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LEGAL AUTHORITY

Constitution: Articles of Incorporation

Preamble

Understanding that parents are responsible to rear their children in the nurture and admonition of the Lord, and being mindful of God's will that children be taught the content and practical applications of His Word in every aspect of learning and every activity of life (Deuteronomy 6:4-9), and firmly believing that Christian education is a vital instrument for the fulfillment of this Divine command, the undersigned hereby establish the Westlake Christian Academy and adopt this constitution for its organization and operation.

Article 1: Name

The name by which this school shall be known and incorporated is Westlake Christian Academy.

Article 2: Purpose

The primary purpose of the Academy is to minister to the Christian community as a discipleship-oriented school. The Academy is charitable in its nature, and its purpose is to recognize and operate, without profit, one or more private schools, which will give the students instruction in academic subjects usually taught in public and private schools; such instruction is to be given in accordance with the tenets of biblical Christian faith and of the Constitution of the United States, to the end that the students may grow in grace and in the knowledge of God through our Lord and Savior Jesus Christ, and become worthy citizens of the Kingdom and our great country. Consistent with the truth that the grace and love of God in Jesus Christ extend without partiality to all mankind, Westlake Christian Academy accepts students for admission regardless of sex, race, color, or national or ethnic origin.

Article 3: Statement of Faith

- A. We believe the Bible to be the inspired and only infallible, authoritative, written word of God. (2 Timothy 3:16-17)
- B. We believe that there is one God, eternally existent in three persons: Father, Son, and Holy Spirit. (Matthew 28:19; 2 Corinthians 13:14)
- C. We believe that the universe originated by the creative act of God as revealed in Holy Scripture, and that the form of every kind of life was fixed at the time of its creation. (Genesis 1:1; John 1:1-3)

- D. We believe in the true deity and true humanity of our Lord Jesus Christ, His pre-existence, His virgin birth, His sinless life, His miracles, His vicarious and atoning death through His shed blood, His bodily resurrection, His ascension to the right hand of the Father, and His future visible return in power and glory. (Colossians 1:13-20)
- E. We believe that the Lord Jesus Christ is the only mediator between God and man. (1 Timothy 2:5)
- F. We believe that all men are lost and sinful, and that salvation is received through personal faith in the Lord Jesus Christ and by the act of regeneration of life by the Holy Spirit of God. (Romans 3:23-26; Titus 3:5)
- G. We believe that by the present indwelling ministry of the Holy Spirit, the Christian is enabled to live a godly life, and that every believer should practice the holiness which God requires.
- H. 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 5:24-25, 28-29)
- I. We believe in the spiritual unity of believers in our Lord Jesus Christ. (John 17:20-23; 1 Corinthians 12:12-13)
- J. We believe that support of and participation in the task of fulfilling the Great Commission is an obligation of all believers in our Lord Jesus Christ. (Matthew 28:19-20)
- K. We recognize that there are other doctrines held by various Christian believers which they believe to be consistent with the above. However, such teachings shall not be incorporated as approved by the school.

Article 4: Organization

- A. To handle the business of Westlake Christian Academy effectively, this constitution establishes the following three bodies to which various individuals report and in which the administrative and legislative powers reside.
 - 1. The Board of Trustees (the Board).
 - 2. The Faculty/Staff Assembly (the Assembly).
 - 3. The Parents Association (the P.A.).
- B. The Bylaws of Westlake Christian Academy shall describe and explain the overall powers and duties of these three bodies. Operational handbooks shall discuss policies and procedures not covered within the Academy Constitution and Bylaws.

Article 5: Amendments

- A. **Passage.**
 - 1. Any amendment to the constitution must be passed by 75% of the full complement of the Board of Trustees, and

2. Ratified by 75% of the full complement of the Faculty/Staff Assembly, and
3. Ratified by 75% of the full complement of the Parents Association. However, in the event that less than 75% of the Parents Association votes on a proposed amendment that has been passed by the Board of Trustees and ratified by the Faculty/Staff Assembly, then the Board and the Assembly may override the non-ratification of the P.A. by a 100% vote of the full complement of the Board and a 90% vote of the full complement of the Assembly.

B. Operation of New Amendments. Ratified amendments to the constitution will go into effect at the beginning of the next fiscal year (i.e., July 1), unless another date is established along with the amendment and is passed and ratified in the same manner as the amendment.

C. The Statement of Faith in this constitution shall not be amended or added to.

Article 6: Irrevocable Dedication

In the event of the dissolution of the Academy, and after the payment of all debts of the Academy, all property and assets then held by the Academy shall be distributed to an organization with similar beliefs and purposes as specified in Articles 2 and 3. None shall be distributed to any private individual or to any business corporation, nor for the personal or private benefit of any person.

END OF CONSTITUTION

(Passed 8/24/15) Constitution and Bylaws amended effective June 4, 2016 (Previously amended 12/13/04)

Bylaws

Article 1: Board of Trustees

A. Purposes: The purpose of the Board of Trustees (the Board) is to provide spiritual and operational oversight for Westlake Christian Academy (WCA, the Academy, or simply Westlake). The Board shall: ▪pray and exercise other spiritual leadership, ▪provide strategic and long-range planning, ▪secure facilities and personnel, ▪set operational policies, and ▪provide financial and general oversight.

B. Membership: Ideally, the Board shall consist of nine (9) members (the maximum number), chosen in accordance with the provisions of these Bylaws (Article 1.E). In matters requiring a vote, each member shall have one vote. No absentee ballots shall be allowed.

The “full complement” of the Board shall be defined as the total number of Board members actively serving at a given time.

No one employed by the school, nor the spouse of any employee, shall be eligible to serve on the Board. No husband and wife shall serve simultaneously on the Board.

The administrative head shall serve in an advisory capacity to the Board and shall have no vote.

C. Qualifications: Board members shall:

- be born-again Christians
- be members in good standing of a local church (whose own statement of faith is found to be consistent with the WCA statement of faith) and annually attest to their active membership in that church
- annually subscribe to the WCA statement of faith
- have or have had at least one child, grandchild, or parishioner enrolled in WCA for at least five months of school (or be a Westlake graduate, or be a former student who attended Westlake for at least one year)
- have a clear interest in Christian education
- meet the following Biblical qualifications for spiritual leadership, as highlighted in 1 Timothy 3:1-8: ▪above reproach, ▪maritally faithful (if applicable), ▪temperate, ▪self-controlled, ▪respectable, ▪hospitable, ▪able to teach, ▪not given to drunkenness, ▪not violent but gentle, ▪not quarrelsome, ▪not a lover of money, ▪managing one’s own family well and having obedient children (if applicable), ▪not a recent convert (ideally not less than two years prior), ▪of good repute with outsiders, and ▪sincere (not devious in speech)

D. Term of Office: The term of service for a Board member shall be three years. When there are six or more Board members the Board shall consist of three

classes, one of which shall be elected each year, such that their terms are staggered. In the event of a mid-term vacancy, a Board member may be appointed for a partial term.

A Board member may serve up to three consecutive terms. After not serving for one year a former Board member may be elected (or appointed) to serve again on the Board. In no case shall a Board member serve more than nine (9) consecutive years.

Note: If a Board member needs to temporarily leave his/her Board assignment for personal reasons, the time away may be added to that person's term upon return (rounded up or down to the nearest whole year) at the Board's discretion.

E. Election to (and Possible Removal from) the Board of Trustees

1. Candidates interested in election to the Board must submit their completed applications to the current Nominating Committee (Article 4.G.1) no later than March 1. Candidates must meet the qualifications outlined in these Bylaws (Article 1.C) and must submit the following documentation as part of their completed applications (with incomplete applications not being considered):
 - Ministry Leadership Application Form (filled out and signed), including a brief essay about their desire to participate on the board and their commitment for a minimum of three or more years
 - Resumé (job history and educational background)
 - Pastoral Reference Form
 - Letters of Recommendation from two current WCA families (with no current Board members)
 - (Letter of Recommendation from the Faculty/Staff Assembly is required, but this is internally generated through the administrative head and is not supplied by the candidate)

See the Ministry Leadership Application Form for details.
2. The current Board shall have the opportunity to review the interested candidates and approve those meeting the qualifications for Board members. A final slate of all qualified candidates shall be approved no later than April 14.
3. The Board shall then provide written communication announcing the final approved slate of candidates to the entire Westlake family. This communication would occur no later than the end of the third full week of April. A vote by the Parents Association (P.A.) shall be set for the second week of May at an all-school meeting (typically an open Board meeting).
4. The candidates shall be elected by ballot; the candidates receiving the most votes shall fill the open positions on the board (one vote per family; no absentee ballots).

5. The elected candidates shall begin their terms July 1.
6. Any candidates not elected by popular vote shall fill any vacancies that occur during the school year. Each vacancy, as it occurs, shall be filled by the candidate receiving the next highest vote. If there are no remaining qualified candidates forthcoming from the Nominating Committee with which to fill an announced vacancy, then during the period of July 1 through January 31 the Board shall have the ability to appoint individuals who meet the qualifications listed in the Bylaws (Article 1.C) and who complete the Ministry Leadership Application.
7. Reasons a Board member may be removed include:
 - violation of the WCA Constitution, Bylaws, Standards of Conduct, or Lifestyle Statement;
 - departure from the WCA statement of faith; ▪ conduct unbecoming one's Board position; and ▪ excessive absence from Board meetings. Removal shall require at least a 66% vote of the full complement of the Board.

F. Board Responsibilities

- Pray diligently for WCA, especially for the Administrator
- Help set the spiritual tone of the school as an institution that complements family and church for the discipling of Christian Pre-K – 12 students
- Provide strategic and long-range planning for the development of the school
- Ensure adequate facilities for the school
- Hire and annually evaluate the administrative head, and hire and annually renew the contracts of all other school employees
- Share in developing and complying with due process procedures (for resolving disputes and other conflicts – such procedures must be approved by both the Faculty/Staff Assembly and the Board)
- Set operational policies
- Set and oversee an operating budget
- Financially support WCA regularly (at least annually) and sacrificially
- Oversee school certifications and accreditation
- Oversee compliance with all federal, state, and local laws and regulations
- Provide members annually to serve on the standing committees maintained respectively by the Board, the Faculty/Staff Assembly, and the P.A. (Human Resources - 1 member, Finance - 1, Development - 1; Curriculum and Educational Strategies - 1; Nominating - 1 [ex-officio])
- Share in the approval of amendments to the Constitution and Bylaws
- If necessary, remove a Board member for any reason specified in Article 1.E.7

- G. Board Officers and their Duties:** At its annual meeting in June, the Board shall elect by ballot from among its members a chairman, a vice-chairman, a secretary, and a treasurer. The term of office shall be one year. These officers comprise the Board Executive Committee.

The chairman shall set the agenda for and preside at all Board meetings, ensuring they are prayerful and Bible-based, and shall perform other duties generally incumbent upon the office. The chairman shall be directly responsible for supervising and counseling the administrative head of the Academy.

The vice-chairman shall perform the duties of chairman in the latter's absence or disability.

The secretary shall keep the minutes of the Board, conduct the correspondence, and perform other duties generally associated with the office. The secretary shall be responsible for the preparation of an Annual Secretary's Report, containing a roster of all employees, enrollment by grades, policies adopted during the year, and any significant events in the life of the Academy.

The treasurer shall receive all funds from any sources contributing to the school; all such funds shall be deposited to the credit of the school in a bank designated by the Board. The treasurer shall disburse such funds: (1) as designated in the annual budget, or (2) on written order by the Board chairman (or in his absence, the vice-chairman), with countersigning by one additional Board member. The Treasurer shall submit a complete report of receipts and expenditures at each regular Board meeting. The financial books and records of the treasurer shall be reviewed annually in June, after which an Annual Financial Report shall be prepared showing an annual income statement and balance sheet. The treasurer will share in the oversight of the business manager (if that position is filled).

H. Board Meetings: The Board shall hold at least four (4) meetings each fiscal year.

The WCA fiscal year shall begin July 1 and end June 30.

The Board shall hold an annual meeting in June. The agenda for this meeting shall include a review of the previous year's activities, a report on the status of the Academy, identification of major problems and issues, and projections for the coming years.

The Board shall hold an annual meeting with the parents at the beginning of the school year in September. At this meeting the chairman shall give a report of the actions taken by the Board and of the activities and progress of the Academy. The treasurer shall make a report of financial matters and distribute copies of the most recent review.

All reports shall be filed with the secretary.

At least 50% of the full complement of the Board shall constitute a quorum.

Special meetings may be called by the chairman, or at the written request of no less than 33% of the full complement of the Board. At least seven (7) days' notice must be given prior to any special meeting held by the Board, unless all Board members agree to a shorter notice for that special meeting.

In conducting all meetings, the latest edition of Robert's Rules of Order shall be used to decide any parliamentary question not covered by this Constitution and Bylaws.

I. Board Committees

Standing Committees: The following committees shall be permanent and standing: Human Resources, Finance, and Development. The chairman shall appoint board members (ideally who are serving at least in their second year of office) to serve as the chairmen of these standing committees.

Committee chairmen shall appoint their own committee members, as specified here below and subject to the approval of the Board.

The administrative head of the Academy shall be an ex-officio member of all standing Board committees. The administrative head shall be responsible to supply necessary information regarding school operations as requested and shall evaluate all proposed actions recommended by the committees.

These committees shall have a term of service of one year.

1. Human Resources Committee: The Human Resources Committee shall be responsible to research and present to the Board any proposals for the conditions and policies of employment at the Academy. The Committee shall also have the primary responsibility for ensuring that these conditions and policies are observed by the Administration, including but not limited to those situations when, in the judgment of the Administration, employees should be disciplined, suspended, or dismissed.

Specific responsibilities of oversight shall include:

- establishing Human Resource policies and processes
- benchmarking and establishing annual salary guidelines
- conducting an annual review of faculty salaries and fringe benefits

The membership of the Human Resources Committee shall be comprised of at least: one Board member, the administrative head and – if desired by the Faculty/Staff Assembly – one additional Assembly member (from the faculty), and one P.A. member.

The Committee shall hold at least four (4) meetings each fiscal year.

All recommendations presented to the Board must be approved by no less than 66% of the full complement of the committee.

2. Finance Committee: The Finance Committee shall be responsible for reviewing and recommending action on all matters that directly relate to financial and legal activity. The Board treasurer shall be a member of, and ideally chair, this committee.

Specific responsibilities of oversight shall include:

- assembling budget data and controlling expenditures within the annual budget
- establishing the tuition and fee schedule, including discounts, scholarships and financial aid
- establishing financial policies regarding accounts receivable and accounts payable
- overseeing receipts and disbursement of all monies for legitimate purposes
- establishing and maintaining tax-exempt status and securing all licenses or permits required by law
- reviewing all insurance policies and maintaining necessary records for insurance coverage
- overseeing the annual review of the treasurer's books
- investigating the need for special funds and/or special development or fundraising activities

The membership of the Finance Committee shall be comprised of at least: the Board Treasurer, one member of the administration and – if desired by the Faculty/Staff Assembly – one additional Assembly member (from the faculty), and one P.A. member. (As stated above, the administrative head shall be an ex-officio member.)

The Committee shall hold at least four (4) meetings each fiscal year.

All recommendations presented to the Board must be approved by no less than 66% of the full complement of the committee.

- 3. Development Committee:** The Development Committee shall communicate the principles and philosophy of Christian education to the various constituencies affected by the school's operation, shall publicize the purpose and progress of the Academy, and shall secure and maintain appropriate facilities for the Academy.

Specific responsibilities of oversight shall include:

- preparing promotional materials for general and specific distribution (e.g., annual brochures, press releases, announcements of changes in school policies)
- providing speakers and other representatives of the school for outside meetings
- securing appropriate facilities for the Academy
- preparing a capital improvements budget to be considered with the annual operating budget

The membership of the Development Committee shall be comprised of at least: one Board member, one member of the administration (the development director, if that position is filled) and – if desired by the Faculty/Staff Assembly – one additional Assembly member (from the

faculty), and one P.A. member. (As stated above, the administrative head shall be an ex-officio member.)

The Committee shall hold at least four (4) meetings each fiscal year.

All recommendations presented to the Board must be approved by no less than 66% of the full complement of the committee.

Temporary Committees: The Board may establish other non-permanent committees as necessary. These committees shall be limited both in terms of scope and length of service.

Article 2: Administrative Head

Designated by the Board, the administrative head of WCA shall be responsible for the prayerful and Bible-based operation of the Academy according to the policies established or adopted by the Board.

Questions regarding the administration of the Academy shall be referred to the administrative head by the chairman of the Board or by the staff. If policies are to be reviewed or changed, this shall be done in Board meetings when the administrative head can be available for advice.

The administrative head shall be the only employee under the supervision of the Board; all other employees shall be under the supervision of the administrative head.

Article 3: Faculty/Staff Assembly

A. Purpose: The purpose of the Faculty/Staff Assembly (the Assembly) is to set educational policies and standards and help implement all school policies and standards.

B. Membership: The Faculty/Staff Assembly shall consist of all full-time employees, faculty, staff, and administration of WCA. In matters requiring a vote, each member shall have one vote. No absentee ballots shall be allowed.

The faculty, administration, other staff, and other employed personnel shall be appointed by the administrative head and hired by the Board. Ordinarily all faculty and staff contracts which are renewable on an annual basis shall be acted upon by the Board no later than March 31. The administrative head shall present the names of the faculty members whose contracts are to be renewed as a slate, and a vote of approval by 66% of the full complement of the Board shall confirm renewal of contracts for those included in the slate. All employees shall be hired for such time, and under such conditions, and upon such salary as the Board may determine.

C. Qualifications: All members of the Faculty/Staff Assembly (including the administrative head): shall be born-again Christians, shall be members in good standing of a local church (whose own statement of faith is found to be consistent with the WCA statement of faith), and shall annually subscribe to the WCA statement of faith and attest to their active membership in a local church.

All appointments shall be based on testimony, personal life, standards, academic merit, and experience as deemed necessary for the position by the administrative head and the Board.

The Board does not discriminate in the hiring of faculty, staff, or other employed personnel on the basis of sex, race, color, or national or ethnic origin for any appointment.

D. Assembly Responsibilities

- Pray diligently for WCA
- Share in the development of educational policies
- Provide members annually to serve on the standing committees maintained respectively by the Board, the Faculty/Staff Assembly, and the P.A. (Human Resources - 1 member, Finance - 1, Development - 1; Curriculum and Educational Strategies - 3; Nominating - 1) and provide members to serve on temporary committees established by the Board
- Provide a letter of recommendation for any Board candidate approved by the Faculty/Staff Assembly
- Share in developing and complying with due process procedures (for resolving disputes and other conflicts – such procedures must be approved by both the Faculty/Staff Assembly and the Board)
- Share in maintaining certifications of the Academy and of the Faculty
- Share in the approval of amendments to the Constitution and Bylaws

E. Assembly Officers and their Duties: The administrative head of the Academy will serve as the chairman of the Faculty/Staff Assembly. At its annual meeting, the Faculty/Staff Assembly shall elect by ballot from among its members a vice-chairman and a secretary. The term of office shall be one year. These officers comprise the Faculty/Staff Assembly Executive Committee.

The chairman shall set the agenda for and preside at all meetings of the Faculty/Staff Assembly, ensuring they are prayerful and Bible-based, and shall perform other duties generally incumbent upon the office.

The vice-chairman shall perform the duties of chairman in the latter's absence or disability.

The secretary shall keep the minutes of the Faculty/Staff Assembly, conduct the correspondence, and perform other duties generally associated with the office.

F. Assembly Meetings: The Faculty/Staff Assembly shall hold at least four (4) meetings each fiscal year.

At least 75% of the members of the Faculty/Staff Assembly shall constitute a quorum.

In conducting all meetings, the latest edition of Robert's Rules of Order shall be used to decide any parliamentary question not covered by this Constitution and Bylaws.

G. Assembly Committees

Standing Committee: The following committee shall be permanent and standing: the Curriculum and Educational Strategies committee. The administrative head shall appoint a Faculty/Staff Assembly member to serve as the chairman of this standing committee.

The committee chairman shall appoint committee members, as specified here below.

This committee shall have a term of service of one year.

Curriculum and Educational Strategies Committee: The Curriculum and Educational Strategies Committee shall have the responsibility to research and propose to the Board strategies, curriculum, and policies that directly relate to the academic effectiveness of the Academy.

Specific responsibilities of oversight shall include:

- approving curriculum and course of study for each grade and subject, ensuring that spiritual growth of students is a top priority
- developing and managing the library and its resources
- developing disciplinary policies and reviewing their administration
- evaluating the total Academy program to establish policies regarding extra-curricular activities

The minimum educational standards of the Academy shall be the state's requirements for academic courses, as long as those requirements are not opposed to sound Biblical doctrine. All courses shall be developed in harmony with the WCA Christian philosophy of education and the WCA statement of faith.

All teachers shall be responsible to the administrative head for adherence to the curriculum approved by this committee.

The membership of the Curriculum and Educational Strategies Committee shall be comprised of at least: one Board member, the administrative head and two additional Faculty/Staff Assembly members, and one P.A. member.

The Committee shall hold at least four (4) meetings each fiscal year.

All curriculum and policies presented to the Board must be approved by no less than 66% of the full complement of the committee.

Temporary Committees: The Faculty/Staff Assembly may establish other non-permanent committees as necessary. These committees shall be limited both in terms of scope and length of service, but only as they specifically relate to the functional duties of the Faculty/Staff Assembly.

Article 4: Parents Association

A. Purpose: The purpose of the Parents Association (P.A.) is to promote parent involvement in WCA by supporting the school's mission, programs, and activities.

B. Membership: The P.A. shall consist of all the parents and/or legal guardians of current Westlake students. In matters requiring a vote, there shall be one vote per family (regardless of the number of students enrolled in the Academy). No absentee ballots shall be allowed.

C. P.A. Responsibilities

- Pray diligently for WCA
- Encourage positive relationships internally among the students, faculty/staff, parents, and Board
- Foster positive relationships externally between the school and the community at large
- Be involved in school programs and activities
- Volunteer for school committees and projects as needed

[Note: The P.A. shall provide members to serve on the standing committees maintained respectively by the Board, the Faculty/Staff Assembly, and the P.A. (Human Resources - 1 member, Finance - 1, Development - 1; Curriculum and Educational Strategies - 1; Nominating Committee - 2 [including the chairman]). The P.A. shall also provide members to serve on temporary committees established by the Board or the Faculty/Staff Assembly.]

- Financially support WCA
- Share in the approval of amendments to the Constitution and Bylaws
- If necessary, initiate the recall of a Board member for any reason specified in Article 1.E.7, with the Board of Trustees making the final decision on any removal

[Note: The recall of a Board member may be initiated only after Biblical procedures for correcting an erring brother or sister have been followed (i.e., the Matthew 18 principle). Any recall initiation must be confirmed by at least two-thirds (2/3) of all the voting members (the two-thirds number being established from the full complement of families who make up the membership of the P.A.).]

D. Qualifications of Officers and Committee Members: All officers, as well as all parents who serve on standing or temporary committees of the school: •shall be born-again Christians, •shall be members in good standing of a local church (whose own statement of faith is found to be consistent with the WCA statement

of faith), shall annually subscribe to the WCA statement of faith and attest to their active membership in a local church, and shall be in good standing with the Academy.

- E. P.A. Officers and their Duties:** The P.A. Executive Committee shall be comprised of three officers. At its annual meeting in September, the P.A. shall elect by ballot from among its members a chairman, a vice-chairman, and a secretary. The term of office shall be three years, staggered if possible.

The chairman shall set the agenda for and preside at all meetings of the P.A., ensuring they are prayerful and Bible-based, and shall perform other duties generally incumbent upon the office.

The vice-chairman shall perform the duties of chairman in the latter's absence or disability.

The secretary shall keep the minutes of the P.A., conduct the correspondence, and perform other duties generally associated with the office.

The P.A. Executive Committee shall recommend members annually (to respective committee chairmen) to fill required positions on the school's five standing committees (Article 4.C) and shall recommend members as needed to fill required positions on any temporary school committees.

- F. P.A. Meetings:** The P.A. shall hold at least four (4) meetings each fiscal year.

A quorum shall be constituted by the number of P.A. member families represented at a P.A. meeting.

In conducting all meetings, the latest edition of Robert's Rules of Order shall be used to decide any parliamentary question not covered by this Constitution and Bylaws.

G. P.A. Committees

Standing Committee: The following committee shall be permanent and standing: the Nominating committee. The P.A. Executive Committee chairman shall appoint a member of the P.A. to serve as the chairman of this standing committee.

The Nominating Committee chairman shall appoint committee members, as specified here below. An appointee of the Board shall be an ex-officio member of this standing committee. This Board member shall be responsible to supply necessary information regarding school operations as requested and shall evaluate all proposed actions recommended by the committee.

This committee shall have a term of service of one year.

Nominating Committee: The Nominating Committee shall seek out individuals who are qualified and willing to serve on the Board of Trustees.

These qualified and willing individuals must then follow the process outlined in Article 1.E, "Election to (and Possible Removal from) the Board."

The membership of the Nominating Committee shall be comprised of at least: one Faculty/Staff Assembly member and two P.A. members (including the chairman). (As stated above, a Board member shall be an ex-officio member.)

The Committee shall hold at least four (4) meetings each fiscal year.

All recommendations presented to the Board must be approved by no less than 66% of the full complement of the committee.

Temporary Committees: The P.A. may establish other non-permanent committees as necessary. These committees shall be limited both in terms of scope and length of service, but only as they specifically relate to the functional duties of the P.A.

Article 5: Amendments

A. Passage: Any amendment to the Bylaws must be:

1. Passed by 66% of the full complement of the Board of Trustees, and
2. Ratified by 66% of the full complement of the Faculty/Staff Assembly, and
3. Ratified by 66% of the full complement of the Parents Association. However, in the event that less than 66% of the Parents Association votes on a proposed amendment that has been passed by the Board of Trustees and ratified by the Faculty/Staff Assembly, then the Board and the Assembly may override the non-ratification of the P.A. by a 100% vote of the full complement of the Board and a 90% vote of the full complement of the Assembly.

B. Operation of New Amendments: Ratified amendments to the Bylaws will go into effect at the beginning of the next fiscal year (i.e., July 1), unless another date is established along with the amendment and is passed and ratified in the same manner as the amendment.

1. FOUNDATIONS

1.1. Mission: Westlake Christian Academy exists to provide for Christian families a Christ-centered education that discipulates our students to honor Jesus Christ in thought, word and deed.

1.2. Vision

1.2.1. Every student will become a disciple of Christ.

1.2.2. Students who graduate from WCA will demonstrate character, leadership, service, stewardship and worship in every aspect of their lives.

1.2.3. Our families will remain committed to Christian education as a way of life.

1.2.4. Our school will honor God by striving for excellence in everything we do.

1.3. Core Values

1.3.1. Truth – eternally existing in God and revealed in His divine written revelation and in His glorious creation (Psalm 25:5; 119:160; John 14:6)

All truth is God's truth. His Word is the touchstone by which every thought is tried.

1.3.2. Gospel – radically transforming the believer by grace through the power of God in Christ's death, burial, and resurrection (Romans 1:16; Philippians 1:27)

The gospel continually reminds us that our day-to-day acceptance with the Father is not based on what we do for God but upon what Christ did for us in his sinless life, sin-bearing death, and sin-conquering resurrection.

1.3.3. Love – for God and others, leading to winsome holiness and joyful service (Deuteronomy 6:4-5; Mark 12:29-31; 1 Peter 1:15-16, 22-23)

The two great commandments summarize the whole duty of mankind.

1.3.4. Discipleship – learning to follow Jesus Christ in thought, word, and deed (Matthew 28:18-20; Luke 9:23; 2 Tim. 2:2)

The core of Jesus' great commission to the church involves making disciples – winning people to Christ and teaching them to follow His commands. A disciple is one who loves Jesus, forms his life around Jesus, and joins in the mission of Jesus.

1.3.5. Scholarship – preparing students for life through an excellent academic program taught in the context of a Christian world view (Colossians 1:16-17; Philippians 1:9-10)

When students learn to think well, they are better prepared to confront a broken world with the claims of the gospel.

- 1.3.6. Integrated instruction** – offering opportunities for students to grow spiritually, intellectually, aesthetically, physically, and socially, since the components are deeply interconnected and contribute to the education of the whole child (Luke 2:52; Matthew 22:37; Ephesians 4:15; 2 Timothy 3:16-17)

Students participate in a coordinated educational experience so that they may become well-rounded and thoroughly equipped for Kingdom work.

- 1.3.7. Unity in diversity** – respecting and celebrating the variety within God’s family while treasuring the truths which unite us (Ephesians 2:13-18; Philippians 4:2-4; Revelation 5:9-10; 7:9-10)

The gospel destroys human barriers, enabling all believers to stand in unity on a level plane before the cross and receive equal forgiveness.

- 1.3.8. Community** – doing life together in an environment of transparency, extending and receiving grace daily (John 13:35; Romans 12:10, 16; 15:5, 7)

Christian community is essential for growth as children of God. It is not perfect, because humans are not perfect, but it matures when hearts are submissive, full of thanksgiving, and focused on the gospel of grace in Christ.

1.4. Philosophy of Education

1.4.1. Philosophical Premises

- 1.4.1.1.** God is Creator and Sustainer of all and chose to reveal Himself to mankind (Rom. 11:36). God is the Source of all knowledge and ultimate reality. He is sovereign, all powerful, merciful and loving.
- 1.4.1.2.** Jesus Christ is the Son of God, the anointed One, sent in human form to bring about reconciliation between God and man (John 1:44; II Cor. 5:18). He is co-Creator with God, eternal, the head of the church, first in resurrection, in Whom all of God's fullness dwells (Col. 1:25-29). As a teacher, He gave us an example of how to live. He is the source of wisdom, knowledge, and truth.
- 1.4.1.3.** The Holy Spirit is sent by God to empower, instruct, enable, reveal truth, comfort, guide, testify of Christ and to convict men of sin (John 16:7,8,13; Acts 1:8; John 15:26).
- 1.4.1.4.** The Bible is the inspired and only infallible, authoritative Word of God. It is eternal, divinely inspired, a light, trustworthy and profitable for teaching (Ps. 119:89,105; II Tim. 3:15).

1.4.1.5. Man, contrary to the Humanistic view, is not the center of the universe nor is he the "measure of all things." Man was created by God, for God, and in the image of God. Man was allowed the freedom to choose to disobey God's command, thus allowing sin into the world. His fallen nature separated him from God. Reconciliation is only possible through Jesus Christ (Rom. 3:23; II Cor. 5:18). God's goal and aim for man is redemptive, to restore in him the image of God and to thus change him unto the likeness of Christ. Man was created to bring glory to God (Rom. 8:29; Is. 43:7).

1.4.2. School Goals Growing Out of Philosophical Premises

- 1.4.2.1.** To teach that the Bible is the inspired and infallible authoritative Word of God. It is relevant and important (II Tim. 3:15,16,17 II Pet. 1:20,21).
- 1.4.2.2.** To teach that God is the Creator and sustainer of the universe and man.
- 1.4.2.3.** To teach that the Lord Jesus Christ is the Son of God who came to earth to die for sinful man (Romans 10: 9,10).
- 1.4.2.4.** To teach the necessity of being born again by the Spirit of God by receiving the Lord Jesus Christ.
- 1.4.2.5.** To teach that growth in the Christian life depends upon fellowship with God through Bible reading and study, prayer and obedience.
- 1.4.2.6.** To teach a Christian orientation to all thinking wherein God is central and Biblical principles are applicable to every part of daily life (II Pet. 1:3).
- 1.4.2.7.** To teach that man can know absolute truth and that it is found expressed to us in the Word of God (II Tim. 3:15-17; II Pet. 1:20-21).
- 1.4.2.8.** To teach respect for authority and proper and courteous conduct (Romans 13:1-7; Heb. 13:17; Eph. 6:1-3).
- 1.4.2.9.** To teach the student how to live in the world with non-Christians and with Christians who hold differing views.
- 1.4.2.10.** To integrate subjects with the Bible.
- 1.4.2.11.** To teach the student to apply himself to his work and to fulfill his various responsibilities (I Tim. 4:7; I Cor. 9:24-27).
- 1.4.2.12.** To teach the student to work independently and cooperatively (II Tim. 2:15).
- 1.4.2.13.** To teach the student to think for himself and to stand up for his personal convictions in the face of pressure.

- 1.4.2.14. To help the student develop his creative skills.
- 1.4.2.15. To help the student develop an appreciation for the fine arts.
- 1.4.2.16. To help the student develop effective communication skills.
- 1.4.2.17. To teach the knowledge and skills required for future study and for occupational competence.
- 1.4.2.18. To develop desire and discretion in wholesome physical and mental recreation (I Cor. 6:19-20).
- 1.4.2.19. To teach our American heritage, a love for country, and a respect for other nations.
- 1.4.2.20. To teach the current problems facing our country and the world, to show the student his present civic responsibilities, and to prepare him for adult responsibilities as a Christian citizen of our nation.

1.4.3. Goals Concerning Faculty, Staff, and Administration

- 1.4.3.1. To insure that every member of the faculty, staff and administration is a growing, mature Christian that models and clearly teaches God's Truth.
 - 1.4.3.2. To provide a salary structure and benefits that would allow and encourage faculty, staff and administration to commit their total working attention to their job at WCA and attract them to stay for a long period of time.
 - 1.4.3.3. To provide a benefits package for the faculty, staff and administration that would meet their needs. This includes health, life, and disability insurance, tuition benefit for eligible children, and continuing education benefit.
 - 1.4.3.4. To assist teachers in providing a classroom environment that is enjoyable for teachers and students.
 - 1.4.3.5. To encourage and support continuous formal and informal spiritual and professional development of faculty, staff and administration.
 - 1.4.3.6. To develop a close personal, professional and spiritual bond between the faculty, staff and administration so they can unitedly serve students and parents.
 - 1.4.3.7. To secure the advice of faculty, staff and administration for the ongoing evaluation and development of the spiritual, academic, social, and physical programs of the school.
- 1.4.4. Review of Philosophy of Education and Goals:** The philosophy and goals of Westlake Christian Academy shall be made available to each faculty, staff, administrator and parent of students in the school and shall be reviewed annually by every faculty, staff, administration and School Board member.

- 1.4.5. Use of Philosophy of Education and Goals:** The philosophy and goals shall be used to guide the school in decisions regarding recruitment, retention and development of faculty, staff, administration and students and in the preservation of the spiritual, academic, socio-emotional and physical ministry of the school.
- 1.5. Student Outcomes:** While the following are presented as four distinct areas of outcomes, we understand that these characteristics are interrelated and interdependent in their function.
- 1.5.1. Spiritual Formation** - Students personally respond to carrying out the Great Commission locally and around the world in a culturally sensitive manner. Students understand and commit to a personal relationship with Jesus Christ. Students know, understand, and apply God's Word in daily life. Students are empowered by the Holy Spirit and pursue a life of faith, goodness, knowledge, self-control, perseverance, godliness, brotherly kindness, and love. Students treat their bodies as the temple of the Holy Spirit. Students are actively involved in a church community, serving God and others. Students respect and relate appropriately with integrity the people they work, play, and live with.
- 1.5.2. Worldview Orientation** - Students have a critical appreciation of languages and cultures of other peoples, dispelling prejudice, promoting interethnic harmony, and encouraging biblical hospitality for the "alien" or "stranger." Students are committed to lifelong learning. Students understand the worth of every human being as created in the image of God. Students can articulate and defend their Christian worldview while having a basic understanding of opposing worldviews. Students possess apologetic skills to defend their faith. Students embrace and practice justice, mercy, and peacemaking in family and society. Students understand that work has dignity as an expression of the nature of God.
- 1.5.3. Academic Thinking** - Students are well prepared in all academic disciplines, and are skilled in reading, writing, speaking, listening, and thinking. Students are proficient in mathematics and science. Students have a knowledge and understanding of people, events, and movements in history (including church history) and the cultures of other peoples and places. Students appreciate literature and the arts and understand how they express and shape their beliefs and values. Students value intellectual inquiry and are engaged in the marketplace of ideas (open, honest exchange of ideas). Students have an appreciation for the natural environment and practice responsible stewardship of God's creation.
- 1.5.4. Skills Development** - Students know how to utilize resources including technology to find, analyze, and evaluate information. Students have the skills to question, solve problems, and make wise decisions. Students understand, value, and engage in appropriate social (community) and civic (political) activities. Students are prepared to practice the

principles of healthy, moral family living. Students are good stewards of their finances, time (including discretionary time) and all other resources.

- 1.6. Use of Statement of Faith:** The Statement of Faith shall be given to each parent prior to enrolling their children. The parents must agree to allow the school to teach the tenets of the Statement of Faith to their children.

The Statement of Faith shall be given to every person prior to their being offered employment at Westlake Christian Academy. Persons shall only be employed at Westlake Christian Academy if they are in complete agreement with the Statement of Faith. If a person changes their beliefs with respect to the Statement of Faith following their employment, they may be asked to leave the employ of the organization.

- 1.7. School Improvement Plan:** The Westlake School Improvement Plan shall not deviate from the Board's Foundations Statements.
- 1.7.1.** The Chairman of the Board will meet at least quarterly to review with the Administrator the progress of the School Improvement Plan including a review of the Foundations Statements.
 - 1.7.2.** The School Improvement Plan will be a minimum of three years and on a rolling annual basis.
 - 1.7.3.** The School Improvement Plan will cover all major aspects of the school such as governance, Board and staff development, curriculum, athletics, fine arts, facilities, community service, finances, spiritual culture, student development, institutional achievement, etc..
 - 1.7.4.** In the development of the next School Improvement Plan, sufficient input from all aspects of the Westlake family should be considered through surveys, test scores, and input from parents, staff, leadership team, volunteers, Board, community leaders, pastors, and alumni. The development of the next School Improvement Plan will be a full Board responsibility.

2. GOVERNANCE PROCESS

2.1. Board of Trustees

2.1.1. Code of Ethics for Board Members

2.1.1.1. Board members are expected to:

- Be faithful in attendance at all Board meetings. If unable to attend they are responsible for notifying the Board secretary or chairman in advance so that materials may be mailed to the absent Board member.
- Prepare for each Board meeting by reviewing the agenda, minutes of the past meeting and other materials which should be reviewed.
- Be willing to give of his time and talent with a joyous spirit and faithfully pray for the school.
- Direct appropriate inquiries and complaints regarding school matters to the school administrator.
- Regularly commend the faculty and staff in an effort to affirm and edify their ministry.
- Refrain from inappropriate discussion of school Board business at any non-business functions or gatherings.
- Use God-given discretion in deciding what matters can be shared with his spouse so as to cultivate and maintain important partnership relationships with the spouse. Matters pertaining to personnel and other matters of sensitive nature should not be shared outside of meetings.
- Place a high priority on attending as many school functions as possible.
- Be a member in good standing of a local church or fellowship. Membership is to be defined by the church in question.
- Refrain from reprimanding a teacher directly. Even when dealing with his own child's teacher, Board members must seek first to speak the truth in a kind way so as to avoid intimidation.
- Abstain from entering into the day-to-day operation of the school.

2.1.2. The Board, collectively, is expected to:

- Be the policy maker in the establishment of policy directives, curriculum selection, dress and disciplinary codes.

- Be responsible for making the final approval on hiring/dismissal of all personnel.
- Always call Board meeting with the knowledge of the administration.
- Deal with all employees on the basis of Matthew 5:22-24; 18:15-20, and other such passages which teach Christ-like attitudes and dealings between Christian brothers.

2.1.3. Orientation of New Board Members: New Board members will receive training and orientation from the current Board and school administrator. In addition, new board members will have perpetual access to past board meeting minutes, orientation materials, as well as WCA school policies.

2.1.4. Compensation and Reimbursement of Board Members: Members of the Board of Trustees shall receive no compensation for their services as a member or officer of the School Board. The Board may authorize the reimbursement of expenses for members incurred in the performance of official functions for the Board.

2.1.5. Conflict of Interest: No Board member(s) shall perform labor or services or furnish equipment and/or supplies for which financial remuneration is made. The following guidelines shall be followed concerning the matter of conflict of interest:

- When any matter involving financial consideration comes before the Board for consideration and one or more Board members discover they have a personal interest either directly or remotely related, said Board member(s) shall declare this interest to other members of the Board.
- In addition thereto, a member(s) shall refrain from participating in the matter of business being considered to the extent of non-participation in discussion concerning said business, abstain from voting, or retire from the meeting in case a majority of the remaining Board members consider this to be the most ethical procedure to follow.
- Nothing in this policy shall deprive a duly elected Board member of the right to exercise his/her right to vote on any matter before the Board except in those instances in which he/she has some personal interest which could be construed to be in conflict with general school interest.
- Each member shall have the right and responsibility to declare any personal interest in any item of business under consideration by the Board and shall feel obligated to abide by the majority

judgment of the other members of the Board as to whether the extent of personal interest shall disqualify the members from deliberative and voting privileges in consideration of this particular matter.

- 2.1.6. Board Agendas:** The Board Chairman shall prepare the agenda for all Board meetings. Items of business may be suggested by any Board member or by the administration of the school for inclusion on the agenda.

Items of business may not be suggested from the floor for discussion and/or action at the same meeting until all business scheduled on the agenda has been completed, and then only at the discretion of the Chairman or the majority vote of the Board members present.

The agenda and supporting materials shall be distributed to Board members prior to the scheduled meeting.

2.1.7. Board Meetings

- 2.1.7.1. Board Meeting Preparation:** Before actions by the Board are requested or recommended, the Board shall be provided with adequate data and back up information (preferably prior to the meeting date) to assist the members in reaching sound and objective decisions consistent with established goals.

Board members shall be expected to read the information provided them, and to contact administrators or other appropriate staff members or Board members to request additional information that may be deemed necessary to assist them in their decision making responsibilities.

- 2.1.7.2. Executive Session:** The Board recognizes that periodically during its scheduled meetings it will encounter matters of a highly sensitive nature. This will include, but is not limited to, such things as personnel matters, student matters, parent matters, etc. At such times the Board may call an executive session.

Executive sessions shall have in attendance all Board members, the administrator of the school, and any other persons who are specifically asked to attend this session by the Board Chairman. When the executive session is for the purpose of evaluating the administrator, the administrator may be asked not to attend.

An executive session can be called for by any Board member. Minutes of the executive session shall be recorded by the secretary, but are not for public review.

- 2.1.7.3. Quorum and Voting Procedures:** 50% of the members of the Board shall constitute a quorum for the legal transaction of business for the school.

Voting shall be by voice vote, show of hands, or written ballot as directed by the Chairman, or as determined by a majority vote of the Board. The number of “yes” and “no” votes on each motion shall be recorded in the minutes and, upon request of a member's vote, or failure to vote, shall be made a matter of record in the minutes of the meeting. All members should vote, or officially abstain, on each motion. The Chairman shall have a vote on each motion and shall not necessarily vote just in case of a tie vote.

Any member may call for a roll call vote.

A quorum being present, a majority vote of those present is required to enact or defeat any proposition.

Adjournment of each meeting shall be upon motion and a vote.

- 2.1.7.4. Meeting Format:** Regular meetings of the Board will be held on the second Monday of every month unless this day happens to fall on a national holiday. In such cases the regular meeting will be re-scheduled by the Board Chairman. Meetings begin at 7:00 P.M. unless announced otherwise.

The meetings are generally conducted in two parts consisting of an Open Session which can be attended by any interested party. The second part will be a Closed Session.

Special Board meeting may be called by the Chairman of the Board upon his decision that such a meeting is warranted. Need for special meetings may be presented to the Board Chairman by any other Board member or the administrator. The Chairman will take the matter under advisement and make a decision as to whether there is sufficient need to schedule a special meeting. If possible, special meetings should be announced two weeks in advance. Minutes from the preceding regular meeting will not necessarily be available prior to the special meeting, unless so specified by the chairman. Financial decisions will be reviewed at the following regular meeting.

The Board Secretary will be expected to attend all special meetings and record official Board minutes. If the Secretary is unable to attend a special meeting the Chairman should appoint a substitute secretary.

2.1.7.5. Conducting Board Meetings: Robert's Rules of Order, Newly Revised, shall be followed by the Chairman of the Board in the conducting of all Board meetings. Rules may be suspended at any meeting of the School Board by a majority vote of members present. The Chairman of the Board shall be thoroughly familiar with the agenda prior to each meeting, and should understand the shape and tone of each meeting and keep its image clearly before the Board and audience at all times. The Chairman should direct the meeting in such a manner as to focus on the main issues, exploring the consequences of various choices, encouraging pointed discussion when it starts going around instead of ahead. The Chairman should move through the agenda in an orderly and efficient fashion.

The Chairman shall stop any discussion which does not apply to the motion last made. He/she may also stop the discussion of a matter if the Board has previously agreed to confine discussion to a definite period of time, and that period has expired. Aside from such limitation, the Chairman shall not interfere with debate as long as a member wishes to speak.

2.1.7.6. Meeting Minutes: Action by the School Board shall be carefully recorded by the Secretary of the Board or a representative and when officially approved by the Board these minutes shall serve as a legal record of actions taken by the Board.

The recorded minutes of the School Board shall be retained on file in the office of the Administrator and shall be available for reasonable inspection during regular hours by members of the Board and such other persons approved by the Board.

2.1.8. Community Relationship

2.1.8.1. Addressing the Board: The Board shall welcome communications from staff members, parents, students, and community members, and shall maintain an active email address for this purpose. There is no expectation of privacy for any communication sent to the Board or its members, whether sent by letter, email, or other means. If contacted individually, Board members will refer the person to the appropriate level of authority.

2.1.8.2. Communications from the Board: Individual Board members, in dealing with administration, staff, or parents, may not represent the Board as a whole unless specifically instructed to do so by the Board. Electronic communications from the Board shall be limited to: disseminating information and messages not involving deliberation, debate, or decision-making. The Board shall hold two

open board meetings per year in order to report on the status of the Academy as well as answer questions from the school community and discuss the vision for the future.

- 2.1.8.3. The Board's Representation to the Public:** The Board commits itself and its members to biblical, ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum. All members of the Board shall actively promote the school within the community and strive to develop and maintain open channels of communication with local Christian churches, business, and community leaders.

2.1.9. Board Policies

- 2.1.9.1. Location and Availability of Policies:** The Board Policy Manual shall be kept in the Administrator's office and shall be available upon request to WCA parents, students, faculty, and staff. The manual shall also be made publicly available online. The Board shall receive a print and electronic copy of the manual.
- 2.1.9.2. Coordination of Policies:** When possible, the WCA professional staff shall be counseled in the formulation and implementation of school policies and procedures. Those policies which affect teachers and educational programs shall be transmitted to the teachers with pertinent interpretation and supplemented with discussion and reference handbooks.
- 2.1.9.3. Written Policy System:** The school program shall be operated in all areas according to written policies. Written policies shall consist of several forms and types, but in general shall be classified as follows:
- Board Policies (describing the functioning of the Board; developed and approved by the Board)
 - Financial Policies (developed by Finance standing committee and approved by Board)
 - Personnel Policies (located in the Employees Handbook and developed by the Administrator within the confines of Board Policies)
 - Student Policies (located in the Parent/Student Handbook and developed by the Administrator within the confines of Board Policies)
- 2.1.9.4. Suspension of Policies:** The operation of any section or sections of Board policies not established by law or contract may be temporarily suspended by a unanimous vote of Board members present at a regular or special meeting.

2.2. School Membership, Accreditation, and Teacher Certification

- 2.2.1.** Westlake Christian Academy is a member of the Association of Christian Schools International (ACSI).
- 2.2.2.** Westlake Christian Academy shall seek and maintain accreditation through the ACSI. In addition, as long as it involves no conflicts with the school's foundational stances, Westlake will also seek and maintain accreditation through AdvancED (North Central Regional accrediting agency).
- 2.2.3.** All teaching and administrative personnel of Westlake Christian Academy will hold valid ACSI certificates. Teachers and administrators who have a Temporary Certificate are expected to complete the requirements for the Standard Certificate before their Temporary Certificate expires. The Board desires that all teachers and administrators work toward the Professional Certificate of ACSI. Any personnel who cannot obtain ACSI certification must seek Board approval for employment.

2.3. Non-discrimination Statements: In the Employee Handbook and the Parent/Student Handbook are the school's statements concerning:

- Title VI and VII of the Civil Rights Acts
- Title IX of the Education Amendments
- Individuals with Disabilities Education Improvement Act
- Age Discrimination in Employment Act
- Americans with Disabilities Act

3. ADMINISTRATIVE HEAD OF SCHOOL

- 3.1. Board-Administrator Relationship:** The Board's connection to the operational organization, its achievements and conduct will be through a titled Administrator. The Board of Trustees shall appoint an Administrator to administrate the day to day affairs of the school and to hire and direct the leadership team, teaching personnel, and support staff.
- 3.1.1.** The Administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Administrator.
 - 3.1.2.** The Administrator of the school is an ex-officio member of the Board with no voting rights, but is expected to attend all Board meetings. The Administrator must be one who at the same time is both in authority and under authority. The administrator shall be evaluated annually by the Board.
 - 3.1.3.** The Board believes that the legislation of policies is the most important function of a Board and that the execution of the policies should be the function of the Administrator.
 - 3.1.4.** Delegation by the Board of powers to the Administrator provides freedom for the Administrator to manage the schools within the Board's policies, and allows the Board to devote its time to policy making and appraisal functions.
 - 3.1.5.** The Board holds the Administrator responsible for carrying out its policies within established guidelines and for keeping the Board informed about school operations.
 - 3.1.6.** Only decisions of the Board, acting as a body by majority vote, are binding on the Administrator.
- 3.2. Administrator Job Description**
- 3.2.1. General**
 - 3.2.1.1.** To be accountable to the school board. This involves regular, bilateral communication.
 - 3.2.1.2.** To develop and maintain a school which is thoroughly Christian. This involves due consideration given to implementing the school philosophy and mission in every area of education.
 - 3.2.1.3.** C. To develop and maintain a school which is academically sound. Students should be highly equipped in the tools of learning so as to be able to challenge the world around them rationally.

- 3.2.1.4. To assume responsible leadership of the school and its program. This involves assuming the role as primary visionary for the school.
- 3.2.1.5. To prevent crisis problems from occurring, and dealing with them in a timely and efficient manner when they do occur.

3.2.2. Instructional Leadership

- 3.2.2.1. To provide instructional leadership
- 3.2.2.2. To lead the faculty in continuous curriculum development.
- 3.2.2.3. To see that the school is well equipped and well supplied to provide quality education.
- 3.2.2.4. To develop a sound program for the spiritual and academic in-service growth of the faculty. This includes the development and oversight of the pre-school-year teacher orientation meetings.
- 3.2.2.5. To be the agent of educational change and innovation.
- 3.2.2.6. To develop a good co-curricular activities program consistent with the mission of the school.
- 3.2.2.7. To develop and maintain a vital, challenging, conviction-oriented chapel program geared to the spiritual climate and various ages of the student body.
- 3.2.2.8. To work with the board and faculty continuously to refine the aims and objectives of Christian education in the school.
- 3.2.2.9. To lead faculty meetings
- 3.2.2.10. To see that scheduling is done well, using teachers and facilities efficiently.

3.2.3. Research

- 3.2.3.1. To seek the Lord daily for perception of the school's problems and solutions.
- 3.2.3.2. To keep abreast of the major trends and research in education in general and Christian education in particular.
- 3.2.3.3. To maintain a valid long range plan for the development of the school.
- 3.2.3.4. To serve as the educational consultant to the board by providing information and counsel on all the school's educational problems and procedures.
- 3.2.3.5. To lead the faculty in identifying and solving the school's educational problems.

- 3.2.3.6. To develop and maintain a good standardized testing program.
- 3.2.3.7. To lead in finding and enrolling qualified students.
- 3.2.3.8. To develop and maintain a proper guidance program for the school.

3.2.4. Supervision

- 3.2.4.1. To supervise all personnel who may be involved in supervision of school personnel.
- 3.2.4.2. To supervise all teachers.
- 3.2.4.3. To supervise school staff.
- 3.2.4.4. To organize, motivate, and manage the faculty and staff to attain the objectives of the school.
- 3.2.4.5. To supervise the instructional process so teachers and students are guided and stimulated to their greatest potential.
- 3.2.4.6. To regulate and enforce discipline.
- 3.2.4.7. To maintain inventories of books, equipment, furnishings, etc.
- 3.2.4.8. To work with student leadership for good school life and morale.
- 3.2.4.9. To supervise reporting to parents about their children and about the school.
- 3.2.4.10. To supervise and effectively coordinate the scheduling of all co-curricular and extracurricular activities.
- 3.2.4.11. To be certain that student records are adequate, accurate, and administered legally.

3.2.5. Personnel Administration

- 3.2.5.1. To lead in recruiting a quality faculty and staff.
- 3.2.5.2. To promote in every way the professional growth of the faculty and staff.
- 3.2.5.3. To see that all job descriptions are drawn up accurately and executed properly.
- 3.2.5.4. To maintain accurate and current records on all faculty and staff.
- 3.2.5.5. To guide non-instructional personnel.
- 3.2.5.6. To evaluate personnel periodically.
- 3.2.5.7. To handle grievances of all school personnel.
- 3.2.5.8. To lead in the guidance, discipline, and ultimate dismissal of personnel who do not perform satisfactorily.

3.2.5.9. To be responsible for the health and safety of the students, faculty, and staff while at school or involved in school functions.

3.2.5.10. To serve a liaison between the board and the faculty and staff.

3.2.5.11. To pray for all personnel daily.

3.2.6. Finance

3.2.6.1. To work with development staff to secure sufficient external revenue sources to meet budget income shortfall.

3.2.6.2. To work with the board in the development of the annual budget.

3.2.6.3. To administer financial policies concerning tuition so as to ensure an adequate and equable income stream.

3.2.6.4. To work with the board to ensure proper financial controls and procedures are followed.

3.2.6.5. To maintain control of the budget items under the principal's jurisdiction.

3.2.6.6. To explain to the teachers and to administrate the policies to be followed for ordering all items for the school.

3.2.6.7. To maintain a proper system for the security and disbursement of petty cash and of all student body financial accounts.

3.2.6.8. To approve all purchase orders for items under the principal's budgetary jurisdiction.

3.2.7. Public Relations

3.2.7.1. To maintain a good program for promoting the school to its own constituent families and alumni.

3.2.7.2. To maintain a good program for promoting the school to the general public.

3.2.7.3. To develop and maintain policies and procedures for preventing and handling potentially harmful public relations events involving the school.

3.2.7.4. To maintain an active relationship with The Association of Christian Schools International (ACSI).

3.3. Emergency Administrative Succession: The Administrator shall develop and the Board shall approve an administrative succession plan, to be submitted annually at the start of the school year.

3.3.1. Communication

3.3.1.1. The chairman of the board shall be the primary contact.

3.3.1.2. Once a plan of action has been developed the chairman of the board will communicate the plan to all stakeholders.

3.3.2. Interim Management

3.3.2.1. In the event that the principal is suddenly unable to fulfill their duties, the chairman will call a board meeting, and the Board will appoint an acting principal.

3.3.2.2. The Board will form a search committee to begin the process of hiring a new head of school.

3.3.3. Financial Oversight

3.3.3.1. The school will always maintain multiple signatories on the account so that business can continue in the principal's absence.

3.3.4. Executive Search

3.3.4.1. The search committee will develop a job description and candidate criteria. They will post the position and begin to interview candidates.

3.3.4.2. The search committee will make a recommendation to the Board regarding which candidates should move forward to interview with the entire Board.

3.3.4.3. The Board will select the best candidate and offer a contract.

4. FINANCIAL POLICIES

4.1. Status

- 4.1.1. **Tax Exempt:** Westlake Christian Academy is a tax-exempt organization under Internal Revenue Code Section 501 (c) (3). The tax exempt identification number is E9983-4200-05.
- 4.1.2. **Financial planning** for any fiscal year shall be consistent with the Board's Foundations Statements priorities, protect the fiscal conditions of the institution, and be derived from a multi-year plan. An annual budget is to be prepared by the Finance Committee and recommended to the Board for approval.
- 4.1.3. **Fiscal Year:** The fiscal year for Westlake Christian Academy is July 1st through June 30th.
- 4.1.4. **Stance Toward Government Aid:** The Academy shall not accept any direct federal or state funds that require the Academy to compromise its philosophy, staff selection, curriculum content and design, student selection or retention policies, or operational policies.

4.2. The Administrator's Role in Finances and Assets: The Administrator shall adequately maintain and protect the Academy's assets.

- 4.2.1. The Administrator is expected to have written administrative policies and procedures that provide appropriate checks and balances to protect the assets and revenues of Westlake Christian Academy.
- 4.2.2. All financial institutions (banks, investment advisors, etc.) shall be approved by the Finance Committee and reviewed on an annual basis.
- 4.2.3. The Administrator shall see that insurance coverage protects the assets, on-going operations, and Board members. This coverage shall be reviewed annually by the Finance Committee and changes approved by the Board.
- 4.2.4. The Administrator must have Board approval to do the following:
 - 4.2.4.1. Acquire, encumber, or dispose of real property.
 - 4.2.4.2. Accept government funds.
- 4.2.5. The Administrator will be responsible for the following:

- 4.2.5.1. The Superintendent shall notify the Board President of a contingent liability arising from a threatened or actual legal proceeding for all claims.
- 4.2.5.2. The buildings, grounds, and equipment shall be protected from improper wear and tear.
- 4.2.5.3. The Administrator shall not negligently expose the organization, Board, or staff to claims of liability.
- 4.2.5.4. The Administrator shall protect intellectual property, information, and files from loss or significant damage.
- 4.2.5.5. The Administrator shall not allow for use of the facilities until all requisite insurance coverage and documentation has been provided. Commitments of more than 12 months must be approved by the Board.
- 4.2.5.6. The Administrator shall oversee the maintenance safekeeping, and destruction (when applicable) of files, books, and records
- 4.2.6. The Administrator will not seek gifts, payments, fees, services, privileges, or pleasure trips without a business purpose, loans, or other favors from persons doing business with Westlake or accept referral fees, commissions, or anything of value from a consumer or supplier in exchange for referral of third parties to the consumer or supplier.

4.3. Accounting

- 4.3.1. **Conduct of accounting:** The financial function shall be conducted in accordance with Generally Accepted Accounting Standards and with the expectation that all local, state, and federal ordinances, regulations, and laws, including those of the IRS and the IL Department of Revenue shall be followed.

4.3.2. Books of Record and Financial Statements

- 4.3.2.1. The financial transactions of the school shall be recorded on a monthly basis in the books of record. Said books shall include at least a cash receipts and disbursements journal, general journal entries, and a general ledger, consisting of all the financial accounts of the school. The Bookkeeper under the supervision of the Administrator shall reconcile the bank statements(s) monthly. The Treasurer of the Board of Trustees shall report all monthly entries

in the books of record and present the financial statements each month at the regularly scheduled Board of Trustees meeting. The Board will hear a motion to accept the financial report upon its presentation.

- 4.3.2.2.** The financial statements presented shall include a balance sheet and an income statement. The income statement shall reflect the current month's financials compared to the approved monthly budget as well as the year-to-date financials compared to the year-to-date budget.
- 4.3.2.3.** Once the financial report is approved, a statement of income and expense shall be posted for public availability.
- 4.3.3. Checking and Other School Accounts:** Each account of the School's shall be authorized by the Board of Trustees. This includes checking accounts, savings accounts, certificates of deposit and "special" accounts such as scholarship and endowment type accounts. On an annual basis, upon the election of new officers, the Board will formally approve the authorized signers on the accounts of the school. The authorized signers shall include the Administrator of the school, the Board President, Vice-President, and Treasurer. The Board shall approve more than one authorized signer, as two authorized signatures are required on all operating accounts of the school. The appropriate bank signature cards and other documentation shall be executed by appropriate Board members, so authorized.
- 4.3.4. Internal funds**

 - 4.3.4.1. Rational:** There are numerous organizations affiliated with Westlake Christian Academy that raise and disperse moneys for the benefit of WCA. These organizations include, but are not limited to: Parent Association, Music Boosters, Athletic Boosters, Student Council, and secondary class funds (i.e. class of '06, '07 etc.)
 - 4.3.4.2. Funds Managers:** Each organization will have a designated funds manager appointed by the organization and approved by the school administrator.
 - 4.3.4.3. Qualifications:** The fund manager for each student group must be currently employed by WCA. For adult groups, (Parents Association, Music Boosters, Athletic Boosters, etc.) the fund

managers (normally the treasurer) must be approved by the administration and be properly bonded and insured.

4.3.4.4. Responsibility

- 4.3.4.4.1.** The funds manager receives all moneys raised by the organization.
- 4.3.4.4.2.** The funds manager keeps records of deposit and other transactions.
- 4.3.4.4.3.** All transactions (deposits, withdrawals, etc.) must go through the business office.
- 4.3.4.4.4.** No organization is to have any accounts separate and independent of the business office.

4.3.4.5. Cash Handling Procedures

- 4.3.4.5.1.** All cash should be counted by two persons and the amount verified in writing.
- 4.3.4.5.2.** Deposit slips must match the amount verified by counters.
- 4.3.4.5.3.** All cash and/or checks should be stored in the school safe, and must not leave the school premises until such time that a bank deposit is made.

4.3.5. Budgetary Process: The WCA overall financial program for each school year is developed and implemented primarily through the budgetary process. The Finance Committee of the WCA Board of Trustees is responsible for developing the annual school budget and submitting it to the full Board, which is responsible for approving the budget and assuring availability of adequate funds. Upon approval of the budget, the Administrator is responsible for its implementation and administration through suitable control of purchase orders, issuance of contracts and related instruments of financial allocations, and authorizations for payment.

4.3.6. Receipts and Disbursements

- 4.3.6.1.** All receipts of the school shall be documented and deposited on a timely basis by the school administration or his designee. Appropriate checks and balances (internal control) shall be enforced to minimize the chance of a misappropriation of funds. All

deposit slips shall be in sufficient detail so as to document the source of the funds.

- 4.3.6.2.** All disbursement for the school accounts shall be supported by appropriate documentation substantiating the amount of the expenditure, purpose, approval, and receipt of the goods and/or services. The expenditures shall be approved by the Administrator and/or Board Treasurer.
- 4.3.6.3.** No withdrawals of funds from scholarship and endowment funds or redemption of certificates of deposit shall be made without the prior approval of the Board of Trustees.
- 4.3.6.4.** Expenditures from the school's normal operating account may be made without Board approval so long as said disbursements are less than \$5,000, are for approved budgeted expenses, or are for the reimbursement of the regular semi-monthly payroll. Expenditures in excess of \$5,000 requires the approval of the Board.

4.3.7. Purchase Orders

- 4.3.7.1.** Purchase orders are required for all purchases. The purchase order is the written instrument that lets the vendor know what we wish to purchase. If he accepts the order, it becomes a legal & binding document between the vendor and the school. Purchase orders are necessary before anything is purchased or paid for, except petty cash items. If any purchase is made without approval of the school, the person making such purchase is responsible for paying the bill.

4.3.7.2. Procedure:

- 4.3.7.2.1.** Staff obtains P.O. from school office.
- 4.3.7.2.2.** Staff fills out P.O. and returns to school office.
- 4.3.7.2.3.** P.O. sent to Administrator for his signature.
- 4.3.7.2.4.** When the P.O. has the proper approval, the order may be placed.

4.3.8. Petty Cash

- 4.3.8.1.** Petty cash of \$100.00 shall be kept in the safe. All receipts shall be affixed to the petty cash voucher that must be properly filled out

and signed by both parties. All vouchers and receipts are to be stapled together and shall be kept in the petty cash box.

4.3.8.2. As needed, but not less than each four weeks, an accounting of petty cash shall be made and recorded in the accounting books.

4.3.9. Capital assets and capital expenditures defined: The Facilities Director shall maintain a list of capital assets and shall work with the Board to prioritize capital expenditures.

4.3.10. Audits, Reviews, Compilations

4.3.10.1. Until the charitable contributions to Westlake exceed \$300,000, an audit is not considered necessary by the state of Illinois. A financial compilation of the Academy's books will be prepared by an independent CPA each year. Every five years, in the year just prior to a visit by the accrediting agency, an independent review will be prepared.

4.3.10.2. A CPA firm shall be selected annually by the Westlake Christian Academy Board to prepare the appropriate reports on all funds and accounts held by the school. The report shall be prepared as soon as possible after the close of the fiscal year (June 30th), but in all cases shall be completed before the end of August each year.

4.3.11. Internal Assessment: The Finance Committee will conduct an annual self-assessment to include a review with compliance of policy.

4.4. Accounts Receivable

4.4.2. Tuition and Payments: Tuition rates are determined by the Board of Trustees for each academic year. A tuition scale is published each year and available in the main office. Reduced rates are set for additional students in the same family.

4.4.3. Registration and Application Fees: New students entering WCA must pay the entire registration/application fee at time of enrollment.

4.4.3.1. The fee schedule, as approved annually by the WCA Board, is deemed to be part of these policies and procedures.

4.4.3.2. All funds from registration received prior to the upcoming fiscal year are to be escrowed. The funds are not to be used prior to the beginning of the new fiscal year. The Registration Fee is to be

reviewed annually and set or changed as necessary by the School Board. Registration Fee is non-refundable.

4.4.4. Re-enrollment Fees: Returning students must pay re-enrollment fee at the time of re-enrollment.

4.4.4.1. The school will not accept re-enrollment forms from students who are behind in their tuition payments. Final decisions are left to the administration.

4.4.5. Before and After School Care: Before and after school care is provided for students of working parents. Hourly rates are established each year by the Board. Charges are calculated by the hour or any part of an hour.

4.4.6. Tuition Assistance

4.4.6.1. Needy families are granted tuition assistance to allow their children to attend Westlake as long as there is room in the classes for them.

4.4.6.2. Need is determined by a review of the applicants' financial records by a third-party tuition service such as FACTS. The service reports are reviewed by the Administrator who determines the amount of the assistance grant.

4.4.6.3. The Administrator may make grants up to 50% of the tuition. Anything more must be approved by the Board upon his recommendation.

4.4.6.4. Tuition assistance creates a budget deficit which must be met by donor development income.

4.4.6.5. Financial aid would be discontinued because of:

4.4.6.5.1. Failure to keep tuition payments current.

4.4.6.5.2. Aid could be revoked in light of serious disciplinary action for the student.

4.4.7. Faculty/Staff Tuition Discount: Faculty and staff children receive tuition discounts as a part of staff benefits. The amount of discount is determined by the number of hours worked.

4.4.7.1. Full time staff received 50%.

4.4.7.2. Part-time staff working 32-39 hours per week receive 37½%

4.4.7.3. Part-time staff working 20-31 hours per week receive 25%

- 4.4.7.4. There is no discount for part-time staff working less than 20 hours per week.
- 4.4.7.5. Staff may apply for additional assistance, which is awarded according to a scale approved by the Board.
- 4.4.8. Delinquent Accounts**
 - 4.4.8.1. If an account becomes 1 month delinquent, the student(s) will be subject to suspension until the account is brought current.
 - 4.4.8.2. No school records will be released if an account is not current. This includes Report Cards, Mid-term Reports, and information from student's permanent files. Students will not be allowed to re-enroll until the account is current.
 - 4.4.8.3. Parents should contact the administrator or bookkeeper ahead of time if there is going to be some payment difficulty so that satisfactory arrangements for payment may be made.
 - 4.4.8.4. If a student enters school after the year has begun, tuition is assessed for actual days enrolled.
 - 4.4.8.5. If a student withdraws from school after school has begun, tuition is assessed for actual days enrolled. However, the equivalent of one month's tuition is nonrefundable.
 - 4.4.8.6. Parents are required to sign the following agreement: "I/we agree to pay all tuition and fees in accordance with stated policy. We also agree to pray regularly for the school, teachers, and our students."
- 4.4.9. **Returned Checks:** Any check returned to WCA for any reason will result in a charge to the account of the check writer to cover fees and additional bookkeeping.
- 4.5. **Gifts:** The Administrator is authorized to receive gifts to Westlake that are unrestricted in any amount and restricted gifts for purposes consistent with the mission, vision, and values up to \$10,000. The purpose of restricted gifts in excess of \$10,000 shall be reviewed by the Finance Committee prior to acceptance of the gift.
 - 4.5.2. **Donations:** Westlake Christian Academy shall follow the guidelines established by the IRS for 501(c)3 organizations, by providing a receipt for contributions to the ministry.

- 4.5.3. Gifts in Kind:** Westlake Christian Academy welcomes the gift of goods or services free or at a reduced cost. A tax-deductible receipt will be provided for the fair market value of the goods or services donated.
- 4.6. Accounts Payable:** Westlake is committed to satisfying its financial obligations in a timely manner to vendors and others that have provided goods and services to Westlake. All requests for payment must adhere to providing the necessary documentation and approvals for any requested reimbursements or vendor payments.
- 4.6.2.** If funds are not available to pay all invoices by the end of the month, priority will be given to essential operating needs.
- 4.6.3.** The Business Manager shall maintain a listing of amounts due and overdue, and this shall be reviewed with the board monthly.
- 4.6.4.** To achieve proper segregation of duties, the Business Manager shall propose payments, but shall not have the authority to sign checks. Payments must be made via signed check with the exception of certain online payments with specific pre-approval by the treasurer (e.g. tax withholding payments, health insurance, etc.) The Board Treasurer shall have the authority to determine check signing authorization.
- 4.7. Payroll**
- 4.7.2. Schedule of Payroll**
- 4.7.2.1.** All employees shall be paid on the 15th and 30th of each month.
- 4.7.2.2.** Full-time salaried faculty have 24 pay periods, twice monthly, commencing August 15, through July 30. The final check shall be issued on June 30, except for 12 month employees.
- 4.7.2.3.** Should the normal payday fall on a weekend or holiday, checks will be issued on the closest working day prior to the normal payday.
- 4.7.3. Salary Schedule:** Westlake pays salaries according to a confidential schedule which takes into account experience, level of education, performance review, and level of responsibilities at the Academy. Salaries are recommended by the Administrator and approved by the Board.

- 4.7.4. Social Security and Worker's Compensation** benefits all staff members, regardless of hours worked.
- 4.7.4.1.** FICA and Medicare taxes are deducted from payroll as required by law.
 - 4.7.4.2.** The Academy provides Worker's Compensation as required by law.
- 4.7.5. Staff Benefits:** The staff benefit package is designed to assist in a lifetime income. Health, life and disability insurance offer long term benefits in the event of sickness, death and disability. The tuition benefit provides education to staff children, assists staff financially, and encourages longevity. As funds are available for employer contributions, the 403b retirement program rewards longevity and assists in maintaining experienced staff.
- 4.8. Monetary policies**
- 4.8.2. Investments:** Available funds (tuition, gifts, etc.) shall be invested in accounts or securities which are risk free with a guaranteed return until needed.
 - 4.8.3. Approval of Long Term Debt and Contracts:** All debt, contract, and other payment arrangements such as rents and leases in excess of 12 months shall be approved by the Finance Committee.
 - 4.8.4. School Fundraising:** Westlake Christian Academy is committed to supporting the school and all of its programs through tuition, fees and voluntary charitable donations. Westlake Christian Academy will seek financial partnerships through voluntary gifts and support strategies and techniques aligned with this commitment. Fundraising programs that will either be promoted in the school or have WCA's name attached to it must be pre-authorized by the administration. The administration has the right to deny any such activity. WCA will ensure that all development activities are consistent with its mission.
 - 4.8.5. Student Fundraising:** Westlake provides for limited fundraising for such student activities as the senior mission trip or the Student Council. Such fundraising should not be presented as benefitting the school's operational budget. All fund raising plans must be approved by the Administrator.
 - 4.8.6. Relocation Reimbursement:** Relocation expenses are defined as costs inherent with the actual relocation (move) from the employee's

previous residence to the Grayslake Area. Relocation expenses are allocated at the discretion of the Board.

4.8.6.1. INCLUDED in these costs are such items as:

4.8.6.1.1. Vehicle rentals

4.8.6.1.2. Personal vehicle operation expenses (gas, oil, etc.). This does not include vehicle repairs.

4.8.6.1.3. Airfare

4.8.6.1.4. Food and lodging enroute

4.8.6.2. NOT INCLUDED are such items as:

4.8.6.2.1. Expenses for buying, leasing, or renting the new residence.

4.8.6.2.2. Utility expenses in establishing a new residence.

4.8.7. Excess Revenue Over Spending: Excess revenue over expenditures at the end of the WCA fiscal year shall be invested in an interest-bearing, liquid savings account. The excess revenue will be determined by fiscal year audit findings.

4.9. Facilities

4.9.2. Facilities Use for School Sponsored Groups

4.9.2.1. WCA sponsored groups desiring to meet in the school building after school hours must first seek permission from the Administrator securing approval for the following:

4.9.2.1.1. The activity or event;

4.9.2.1.2. Adult leaders/sponsors;

4.9.2.1.3. Dates and times of meetings;

4.9.2.1.4. Room location;

4.9.2.1.5. Purpose for the group.

4.9.2.2. It will be understood that the adult leader(s) will assume responsibility for the students involved, for the assigned room and/or building and for necessary communication. More specifically:

4.9.2.2.1. to insure student safety and well being

- 4.9.2.2.2. to provide adequate supervision at all times
- 4.9.2.2.3. to keep students in the assigned room
- 4.9.2.2.4. to make sure all students are picked up to go home
- 4.9.2.2.5. An appropriate code of conduct will be expected for WCA students including respect, honesty, obedience, self-control, orderliness, and kindness.

4.9.2.3. ASSIGNED ROOM/BUILDING

- 4.9.2.3.1. to clean up the room and return it to its original set up
- 4.9.2.3.2. to repair or provide for compensation for any damages
- 4.9.2.3.3. to turn lights off and lock doors
- 4.9.2.3.4. to secure the building if asked to do so
- 4.9.2.3.5. to confirm arrangements for opening the building with one of the administrators

4.9.2.4. COMMUNICATION

- 4.9.2.4.1. to notify parents, students, and WCA of dates, times, locations, transportation arrangements, changes of schedule, etc.
- 4.9.2.4.2. to provide parents and WCA with names of leaders who may be contacted for information
- 4.9.2.4.3. to contact WCA if there are special needs or concerns which arise
- 4.9.2.5. WCA will act as the sponsor for such groups by providing a contact person to whom communications may be directed and by providing a room in which the group may meet. Meeting dates and times will be put on the school calendar if advance notice is given.

4.9.3. Facilities Use for Non-school Groups

- 4.9.3.1. *1/9/2012*: Scouting use of facilities: It was agreed that Cub Scouts can put up posters to promote scouting and use our facility for an information meeting. We will not send anything out under WCA “authority” promoting scouting.
- 4.9.3.2. In an effort to enhance relations with local churches in Lake County and to service a need that they may have, Westlake Christian

Academy allows the use of its facilities to said churches. This policy applies to church groups only and does not extend beyond that application. The fees which apply are designed to cover the costs incurred, not to generate income.

4.9.3.3. LIMITATIONS:

- 4.9.3.3.1.** Use is limited to church groups only.
- 4.9.3.3.2.** Use is limited to a one time, or annual event.
- 4.9.3.3.3.** Use is dependent upon the availability of facilities and cannot conflict with school or school events.
- 4.9.3.3.4.** Use is limited to church groups who can verify proper (\$300,000 minimum) liability insurance coverage. This coverage must extend to events not on their own property.
- 4.9.3.3.5.** Use is limited to the school's Administrator granting approval.

4.9.3.4. PREREQUISITES:

- 4.9.3.4.1.** Submit a Facilities Use Application.
- 4.9.3.4.2.** Agreement to a "Hold Harmless" contract signed by a church officer. This agreement is included with the application.
- 4.9.3.4.3.** Provide a certificate of insurance which indicates that the liability extends to events not on the church property and minimum coverage is \$300,000.
- 4.9.3.4.4.** Hire a full-time, contracted employee of WCA to be present at the event.
- 4.9.3.4.5.** Submit the appropriate rental fees.

APPENDIX

Board Member Rotation

Updated May 2018

Name	Term 1	Term 2	Term 3	Total
Monique Hines	03-06	06-09	09-12	9
James R. Strickland	03-06	06-09	09-12	9
Randy Lee	05-08	08-11	11-13	9
Kevin Leman	06-09	09-12	12-14	9
Laurie Hogenkamp	06-09	09-12	12-14	9
R. Brice Vinson	12-13			1
Sandra M. Henley	12-15			3
Andrew Goodfellow	12-15	15-18	18	6
Jeff Nieze	12-15	15-18	18	6
Jim Johnson	13-16	16-18		5
Dean Sturdevant	13-16			3
Steve Ness	14-17			3
Doug Ekrote	15-17			2
Joanna Nicholas	16-18			2
Henk Blom	17-18			1
Heather Brown	18			0
Aaron Cramer	18			0
Kimberly Lurvey	18			0
Joel Sensenig	18			0
Taylor Wilcox	18			0

Board Officers

Chairman: Andrew Goodfellow

Vice Chairman: Jeff Nieze

Secretary: Joanna Nicholas

Treasurer: Henk Blom

Standing and Ad Hoc Committees and Liaisons

Human Resources Committee Chair:

Finance Committee Chair: Henk Blom

Development Committee Chair: Andrew Goodfellow

WEESST Committee Chair (Ad Hoc):

Board Liaison to Curriculum and Strategies Committee:

Board Liaison to the Parent Association: Jodee Nicholas

Board and Committee Calendar of Events

Date	Type	Devotion	Book Fast	Prayer	Delayed Items to Discuss
12-Aug-17	Annual Planning	Group	8/28: \$s, #'s, Mentoring Prg	--	Future mtg dates. Annual Fin. & Sec. Reports + Affirm'n. <i>Agenda for "annual mtg in June" = year-end revu, status report, problems, future projectns.</i> Bylaws
11-Sep-17	Admin/\$'l Reports	Doug	9/28: Dev't, H.S.sp'l,CG +KI!	4 Ptasienki, Pickerall	Decide w/ Admin'r which Faculty/Staff worthy of Board recognition at Open. Decide Board book.
18-Sep-17	Curric Open Board Night	--	--	--	Chairman reports. Treasurer reports & "distributes copies of most recent review." [P.A. elects.]
16-Oct-17	Admin/\$'l Reports	Randy Lee	--	5,6g Harris,Hutchinson	Ensure Admin'r files annual reports to ACSI+AdvancED, due 10/31 (& renews accred. in 2021). Treasurer updates budget per actual enrollment; obtains promissory note holders' interest pref.
13-Nov-17	Admin/\$'l Reports	Henk	Fwd-2: Jeff.	6b,7 Coombe, Tantillo	
11-Dec-17	Admin/\$'l Reports	Jeff	3-4: Jim.	8 Hough/Guthrie,Salvador	
8-Jan-18	Admin/\$'l Reports	Jim	5-7: Jodee.	9 Lovelace, Miller	Evaluate Administrator. Administrator to send Stakeholder surveys.
12-Feb-18	Admin/\$'l Reports	Jodee	8-9: Andy.	10 O'Malley, Metzger	Set upcoming year tuition rates. Preliminary budget (end expenditures) determined. Ask P.A. Nom. Cmtee for slate of proposed Board candidates (need by 3/1; must review slate by 3/31).
12-Mar-18	Admin/\$'l Reports	Andy	10-11: Henk.	11 Raabe, Hobbie, Blair	Renew F/SA contracts by 3/31. Revu P.A.Nom.Cmtee's slate of proposed Board candidates by 3/31.
9-Apr-18	Admin. Report	Henk	Aft-App: Group.	12 Flemming, Mensch	Notify entire P.A. of May's Open Board Mtg., incl. list of apr'v'd Board candidates to vote in/renew.
23-Apr-18	\$'l Report	Jeff		KG DeReus,Culbrtsn/Kurtz	Evaluate Administrator. Decide July/Aug date for Annual Planning Mtg. & solicit topics.
28-Apr-17	Celebrate ^{WCA}	--	--	--	--
14-May-18	Open Board	--	--	--	[Take note of F/SA child enrollment # relative to last yr. for budget planning purposes.]
2-Jun-17	Graduation	--	--	--	--
11-Jun-18	Admin/\$'l Reports	Jim		1 Taylor, Perry/Adkins	Elect officers; Chair assigns cmte heads. Agenda for Annual Mtg, incl. revu of board members' Board Self-Assessment input. Treas. & Sec. prepare annual reports for Annual Mtg. Next Board book?
^{11/18/25} -Jul	Annual Planning	Jodee	--	--	Future mtg dates. Annual Fin. & Sec. Reports + Affirm'n. <i>Agenda for "annual mtg in June" = year-end revu, status report, problems, future projectns.</i> Bylaws
13-Aug-18	Admin/\$'l Reports	Andy		2 Krass, Betori, Gearhart	Decide new Board book.

				Pray for as you can for:	3rd, PK, PS C.Schlaman	Healan BS	K.Merrell	PS R.Weitzel	AS A.Hoskinson	AS E.Roth	Art C. Schopper	Rdg
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BOARD MEMBER ANNUAL AFFIRMATION OF QUALIFICATIONS & SERVICE

This annual affirmation serves a dual purpose. First, it reminds each of us of the standards to qualify to become a Board member, such that if one or more of us realize we have started to fall short in an area, we can admit that to the Board and address the issue. Second, it lists in one place the purpose of the Academy, the purpose of the Board, and all the main responsibilities of the Board, as a reminder of why we exist and what we are to be doing.

Preamble: Understanding that parents are responsible to rear their children in the nurture and admonition of the Lord, and being mindful of God’s will that children be taught the content and practical applications of His Word in every aspect of learning and every activity of life (Deuteronomy 6:4-9), and firmly believing that Christian education is a vital instrument for the fulfillment of this Divine command, I hereby pledge to serve Westlake Christian Academy as a faithful Board member and to uphold the Constitution and Bylaws of WCA for its organization and operation. *(Const.)*

School Purpose: I agree to heartily support the primary purpose of the Academy: to minister to the Christian community as a discipleship-oriented school. *(Const.)*

Board Purpose: I agree to heartily support the purpose of the WCA Board of Trustees: to provide spiritual and operational oversight for Westlake Christian Academy. I agree to actively serve on a Board that shall: ■pray and exercise other spiritual leadership, ■provide strategic and long-range planning, ■secure facilities and personnel, ■set operational policies, and ■provide financial and general oversight. *(Bylaws)*

Qualifications: I agree, as a Board member, that I: *(Ministry Leadership Application + Faculty Annual Spiritual Inventory)*

- Am a born-again Christian with a mature walk of faith, whose lifestyle, convictions, and beliefs are in line with the Word of God.
- Seek to grow in my relationship with Christ through a regular and active devotional life.
- Am a member in good standing of a local, evangelical church (whose own statement of faith is consistent with the WCA statement of faith).
- Am faithful in corporate fellowship and actively involved in this local church in areas such as volunteering, prayer, tithing, and fellowship.
- Meet the following Biblical qualifications for spiritual leadership, as highlighted in 1 Timothy 3:1-8: ■above reproach, ■maritally faithful (if applicable), ■temperate, ■self-controlled, ■respectable, ■hospitable, ■able to teach, ■not given to drunkenness, ■not violent but gentle, ■not quarrelsome, ■not a lover of money, ■managing my own family well and having obedient children (if applicable), ■not a recent convert (not less than two years prior), ■of good repute with outsiders, and ■sincere (not devious in speech).
- Am able to clearly articulate the Biblical aspects of the gospel, citing appropriate scripture passages, and am able to lead a person (child, teen, or adult) to a saving knowledge of Jesus Christ.

- Wholeheartedly agree with and unequivocally support the school's Constitution and Bylaws, Statement of Faith, Standards of Conduct, and Lifestyle Statement.
- Understand and am committed to WCA's mission, vision, principles, and philosophy of Christian education.
- Will work graciously with Christians who differ from me in secondary points of doctrine.
- Embrace the conviction that leadership is rooted in serving, not in exercising authority (Mt. 20:25-28).

Term of Office: I affirm that I plan on completing my three-year term of service, or that I will inform the Board of my plans otherwise at the time of submitting this affirmation form. *(Bylaws)*

Removal from the Board of Trustees: To my knowledge, none of the following reasons for removal from the Board apply to me currently, nor have they in the past 12 months: ■violation of the WCA Constitution, Bylaws, Standards of Conduct, or Lifestyle Statement; ■departure from the WCA statement of faith; ■conduct unbecoming one's Board position; or ■excessive absence from Board meetings. *(Bylaws)*

Board Responsibilities: I hereby intend to be faithfully active in helping the Board fulfill its responsibilities to: *(Bylaws)*

- Pray diligently for WCA, especially for the Administrator.
- Help set the spiritual tone of the school as an institution that complements family and church for the discipling of Christian Pre-K–12 students.
- Provide strategic and long-range planning for the development of the school.
- Ensure adequate facilities for the school.
- Hire and then annually evaluate the administrative head, and hire and then annually renew the contracts of all other school employees.
- Set operational policy under the advisement of the standing committees.
- Set and oversee an operating budget.
- Financially support WCA regularly (at least annually) and sacrificially.
- Provide members annually to serve on the standing committees maintained respectively by the Board, the Faculty/Staff Assembly, and the P.A. (Human Resources - 1 member, Finance - 1, Development - 1; Curriculum and Educational Strategies - 1; Nominating - 1 [ex-officio]).
- Oversee school certifications and accreditation.
- Oversee compliance with all federal, state, and local laws and regulations.
- Share in developing and complying with due process procedures (for resolving disputes and other conflicts – such procedures must be approved by both the Faculty/Staff Assembly and the Board).
- Share in the approval of amendments to the Constitution and Bylaws.
- If necessary, remove a Board member for any reason specified in Bylaws Article 1.E.7.
- Annually elect by ballot from among its members a chairman, a vice-chairman, a secretary, and a treasurer to comprise the Board Executive Committee, for a term of one year.
- Hold at least four (4) meetings each fiscal year, including an annual meeting in June and an annual meeting with parents in September.

Expectations:

I understand that board members **individually** are expected to:

(Policy Manual Code of Ethics 1.1.1)

- Be faithful in attendance at all Board meetings. If unable to attend they are responsible for notifying the Board secretary or chairman in advance so that materials may be mailed to the absent Board member.
- Prepare for each Board meeting by reviewing the agenda, minutes of the past meeting, and other materials which should be reviewed.
- Be willing to give of their time and talent with a joyous spirit, and faithfully pray for the school.
- Direct appropriate inquiries and complaints regarding school matters to the school administrator.
- Regularly commend the faculty and staff in an effort to affirm and edify their ministry.
- Refrain from inappropriate discussion of school Board business at any non-business functions or gatherings.
- Use God-given discretion in deciding what matters can be shared with their spouses so as to cultivate and maintain important partnership relationships with their respective spouses. Matters pertaining to personnel and other matters of sensitive nature should not be shared outside of meetings.
- Place a high priority on attending as many school functions as possible.
- Be a member in good standing of a local church or fellowship, as that church defines membership.
- Refrain from reprimanding a teacher directly. Even when dealing with one's own child's teacher, a Board member must seek first to speak the truth in a kind way so as to avoid intimidation.
- Abstain from entering into the day-to-day operation of the school.

I understand that the Board, **collectively**, is expected to:

(Policy Manual Code of Ethics 1.1.2)

- Be the policy maker in the establishment of policy directives.
- Be responsible for making the final approval on hiring/dismissing all personnel.
- Always call a Board meeting with the knowledge of the administration.
- Deal with all employees on the basis of Matthew 5:22-24, 18:15-20, and other such passages which teach Christ-like attitudes and dealings between Christian brothers and sisters.

To affirm my acceptance, understanding, and support of all statements above, I hereby sign below:

Signature: _____