of Conduct in Policy 6440 and dormitory student Discipline, as defined in Policy 6450.
4. Effect on the overall system

3/15

**3543 RECORDS AND AWARDS FOR SERVICE**

Appropriate recognition shall be given to employees as follows:

**Employees continuing their contract** will be awarded an engraved pen and NT\$5000 (or an equivalent gift) after each five years of contracted service.

**Employees completing their contract and leaving the system** will be given the following service awards.

- 1) Less than five years of contracted service will be recognized with a Morrison Academy paperweight.
- 2) Five or more years of contracted service will be recognized with a plaque and red envelope.
  - a) The plaque will indicate the total number of years of service not prorated for FTE and including years recognized on any previous service plaques.
  - b) The red envelope will contain NT\$1000 for each year of service (or an equivalent gift) prorated for FTE and excluding years recognized by red envelopes when previously leaving the system.

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