



# Al-Manar Modern School

## MCC's Weekend School

### **Operational Guidelines**

Last Updated: June 11, 2005  
Revision: 3.0

Changes to be approved by MCC Board  
1.0 to 2.0 changes approved by BOD: February 26, 2005  
3.0 changes approved by BOD: June 11, 2005



### **Purpose of School Guidelines:**

It is the Al-Manar School (AMS) principal responsibility to run the school's daily operations taking into consideration the following guidelines and measures to ensure consistency with MCC bylaws and clarity of relationship with MCC and its Education Committee.

### **Al-Manar Modern School (AMS) Mission:**

The mission of Al-Manar Modern School is to create a nurturing and peaceful Islamic environment for children to enjoy learning Arabic, Islamic and Qur'anic Studies consistent with MCC's ideology, values and principles.

### **Al-Manar Modern School (AMS) Objectives:**

1. Instill in students (ages 4-18) a love of and respect for the language and meanings of the Holy Qur'an.
2. Continuously look for and employ the most effective teaching methods and curricula that provide the best benefit to our diverse community.
3. Focus on Islamic behavior and manners.
4. Adhere to the MCC ideology, principles and values.

### **Organizational Structure:**

1. AMS is an integral part of MCC operation; ultimately, the school principal and staff are employees of MCC; the AMS principal and staff are accountable to the MCC BOD; the MCC BOD is accountable to the community through its members.
2. A hired AMS principal is responsible to run the affairs of the school as she/he sees fit according to these guidelines.
3. The AMS principal reports directly to the MCC Director of Education.
4. All teachers report directly to the AMS principal.
5. All administrative staff report directly to the AMS principal.
6. Any committees or sub-committees initiated by the AMS principal to run school activities should report to the AMS principal.
7. The AMS principal shall allow parents or teachers to create committees that supports or supplements the school activities and programs such as a Parent-Teacher Association.
8. The MCC Director of Education may delegate the responsibilities of the Education Committee to a member of MCC upon approval of the MCC BOD per MCC's bylaws. Hence, the Education Committee Chair will assume all responsibilities of the Education Committee as outlined in MCC bylaws and described in these guidelines..

### **MCC Director of Education Responsibilities:**

The MCC Director of Education will continue to be responsible for the following areas after the delegation of the Education Committee Chair position:

1. ensures adherence to MCC's Bylaws.
2. responsible for administering the annual appraisal and performance evaluation of the AMS principal in consultation with the Education Committee Chair.
3. responsible for hiring and terminating the AMS principal as outlined in these guidelines.



4. reviews annually the staff appraisals and performance evaluations with the Education Chair and Principal.
5. consulted on all staff termination decisions as outlined in these guidelines.
6. works with the Education Committee Chair and AMS Principal to outline a 3-year growth plan for AMS.

All other day-to-day activities of AMS or Education Committee responsibilities are the responsibilities of the Education Committee Chair.

### **MCC Education Committee Chair Responsibilities**

If the Education Committee Chair position has not been delegated, all the responsibilities of the Education Committee Chair are the responsibilities of the MCC Director of Education.

The following outlines the responsibilities of the MCC Education Chair. It is included in this context to clarify the roles and responsibilities amongst the Director of Education, Education Committee Chair and AMS Principal.

1. reports directly to the MCC BOD. The Education Committee Chair is an ex-officio non-voting member of the board per section 8.04, (f) of the MCC Bylaws.
2. responsible to run the affairs of the Education committee including developing and managing educational programs for children and adults, supporting the operation of the center's weekend and full-time school(s).
3. responsible to outline the future programs and propose the annual budget of the Education Committee.
4. responsible to provide reviews and updates on new plans, activities, programs and services to the MCC BOD in regularly scheduled BOD meetings. This is a communication with the BOD on the Education Committee progress, alignment with BOD annual objectives, and committee issues and concerns.
5. reports to the BOD at least quarterly.
6. consult with the MCC BOD on any significant decisions related the Education committee or AMS.
7. assists the AMS principal and staff in all day-to-day activities, programs and projects.
8. assists the AMS principal in preparing the school's annual budget.
9. assists the AMS principal in the hiring process, appraisal and performance evaluation of AMS staff.
10. responsible for fundraising activities to cover costs beyond the annual AMS and Education Committee budget.
11. works with the AMS principal on any staff terminations and consults with the MCC Director of Education.
12. gives at least three (3) months written notice to the MCC BOD if he/she desires to vacate the position. This allows for a transition period.

MCC BOD is appreciative of the commitment of the Education Committee Chair, however, at the discretion of the MCC BOD per the MCC Bylaws, the Education Committee Chair could be asked to vacate the position after a three (3) months written notice from the MCC BOD.



For a reference, the MCC Education Committee's responsibilities as outlined in the MCC Bylaws section 12.01 are as follows:

“This committee shall be responsible for developing and managing educational programs for children and adults, supporting the operation of the center's weekend and full-time school(s). Such programs shall be in accordance with MCC ideology and policies. The committee shall conduct two members' workshops annually to review and discuss MCC's ideology, principles, and vision for the community. This committee shall report at least quarterly to the BOD.”

### **AMS Principal Job Description**

The AMS principal who is entrusted with the school operation is an MCC employee who must adhere to the Bylaws of MCC at all times. The AMS principal shall use every opportunity to ensure that the school activities are an integral part MCC and its committees. The AMS principal has the following responsibilities and qualifications:

### **RESPONSIBILITIES**

The AMS principal may delegate responsibilities to volunteers and staff members to assist in managing and running the school's operations. However, the AMS principal is ultimately responsible for the operation of the school and its success.

#### Administrative

1. To chair all AMS staff meetings which all held minimum once a month.
2. To co-ordinate the admissions of students into AMS.
3. To produce and update the AMS calendar, in co-ordination with the Vice Principal.
4. To ensure that appropriate communication links are maintained with parents.
5. To co-ordinate the updating and publication of Handbooks for staff and parents.
6. To produce substitution and volunteer timetables.
7. To be responsible for the overall discipline and welfare of the students.
8. To co-ordinate the staff appraisal and evaluation procedures within AMS.
9. To ensure an appropriate liaison is at all times maintained with the Education Committee Chair and MCC Director of Education.
10. To conduct surveys for the parents and teachers twice per year and submit the results to MCC BOD. The purpose of the surveys is to measure the level of satisfaction with the school and to identify any issues that require attention. The MCC BOD and Education Committee shall review the questions and add questions if necessary. The surveys will be conducted in January and May of each year.
11. To conduct an oral survey, for the same purpose as above, of the students to be done twice a year and a report submitted to MCC BOD. The AMS principal and the Education Committee Chair shall jointly conduct the survey. The surveys will be conducted in January and May of each year.



12. To create a handbook of school policies and procedures which must be kept updated with any new policies and procedures that are created during the school year. A review of this handbook should be conducted at least twice per school year with the school staff.
13. To create a Parent handbook which includes all necessary school and class information for parents.
14. To create a Teacher handbook including all necessary school and class information for teachers.
15. To designate a formal feedback process/form for parents; (suggestion box)
16. To submit a monthly log of complaints to MCC BOD.
17. To ensure that the School staff meets twice a year with the MCC BOD to review the overall operation of the school, review the policies and procedures of the school, and to review school plans.
18. To submit a quarterly report showing the total number of students enrolled in the School, the capacity of each classroom and the number of students in each classroom. The report will also include the number of students on the waiting list and for how long they have been on the list.
19. Conducts an annual evaluation for the schoolteachers and administrative staff. If a new teacher or staff member, the first evaluation is performed after six months; the second one is after a year from the hire date and annually thereafter. The evaluations to be reviewed by the Education Committee Chair and MCC Director of Education.

### Finance and Resources

1. To coordinate the management of AMS budget with the Vice Principal and Education Committee Chair to prepare budget proposals for the up coming year.
2. To coordinate AMS orders for teaching materials and equipment.
3. Submit an annual budget by April 15 each year that will be reviewed and mutually agreed upon by MCC BOD and incorporated into MCC's overall annual operating budget.
4. Submit a monthly income report to the MCC Treasurer showing all tuition and contributions to the School. The report should indicate if any student tuition is late and identify any late payment fees.
5. Submit to the MCC Treasurer an expense report at least once a month showing all school expenses. Any reimbursements of personally paid expenses will only be made when properly submitted in the expense report. The expense reporting may be done more frequently if desired by the School.
6. Ensure that all employees are paid on time by coordinating with MCC treasurer.
7. Seek approval of a simple majority of the MCC BOD for any financial changes that are not part of the annual budget.
8. Manage AMS bank account to improve efficiency and management of the School's expenses and income.
9. Provide tax receipts per transaction or annually before the end of January of the following year.
10. Coordinate reporting and management of the account with the MCC Treasurer.
11. Perform a risk analysis of profit & loss to be discussed with the MCC BOD to ensure budget alignment



## Curriculum

1. Co-ordinates curriculum development, the updating of syllabi and schemes of work for all levels. Skills to be taught are annually updated.
2. Evaluate, review, and propose curriculum changes. Any changes shall be reviewed by the MCC Director of Education , Education Committee Chair with consultation with other Educators in the community and MCC BOD members. The principal and Education Committee Chair will recruit the educators for this task.
3. Reviews all supplemental material such as library books.
4. Monitors the overall academic standards within AMS.
5. Monitors the application of assessment principles, policies and practices within AMS.

### **QUALIFICATIONS of AMS Principal:**

- College degree preferably in Education or related field; a combination of experience and education will be considered.
- Fluency in English is a must; preferably proficient in Arabic and English. At the least, the principal or vice principal must be proficient in both languages.
- Excellent verbal and written communication skills
- Exhibits multicultural awareness, gender sensitivity, and racial and ethnic appreciation.
- Strong leadership skills.
- Work efficiently and effectively within a team environment.
- Demonstrated competency in organizational tasks including the operation of an advanced computer system (i.e. use of Quicken, Excel, Word, and other financial software)
- Demonstrated use of the appropriate communication modes including current technologies (i.e. computer programs, internet, email, etc.).
- Must be willing to do what it takes to support the school and its activities to ensure its success.
- Demonstrates moral and ethical judgment.
- Able to maintain and promote confidentiality as the norm under which the school operates.

### **AMS Principal Performance Evaluations:**

The MCC Director of Education will conduct an annual evaluation for the school principal. If a new principal, the first evaluation is performed after six months; the second one is after a year from the date of hire and annually thereafter. The evaluation is to be reviewed the MCC BOD.

### **Hiring a New Principal:**

- The MCC Director of Education is responsible for hiring the school principal. The interview team should include individuals from the Education Committee Chair, school staff, MCC board members, and community Educators.
- The school principal must be a qualified individual preferably with related prior experience. The principal must hold a Bachelors degree in education or a related field; proficient in English and preferably Arabic and English; must be evaluated for communication skills, educational



and managerial experience, leadership, teamwork, and ability to align his/her vision of leading the school with MCC principles and values.

- The school principal should have an annual employment contract in addition to any required employment forms such as W4. It must be renewed annually after a performance evaluation at the end of the school year conducted by the MCC Director of Education in consultation with the Education Committee Chair and reviewed by the MCC BOD.
- Salary offers and/or increases are recommended by the MCC Director of Education and/or Education Committee Chair and must be approved by the MCC BOD. Increases and salaries must be included in the annual school budget.

### **Terminating a Principal's Employment:**

#### *Involuntary Termination:*

The involuntary termination will be based any of the following:

Consistent issues with performance, violation of MCC's bylaws, teachers and/or parent complaints, conviction of a felony or of a criminal offense involving moral turpitude is ground for termination. Behavior issues that affect the reputation of MCC including its school, employees, board members, parents or children are also considered grounds for dismissal.

Unless deemed necessary by 3/4<sup>th</sup> of MCC BOD, the following process should be followed.

1. The MCC Director of Education outlining the reasons and corrective action plan must issue a warning. The corrective action plan must include a review date. The MCC BOD must be notified. The employee must review and sign the corrective action plan.
2. A second warning must be issued by the MCC Director of Education and approved by 3/4<sup>th</sup> of the MCC BOD outlining the reasons and correction action plan. The corrective action plan must include a review date. The employee must review and sign the corrective action plan.
3. A final review by the MCC BOD is conducted and a 3/4<sup>th</sup> majority vote of the MCC BOD is required to issue a termination.
4. An official termination letter must be issued by MCC and signed by the MCC Director of Education.
5. A release form or letter must be signed the employee.

#### *Voluntary Termination:*

1. At least a (30) thirty days written notice must be submitted to the MCC Director of Education.
2. The employee must sign a release form or letter.

### **AMS Vice Principal Job Description**

The Vice-Principal is an educational and administrative leader of the school who will assist in ensuring that the school's programs and educational processes are implemented in order to maximize student learning experiences. The Vice-Principal reports directly to the Principal of the school and is responsible for the orderly operation of the school in the absence of the Principal, and any duties assigned to him/her by the Principal.

### **Qualifications:**



- A college degree from an accredited University or 6 years of relevant experience;
- Fluency in English is a must; preferably proficient in Arabic and English. At the least the principal or vice principal must be a proficient in both languages.
- Demonstrated competency in organizational tasks including the operation of an advanced computer system (i.e. use of Quicken, Excel, Word, and other financial software);
- Excellent written and verbal communication skills;
- Strong leadership skills.
- Work efficiently and effectively within a team environment.
- Demonstrated use of the appropriate communication modes including current technologies (i.e. computer programs, internet, email, etc.).
- Exhibits multicultural awareness, gender sensitivity, and racial and ethnic appreciation.
- Demonstrates moral and ethical judgment.
- Able to maintain and promote confidentiality as the norm under which the school operates.
- Must be willing to do what it takes to support the school and its activities to ensure its success.

### **Job Specific Components:**

The Vice-Principal of the AMS shall perform such tasks as are assigned by the Principal of the school and is required to undertake some or all of the tasks enumerated below. These tasks may vary from time to time.

- to assist the Principal in taking all reasonable steps to secure full and regular attendance at school of the enrolled students;
- to assist in the completion of required documents as requested by the MCC Board of Directors;
- to assist in the identification of staffing needs for the school and to assist in the selection of staff;
- to maintain all financial records (i.e. the preparation of the monthly income and expense reports to the MCC Treasurer, budget reports, etc.);
- to create and update progress reports used for student assessments twice a year;
- to maintain or create a system to handle organizational tasks such as student records, teacher records, attendance, purchasing, budgets and timetables;
- to assist in the hiring of substitute teachers as necessary;
- to take the lead in any projects delegated by the Principal throughout the school year (e.g. open house, Eid celebrations, fundraisers, pre-registration, summer program, registration, graduation, etc.).
- to assist the Principal in maintaining a safe, orderly, positive and effective learning environment.
- to assist in the performance evaluation of all school-based staff.
- to maintain a climate of respect and fairness for all staff and students.
- to operate and lead the school in the absence of the Principal.

### **Hiring a Teacher or Administrator:**



The teachers are the primary contact with our children. They must lead by example and exhibit an Islamic Character and behavior for the school children and parents.

### **AMS Teachers Job Description:**

1. Know and adhere to MCC's bylaws and vision.
2. Deliver the curriculum employing child appropriate methods.
3. Prepare a sufficient lesson plan for every class given.
4. Keep accurate records of students' performance.
5. Enforce classroom management through positive reinforcement and sticker charts.
6. Follow the designed skills for the level taught.
7. Attend all AMS meetings.
8. Attend all AMS teacher training sessions.
9. Prepare all materials needed for a substitute when they are absent.
10. Make sure the classroom is left tidy and relatively clean.
11. Supervise the students during recess.
12. Teach using crafts, projects and activities.
13. Monitor own students after school until their parents arrive to pick them up.

### **Qualifications of AMS Teachers:**

1. A college degree from an accredited School. For candidates who hold a high school diploma only, a proof of exceptional teaching history and ability would suffice. It will be left to the discretion of the Principal and Education Committee Chair to consider 8 years of extensive work experience to be equivalent to holding a 4-year college degree.
2. Previous teaching experience.
3. Proficient in Arabic and English.
4. Excellent communication skills that will be vital to interact with students, parents and other teachers.
5. Kind personality and a positive attitude.
6. A team worker.
7. Someone who exhibits multicultural awareness, gender sensitivity, and racial and ethnic appreciation.

If a candidate does not hold the above qualifications, the Principal, prior to hiring this individual, must seek approval from the MCC BOD as an exception to the policy.

*Interview Process:* An interviewing team must be selected by the principal and Education Committee Chair. The Education Committee Chair must be on the interviewing team to assess fit within MCC environment.

*Signing Up:* Fill up the employment application, contract of the school policy and procedure and any other employment forms such as a W4 form.



*Tour & Training:* Providing a teacher manual and expected curriculum.

*Benefits:* Employee benefits are outlined in the Teacher Handbook provided on the first day of employment.

### **Teacher's Salary Administration:**

1. New Starting Teacher: \$15 to \$20 per hour based on experience.
2. These hourly salaries must be annually evaluated to ensure competitiveness and satisfaction.
3. Based on performance; annual increases is from 0% to 10%. Recommendations are to be made and approved by the MCC Education Director. This must be done prior to submitting annual budget on April 15<sup>th</sup>.
4. Any salary administration that is not part of the school annual budget must be approved by the Education Director and reviewed by the MCC BOD.

### **Terminating a Teacher or Administrator:**

#### *Involuntary Termination:*

The involuntary termination will be based any of the following:  
Consistent issues with performance, violation of MCC's bylaws and/or school procedures, teachers and/or parent complains, conviction of a felony or of a criminal offense involving moral turpitude is ground for termination. Behavior issues that affect the reputation of MCC including its school, employees, board members, parents or children are also considered grounds for dismissal.

Unless deemed necessary by 3/4<sup>th</sup> of MCC BOD, the following process should be followed.

1. The school principal outlining the reasons and corrective action plan must issue a warning. The corrective action plan must include a review date. The MCC Education Director must be notified. The employee must review and sign the corrective action plan.
2. A second warning must be issued by the school principal and approved by MCC Education Director outlining the reasons and correction action plan. The corrective action plan must include a review date. The MCC BOD must be notified. The employee must review and sign the corrective action plan.
3. A final review by the school principal and Education Director is conducted. A recommendation is made to the MCC BOD. A simple majority vote of the MCC BOD is required issue a termination.
4. An official termination letter must be issued by MCC and signed by the Education Director.
5. A release form or letter must be signed the employee.

#### *Voluntary Termination:*

1. At least (30) thirty day written notice must be submitted to the school principal.
2. The employee must sign a release form or letter.

### **Committees and Sub-Committees:**



The school principal is responsible to initiate a new committee or assign someone to initiate such a committee to help the school provide activities, events and programs.

### **Communication & Marketing:**

The School must have a monthly communication with parents and community that includes school news, events, activities, and other school related communication. This could be done in a form of a newsletter, MCC website, MCC Voice newsletter, and/or any other form deemed most appropriate.

### **Guideline Changes:**

1. The school principal, MCC Education Director, or MCC BOD can recommend changes to these guidelines. A simple majority of the MCC BOD is necessary for guideline changes.
2. If a conflict arises between these guidelines and the MCC bylaws, the MCC bylaws shall govern.

### **AMS Volunteers (Parents Committee) responsibilities:**

The AMS principal and Vice Principal could setup the following committees to support them throughout the school year. It is at their discretion to create new committees to support them. The following are some typical committees that could be required.

1. Registration (Annually in August & September; and Sundays weekly)
  - Facilitate the registration process by assisting parents with paperwork and tracking tuition/registration monies
  - August 28<sup>th</sup> from 10am-12noon & September 4<sup>th</sup> from 8:30am to 12:30am
2. Open House (Annually in October)
  - Plan and execute the Open House/Ice Cream Social event
3. Planning & Executing Fundraisers for the School (2 times a year)
  - Suggestions for fundraisers include a bake sale, book sale (school has many books in stock that can be utilized for the book sale), Scholastic book sale, etc.
  - Responsible for coming up and coordinating at least 2 School fundraisers during the year.
4. Eid Celebrations (Annually for Eid Ul-Fitr and Eid Udha)
  - Plan and execute 2 Eid celebrations
5. Graduation (Annually in May)
  - Plan and execute the Graduation ceremonies held on Memorial Day weekend
6. Rotating Classroom Assistant (ongoing)
  - Assist the teachers in various classrooms with arts and crafts projects, Arabic studies, Islamic studies and Qur'an



7. Monthly Newsletter (ongoing on the 10<sup>th</sup> of each month)
  - Convert the word document submitted by the Principal into a publisher formatted newsletter each month
8. Data Entry of student and financial information (ongoing at the end of each month)
  - Enter the tuition/registration monies into Access and update student records as necessary

### **Committee Guidelines:**

1. Meet with School Principal and Vice Principal once every 2 months to review upcoming tasks/responsibilities
2. Committee is responsible for *recruiting* and *coordinating* other parent volunteers for assistance
3. Committee must get verbal approval from the Principal or Vice Principal before executing all projects

### **Conflict of Guidelines and Interpretations:**

If conflicts arise between the AMS guidelines and the MCC Bylaws, the MCC Bylaws shall override. Any interpretation should be referred to the MCC BOD and its Parliamentarian.