



**SOUTHLAKE
CHRISTIAN
ACADEMY**

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SouthLake Christian Academy

School Board Policy Manual 2022-2023

...We are taking every thought captive to the obedience of Christ. II Corinthians 10:5

SouthLake Christian Academy exists for the sake of God's glory and mission; proclaiming the gospel and disciplining the whole person in all aspects of God's reality.

(Revised 2/22/2022)

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DOCUMENT PURPOSE

This document defines the responsibility of the SouthLake Christian Academy School Board (Board), and the delegation of that responsibility from the Board to the SouthLake Christian Academy (SLCA) Head of School. The Session of SouthLake Presbyterian Church, Inc (SLP), as the elected governing body of such, has ultimate control and authority over all ministries and integrated auxiliaries, including SLCA, a wholly integrated auxiliary of SLP. The Session has delegated responsibility to the SLCA School Board who in turn has placed the responsibility of daily oversight and management to the Head of School, in accordance with the SLCA School Board Policy Manual.

POLICY TYPE: ENDS

POLICY TITLE: MISSION

POLICY 1.0 As a ministry of SouthLake Presbyterian Church (SLP), the *Mission of SouthLake Christian Academy is twofold. The first is to assist the Christian family by providing an education marked by a biblical worldview, academic excellence and affordability so that students are equipped to be salt and light for God's glory. The second is evangelical in scope, to present God's Word and biblical worldview daily to non-believers with the promise of God's redemptive plan, to be a force and voice for Jesus Christ that will resonate throughout non-believing families.*

Accordingly, through academic programs and teaching at all levels, through athletics, Fine Arts and all extracurricular activities, and in following the examples set by staff, the ensuing goals and objectives have been established for all students of SouthLake Christian Academy.

1.0.1 *Relationships:* We desire that SLCA students have a growing and vibrant relationship with the Lord Jesus Christ, as well as a caring relationship with their parents, teachers, and peers. These proper and authentic relationships will aid and assist students in making right choices during their journey through the school years and throughout life in general.

1.0.1.1 To teach the SLCA student to understand his depraved nature and God's plan for his redemption. (John 3:16; Romans 6:23; Romans 10:0; Acts 16:30; John 1:12)

1.0.1.2 To teach the SLCA student to resolve peer conflicts by giving honor and maintaining a redemptive spirit toward offenders. (Matt. 18:15-17; Romans 12:16-18; Matt. 5:9; 1 John 4:7-8)

1.0.1.3 To develop in the student an appreciation and understanding of family life as it relates to our Christian beliefs and its importance as the basis of civilized society. (Gen. 1:28; Gen 2:23-23; Mark 10:9; Eph. 5:21-6:4)

1.0.1.4 To foster a rooted and deepening faith encouraging the student to live in obedience to the Word of God. (James 1:22; Col. 1:10; 2:7; Matt. 6:19-21; Romans 12:1)

1.0.2 *Worldview:* We desire that SLCA students develop a worldview that enables them to sift all decisions (relationships, service, etc.) through the grid of Scripture, thus inspiring the formation of inner convictions.

1.0.2.1 To promote the development of a Christ-like attitude. (Col. 3:1; Romans 12:2; Psalm 51:10)

1.0.2.2 To help the student develop godly character because God's law is written on his heart

1.0.2.3 To inspire the student to grow to his full potential spiritually, intellectually, physically, socially, and emotionally. (1 Thess.5:23; col. 1:27; Ecc.7:12; 1 Cor.6:19-20; Luke 2:40)

- 1.0.2.4 To foster a commitment to life-long learning. (2 Tim. 2:15; Phil.1:6; 2 Tim. 4:14-17)
- 1.0.2.5 To provoke an appreciation, understanding and application of the fundamental rules of physical health in all students. (1 Cor.3:16; 1 Cor.6:20; 1 Cor.9:27)
- 1.0.2.6 To teach skills necessary for problem solving. (Prov. 3:5; Is. 55:8; James 1:5)
- 1.0.2.7 To encourage the student to demonstrate pride in good workmanship by completing assignments to the best of his ability. (Gen. 1:31; Ecc.9:10; Col. 3:23; 2 Cor.12:9; 2 Tim. 3:17)
- 1.0.2.8 To equip the student with God's Word in precepts, principles, and knowledge so that he is able to defend his faith. (2 Tim. 4:14-17; 2 Tim. 2:15; 1 Peter 3:15; 1 Tim. 4:12)
- 1.0.2.9 To teach the student to express himself well verbally. (1 Peter 3:15; 1 Tim .4:12)
- 1.0.2.10 To impart a Christian worldview. (Romans 12:2; 1 John 2:15-17) Matt. 6:19-21; I John 4:4; Is. 40:8)
- 1.0.3 *Service:* We desire that SLCA students develop a genuine and heartfelt attitude of service that results in living for God and living for others, realizing that the ultimate goal of God's saving grace is conformity to the image of Christ. (Rom. 8:29)
 - 1.0.3.1 To encourage the SLCA student to identify his role in the body of Christ, exhibit the fruits of the Spirit, and seek to develop his unique gifts of ministry. (Romans 12:4-6; 2 Tim.1:6)
 - 1.0.3.2 To teach knowledge and skills coinciding with the development of his individual talents and abilities. (Col.3 :23; Prov.1:7; 10:14; 16:22; Dan.1:17)
 - 1.0.3.3 To foster a spirit of community service and a missionary mindset enabling the student to work effectively for the Lord. (Col. 3:23; Matt. 28:19-20; Eph. 6:7)
 - 1.0.3.4 To train students to be effective producers and consumers. (Neh. 4:6; Prov.6:6; Ecc. 9:10; Matt. 6:19-21, 33)
 - 1.0.3.5 To teach students to use the intellectual and practical application of Christian principles in solving civic and social problems. (2 Chron. 7:14; Prov. 11:10; Prov. 14:24; Jer. 29:7)

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

POLICY 2.0 The Head of School shall insure all practices, activities, decisions and organization circumstances will be lawful, prudent and in compliance with commonly accepted business, accounting, professional ethics and the SLCA doctrinal statement.

- 2.0.1 With respect to interactions with students and families or potential students and families, the Head of School shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality.
- 2.0.2 With respect to the treatment of paid staff and/or volunteers, the Head of School may not cause or allow conditions which are unjust, unsafe, unbiblical, undignified, or lacking appropriate confidentiality.
- 2.0.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall remain materially consistent with the Board's Ends priorities and responsible fiscal management.
- 2.0.4 With respect to the actual, ongoing financial condition and activities; the Head of School shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities, the SLCA annual operating budget, and established Ends policies.
- 2.0.5 The Head of School shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked.
- 2.0.6 In order to protect the Board from sudden loss of Head of School services, the Head of School shall not fail to designate and inform the Board of several individuals who will be familiar with Board and school administrative issues and processes.
- 2.0.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Head of School shall not cause or allow jeopardy to SLCA's fiscal integrity or Christian testimony.
- 2.0.8 The Head of School shall not permit the Board to be uninformed or unsupported in its work.
- 2.0.9 With respect to the programs produced / services provided by the organization, the Head of School shall not fail to ensure that these programs / services meet or exceed industry standards and are consistent with the Biblical philosophy and values of SLCA in program quality and safety.
- 2.0.10 The Head of School shall not allow fund-raising that is unethical, in violation of Biblical principles; insufficient to meet the pre-agreed needs, or not aligned with accomplishing the Ends of SLCA.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STUDENTS AND FAMILIES

Policy 2.1 With respect to interactions with students and families or potential students and families, the Head of School shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or which fail to provide appropriate confidentiality.

Accordingly, the Head of School shall:

- 2.1.1 Use methods of collecting, reviewing, transmitting, or storing student and family information that protects against improper access to the material elicited.
- 2.1.2 Maintain facilities that provide a reasonable level of privacy, both visual and aural
- 2.1.3 Operate clear policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
 - 2.1.3.1 Enforce a dress code that is modest and appropriate.
- 2.1.4 Provide a grievance process to students and families who believe they have not been accorded a reasonable interpretation of their rights under Policy 2.1.
- 2.1.5 Operate in partnership with parents.
- 2.1.6 Enroll students who individually and in their home environments are supportive of the school's Biblical orientation.
 - 2.1.6.1 Parent(s)/guardian(s) must be united in their desire to have their child(ren) taught from a Christian perspective reflective of the Statement of Faith of SCLA (Policy 4.1.1).
 - 2.1.6.2 Parent(s)/guardian(s) must sign the Parent/Student/School Agreement (Attachment II).
- 2.1.7 Operate with appropriate child abuse and sexual harassment policies.
- 2.1.8 Develop and regularly review security procedures necessary for the reasonable protection of students, families, staff, and visitors while on the SLCA campus.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: HIRING AND TREATMENT OF STAFF

POLICY 2.2 With respect to the hiring and treatment of paid staff, the Head of School will provide a work environment with conditions which are just, safe, Biblical, dignified, with appropriate confidentiality.

Accordingly, the Head of School shall:

- 2.2.1 Not discriminate on the basis of race, national origin, age, handicap, gender or military status.
- 2.2.2 Operate with written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions.
- 2.2.3 Not discriminate against any staff member for using biblically consistent methods to express ethical/moral dissent concerning superiors.
- 2.2.4 Not prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *and* (2) the employee alleges that Board policy has been violated to his/her detriment.
- 2.2.5 Acquaint staff with this policy. (2.2.4)
- 2.2.6 Employ personnel that meet the approved qualifications. Accordingly, all employees must:
 - 2.2.6.1 Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive, Biblically-informed Christian testimony.
 - 2.2.6.2 Be actively involved members of a local church that agrees with the SLCA Statement of Faith and Purpose. There can be no deviation in the belief system of the applicant or his local church from the doctrinal statement of SouthLake Presbyterian Church that teaches:
 - The Scriptures of the Old and New Testament are verbally inspired by God and are of supreme and final authority in faith, life, and standards of education. The Scriptures teach:
 - That there is one God, the Creator of heaven and earth; God eternally exists in three persons: Father, Son, and Holy Spirit.
 - That Jesus Christ, the only begotten Son of God, is the eternal Word manifested in the flesh;
 - He was conceived by the Holy Spirit and born of the Virgin Mary; He is true God and true man.
 - Christ died for our sins and all who confess Him as Lord and Savior become children of God.
 - Christ rose from the dead; He lives on high as Head of the Church, and shall return to earth to judge the world and reign over all.
 - That the Holy Spirit is the Third Person of the God-head; He convicts men of sin, and regenerates believers unto a holy life; He is the Teacher of the Word of God; He is the Light of our minds, our affections, and our morals.
 - That man was originally created in the image and likeness of God, that man fell through disobedience and, as a consequence, lost his spiritual life, becoming dead in sin, and that he became subject to the power of the devil.

- This spiritual death has been transmitted to the entire human race so that every man needs regeneration of soul, body and mind.
 - The renewed man in Christ is enabled to worship and serve God and to enjoy Him forever.
- 2.2.7 Only employ in Grades JK through 12th grade full-time classroom teachers who meet the following qualifications:
- 2.2.7.1 Have obtained at least a college-level bachelor's degree.
- 2.2.7.2 Have a current ACSI teaching certificate or agree to an administratively approved timetable for obtaining one.
- 2.2.8 Follow the prescribed hiring process, with a Staffing Commission (subset of Board) interview and approval for each hire.
- 2.2.9 Monitor the work of each staff member and provide timely performance reviews which are consistent with stated job expectations, and designed to foster professional development.
- 2.2.10 Promote and provide for staff development.
- 2.2.11 Operate with appropriate, written child abuse and sexual harassment policies which are communicated to teachers, administrative personnel, and parents.
- 2.2.11.1 Regular communication, at least once each academic year, of updates and explanations of these policies will be provided to teachers, administrative personnel, and parents
- 2.2.11.2 Training necessary to the understanding of and compliance with these policies will be provided to all teachers and administrative personnel.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

POLICY 2.3 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the Head of School shall not allow budgeting which:

- 2.3.1 Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 2.3.2 Increases tuition and fees more than three (3) percent in any one fiscal year without Board approval.
- 2.3.3 Reduces the grandfathered SLPC membership discount below \$2,000 per year per child enrolled for those families who are eligible.
- 2.3.4 Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period.
- 2.3.5 Allows cash to drop below a safety reserve of \$20,000.
- 2.3.6 Fails to provide funds for Board development and maintenance.
- 2.3.7 Does not ensure ongoing faculty/staff development and retention.
- 2.3.8 Prohibits reduction of SLCA debt by at least 10% of the prior year-end total without Board approval.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

POLICY 2.4 With respect to the actual, ongoing financial condition and activities, the Head of School shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Accordingly, the Head of School shall:

- 2.4.1 Not expend more funds than have been received in the fiscal year to date.
- 2.4.2 Maintain long-term reserves.
- 2.4.3 Not accept money for a specified purpose that deviates materially from the Board's Ends priorities.
- 2.4.4 Spend or permit spending of designated funds for any other than for specified purposes.
- 2.4.5 Not conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty (30) days.
- 2.4.6 Settle payroll and debts in a timely manner.
- 2.4.7 Ensure that tax payments or other government ordered payments or filings are accurately filed and paid on time
- 2.4.8 Not purchase, encumber, or dispose of real property.
- 2.4.9 Pursue material receivables after a 60-day grace period.
- 2.4.10 Maintain adequate accounting records that properly document receipts and disbursements.
- 2.4.11 Notify the Board of receipt of unanticipated, unbudgeted income (i.e. charitable gifts and donations, real property and financial) greater than \$5000.00, or shall not spend, sell or obligate income or property without Board approval.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

POLICY 2.5 The Head of School shall ensure that school assets are protected, adequately maintained and not unnecessarily risked.

Accordingly, the Head of School shall not:

- 2.5.1 Fail to ensure against theft and casualty losses to at least 80% of replacement value and against liability losses to Board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- 2.5.2 Allow un-bonded personnel access to material amounts of funds.
- 2.5.3 Subject buildings, grounds, and equipment to improper wear and tear or insufficient maintenance.
- 2.5.4 Negligently expose the organization, its Board or staff to claims of liability.
- 2.5.5 Make any purchase:
 - 2.5.5.1 Wherein normally prudent protection has not been given against conflict of interest.
 - 2.5.5.2 Over \$5000.00 without due diligence in researching comparative prices and quality as well as a stringent method of assuring the balance of long term quality and cost.
- 2.5.6 Fail to protect intellectual property, information and files from loss or significant damage.
- 2.5.7 Receive process or disburse funds under controls that are insufficient to meet the SLPC Session-appointed auditor's standards of internal control.
- 2.5.8 Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 2.5.9 Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
- 2.5.10 Fail to establish appropriate campus crisis and security procedures that will reasonably safeguard the health and safety of all on campus. These procedures are to include the necessary practice schedules that foster acceptable levels of familiarity on the part of all participants.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY HEAD OF SCHOOL SUCCESSION

POLICY 2.6 In order to protect the board from sudden loss of Head of School services, the Head of School shall designate and inform the Board of several individuals who will be familiar with Board and school administrative issues and processes.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

POLICY 2.7 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Head of School shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

Accordingly, the Head of School shall not:

- 2.7.1 Change his own compensation and benefits.
- 2.7.2 Promise or imply permanent or guaranteed employment.
- 2.7.3 Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 2.7.4 Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
- 2.7.5 Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - 2.7.5.1 Incur unfunded liabilities.
 - 2.7.5.2 Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - 2.7.5.3 Allow any employee to lose benefits already accrued from any foregoing plan.
- 2.7.6 Fail to use a uniform compensation plan for faculty and staff.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

POLICY 2.8 The Head of School shall keep the Board to be informed or supported in its work.

Accordingly, the Head of School shall:

- 2.8.1 Submit monitoring data required by the board (see policy on Monitoring Head of School Performance in *Board/Staff Linkage*) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
- 2.8.2 Keep the Board aware of relevant trends, anticipated adverse media coverage, material external and internal changes; particularly changes in the assumptions upon which any Board policy has been previously established.
- 2.8.3 Advise the Board if, in the Head of School's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the Head of School.
- 2.8.4 Marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
- 2.8.5 Present information in a readily understandable format to differentiate among information of three types: monitoring, decision preparation, and incidental.
- 2.8.6 Provide a mechanism for official Board or officer communications.
- 2.8.7 Work with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers duly charged by the board.
- 2.8.8 Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- 2.8.9 Supply for the consent agenda all items delegated to the Head of School yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PROGRAMS / SERVICES

POLICY 2.9 With respect to the programs produced / services provided by the organization, the Head of School shall ensure that these programs / services meet or exceed industry standards and are consistent with the philosophy and values of SLP in program quality and safety. All programming must be consistent with the mission focus of SLCA.

Accordingly, the Head of School shall:

- 2.9.1 Ensure the maintenance of accreditation through the Association of Christian Schools International (ACSI) and AdvancEd accreditation (grades kindergarten through twelve).
- 2.9.2 Seek Board approval prior to the addition or elimination of any major category of program offerings.
- 2.9.3 Evaluate the impact of class size on the learning environment.
- 2.9.4 Evaluate the impact of gender and personality distribution within each class.
- 2.9.5 Create and support an accommodative environment for all students with learning differences, when possible, with the goal of serving the whole family.
- 2.9.6 Establish a comprehensive curriculum review cycle.
- 2.9.7 Ensure a biblical worldview as it pertains to instruction and correction.
- 2.9.8 Collect data and provide evidence that student academic performance meets or exceeds learning objectives and improves over time.
- 2.9.9 Provide an athletic, and Fine Arts program, and extracurricular activities that encourage and support a high rate of student participation within the school's financial constraints.
- 2.9.10 Provide an updated strategic plan annually, which includes, at minimum, issues regarding Personnel, Budget, Facilities, Curriculum, and Extra-Curricular activities.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: DONORS/DONATIONS/FUND-RAISING

POLICY 2.10 The Head of School shall not allow fund-raising that is insufficient to meet the short-term and long-term needs, unethical, in violation of Biblical principles, or not aligned with accomplishing the Ends of SouthLake Christian Academy.

Accordingly, the Head of School shall not:

- 2.10.1 Accept funds from the state or federal government that require the school to deviate from the mission and policies of the school.
- 2.10.2 Accept funds from an organization or individual(s) that require the school to deviate from the mission and policies of the school.
- 2.10.3 The Head of School, acting on behalf of the Academy, should not accept gifts of real estate, buildings or appreciated stock or other assets without first assessing the appropriateness of the gift and receiving approval from the Session of SLPC.
- 2.10.4 Use donations for purposes other than that for which they were solicited. If excess funds are obtained, they may be used for other projects only with the written consent of those donors whose funds are being used.
- 2.10.5 Fail to thank as well as receipt donors, using the charitable form noting the SLP 501(c)3 designation, in a timely and appropriate manner and communicate to them the importance of their donation.
- 2.10.6 Fail to ensure that all fund-raising activities are well coordinated to maximize effectiveness.
- 2.10.7 Fail to establish and enforce clearly understood metrics by which fund-raising personnel may gauge their level of success.
- 2.10.8 Fail to pursue funds from any appropriate source whether inside or outside the school constituency.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: GOVERNANCE- MANAGEMENT CONNECTION

POLICY 3.0 While all Board activity is subject to the approval of the Session of SouthLake Presbyterian Church, the Board's sole connection to the operational organization, its achievements and conduct will be through a titled Head of School. While the Head of School shall be accountable only to the SLCA School Board, decisions specific to Head of School employment and termination are to be approved by the Session of SLC.

- 3.0.1 Only decisions of the Board acting as a body, by majority vote, are binding on the Head of School.
- 3.0.2 The Head of School 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 school's Head of School.
- 3.0.3 The Board will instruct the Head of School through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable interpretation of these policies.
- 3.0.4 Systematic and rigorous monitoring of Head of School job performance will be based solely against School Board expected Head of School job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in board policies on *Executive Limitations*.
- 3.0.5 Employment decisions, including termination, involving the Head of School are to be approved by the Session of SLC.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: UNITY OF CONTROL AND COMMUNICATION

POLICY 3.1 Only decisions of the Board acting as a body, by majority vote, are binding on the Head of School.

Accordingly:

- 3.1.1 Decisions or instructions of individual Board members are not binding on the Head of School except in rare instances when the Board has specifically authorized such exercise of authority.
- 3.1.2 In the case of Board members requesting information or assistance without Board authorization, the Head of School can refuse such requests that require, in the Head of School's opinion, an unreasonable amount of staff time or funds or is disruptive.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: AUTHORITY AND ACCOUNTABILITY OF THE HEAD OF SCHOOL

POLICY 3.2 The Head of School 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 Head of School.

Accordingly:

- 3.2.1 The Board will never give instructions to persons who report directly or indirectly to the Head of School.
- 3.2.2 The Board will refrain from evaluating, either formally or informally, any staff member.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: DELEGATION TO THE HEAD OF SCHOOL

POLICY 3.3 The Board will instruct the Head of School through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Head of School to use any reasonable interpretation of these policies.

Accordingly:

- 3.3.1 The Board will develop policies instructing the Head of School to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends* policies.
- 3.3.2 The Board will develop policies, which limit the latitude the Head of School may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Executive Limitations* policies.
- 3.3.3 As long as the Head of School uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Head of School is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
- 3.3.4 The Board may change its Ends and *Executive Limitations* policies, thereby shifting the boundary between Board and Head of School domains. By doing so, the Board changes the latitude of choice given to the Head of School. However, as long as any particular delegation is in place, the Board will respect and support the Head of School's choices.
- 3.3.5 Should the Head of School violate a Board policy, he or she shall promptly inform the Board. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the school superintendent from subsequent Board judgment of the action nor does it curtail any executive decision.

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TYPE: MONITORING HEAD OF SCHOOL PERFORMANCE

POLICY 3.4 Systematic and rigorous monitoring of Head of School's job performance will be solely against the expected Head of School job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

- 3.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
- 3.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Head of School discloses compliance information to the Board, (b) by external report, in which an external disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- 3.4.3 In every case, the standard for compliance shall be *any reasonable Head of School interpretation* of the Board policy being monitored.
- 3.4.4 All policies that instruct the Head of School will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

	POLICY	METHOD	FREQUENCY	SCHEDULE
2.1	Treatment of Students and Families	Internal Report	Bi-Annually	April / October
2.2	Hiring and Treatment of Staff	Internal Report	Bi-Annually	April / October
2.3	Financial Planning / Budgeting	Internal Report	Bi-Annually	January / April
2.4	Financial Condition and Activities	Internal Report	Annually	July
	- Financial Audit	External Report	Annually	October
2.5	Asset Protection	Internal Report	Annually	October
2.6	Emergency Head of School Succession	Internal Report	Annually	July
2.7	Compensation and Benefits	Internal Report	Annually	January
2.8	Communication and Support to the Board	Internal Report	Annually	July
2.9	Programs / Services	Internal Report	Bi-Annually	January / July
2.10	Donors / Donations / Fund Raising	Internal Report	Annually	April
1.0	Ends	Internal Report	Quarterly	January / April / July / October

POLICY TYPE: BOARD/STAFF LINKAGE

POLICY TITLE: HEAD OF SCHOOL EMPLOYMENT DECISION PROCESS

POLICY 3.5 Employment decisions, including termination, involving the Head of School are to be approved by the Session of SLC.

Accordingly:

- 3.5.1 The Board will make recommendations to the Session of SLP regarding employment or termination of the Head of School. Relevant data related to such recommendations shall be submitted with each recommendation.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

POLICY 4.0 The Session of SouthLake Presbyterian Church (SLP), as the representation of the congregation of SLP, and on behalf of God as the singular owner of SLP and its school ministry, SLCA, delegates responsibility for the routine oversight, communication with the Head of School and other governance prescribed in this Board Policy Manual to the School Board of SLCA. Accordingly, the Board will ensure that SouthLake Christian Academy:

- (1) adheres to the SLCA *Statement of Faith and Purpose*,
- (2) achieves appropriate results for appropriate persons at appropriate costs, and
- (3) avoids unacceptable actions and situations.

- 4.0.1 The Board shall govern with an emphasis on (a) Biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Head of School roles, (e) collective rather than individual decisions, (f) future, not past or present, and (g) proactive rather than reactive.
- 4.0.2 Like the Session of SLPC, the Board is to represent God acting as His stewards (and seeking to understand His Will through His word and fellow believers that share our mission) in determining and demanding appropriate organizational performance.
- 4.0.3 To fulfill its responsibilities with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually, and (2) continually improves Board performance through Board education and enriched input and deliberation.
- 4.0.4 The chairperson assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.
- 4.0.5 The Board commits itself and its members to Biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 4.0.6 The Board commits itself to the individual and collective participation of its members to ensure leadership success.
- 4.0.7 The Teaching and/or Ruling Elders shall be appointed by the Session of SLPC. It is not necessary to be currently on the Session to serve as a Board member. The Head of School shall recuse himself/herself from voting on any issue directly affecting his/her employment.
- 4.0.8 A quorum of four (4) voting members is required for a meeting of the Board.
- 4.0.9 The Board will invest appropriate resources to enhance its ability to govern with excellence.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE AND VALUES

POLICY 4.1 The Board shall govern with an emphasis on (a) biblically-based integrity and truthfulness in all methods and practices; (b) outward vision rather than an internal preoccupation, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactive rather than reactive.

Accordingly:

- 4.1.1 We believe that Scriptures of the Old and new Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
- 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.
- 4.1.3 The Board, in its hiring and other activities, will not discriminate on the basis of race, national origin, age, handicap, gender, or military status. The organization's activities, with the exception of personnel matters, student matters, HIPPA/FERPA and other legally protected information/communication shall be open and accessible to scrutiny by the Stakeholders of SLCA.
- 4.1.4 The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
- 4.1.5 The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
- 4.1.6 The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
- 4.1.7 The Board will monitor and discuss the Board's process at each meeting and its overall performance annually at the April meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board/Staff Linkage categories.

- 4.1.8 Each member of the Board will support the final determination of the Board concerning any particular matter, irrespective of the member's personal position concerning such matter.
- 4.1.9 All Board action requires approval by a simple majority of voting members.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: DOCTRINAL BELIEFS

POLICY 4.1.1 We believe that Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.

Accordingly, based on Scripture, our belief is defined in the *SLCA Statement of Faith and Purpose* as follows:

1. **The Scripture** – We believe that the Scriptures of the Old and New Testaments are inspired by God and inerrant in the original writings, and that they are of supreme and final authority in faith and conduct.
2. **God** – We believe in one God eternally existing in three persons: Father, Son and Holy Spirit.
3. **Jesus Christ** – We believe that Jesus Christ was conceived by the Holy Spirit, born of the Virgin Mary and is true God and true man (God-man).
4. **Holy Spirit** – We believe that the Holy Spirit is the third Person of the Trinity, one with the Father and the Son, the indweller of every believer whereby each is sealed unto the day of the redemption of the body.
5. **Devil** – We believe in the existence and operating power of a real and personal being opposed to all righteousness and exalting himself against all that God is and has, the evil one called Satan or Devil.
6. **Hell** – We believe in a literal hell, the place of eternal punishment for the wicked dead.
7. **Heaven** – We believe in a literal place called heaven where God's immediate presence is manifested, where the angels are, and where the redeemed shall ultimately be, from whence Christ descended and ascended again, where He makes intercession for the saints, and from whence He shall come to judge the quick and the dead.
8. **Man** – We believe that God created man in His own image and in a state of innocence, but that through temptation he willfully transgressed and became dead in trespasses and sins, whereby his posterity inherits a corrupt nature, being born in sin and under condemnation.
9. **Salvation** – We believe that the Lord Jesus Christ died for our sins according to the Scripture, as a representative and substitutionary sacrifice; that He arose from the dead in His glorified body, ascended into heaven and as our great High Priest and Advocate He ever lives to make intercession for us; that all who believe on His name are justified on the ground of His shed blood and receive the gift of eternal life by the grace of God.
10. **Regeneration** – We believe that regeneration is a divine and instantaneous work of the Holy Spirit whereby God imparts life to one dead in trespasses and sin.
11. **Sanctification** – We believe that sanctification is a divine and progressive work of the Holy Spirit whereby God, upon the ground of the finished work of Christ on the cross, His present intercessory ministry, and His Divine Word, sets the believer apart and works out, in, and

through him by means of a submissive will that which is well pleasing to Himself through Jesus Christ. This work culminates in the redemption of the body.

12. **The Church** – We believe in the one true church, the mystical Body and Bride of the Lord Jesus. We believe that the local church is an organization composed of professing believers instituted for the purpose of fellowship, worship and service. In the matters of administration and policy, it is self-governing.
13. **The Second Coming of Christ** – We believe in the glorious hope of the imminent, visible and bodily return of Christ.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: VALUE OF BIBLICAL APPLICATION

POLICY 4.1.2 We believe that deriving practical applications from and modeling God's Word are essential to completing our mission consistent with biblical truth.

Accordingly, we believe:

- 4.1.2.1 That a Christian, faith-based education is essential to the achievement of our mission.
- 4.1.2.2 That Christian schools exist to support parents and the church in fulfilling the parents' biblical responsibility to educate children.
- 4.1.2.3 That teaching God's Word, and teaching how to apply God's Word, is essential to education.
 - 4.1.2.3.1 All truth is God's truth.
 - 4.1.2.3.2 It is important to have knowledge of and appreciation for the attributes of God.
 - 4.1.2.3.3 The work of the Holy Spirit is significant.
 - 4.1.2.3.4 Prayer is essential.
 - 4.1.2.3.5 Every individual is of value; all are uniquely created in the image of God.
 - 4.1.2.3.6 That a personal relationship with Christ is essential.
- 4.1.2.4 That every aspect of curriculum should be permeated with God's Word, including teaching on:
 - 4.1.2.4.1 The natural world
 - 4.1.2.4.2 Human history and God's activity in it
 - 4.1.2.4.3 Humanity, its cultures, and how we are to live in the world
- 4.1.2.5 That a biblically consistent education must be modeled as well as taught. Therefore, all faculty and staff:
 - 4.1.2.5.1 Are Christians who model Christ
 - 4.1.2.5.2 Strive for excellence
 - 4.1.2.5.3 Demonstrate a servant's heart
 - 4.1.2.5.4 Serve in harmony
 - 4.1.2.5.5 Engage only in activities consistent with biblical truth
- 4.1.2.6 That all volunteers:
 - 4.1.2.6.1 Model a Christ-like attitude
 - 4.1.2.6.2 Strive for excellence
 - 4.1.2.5.3 Demonstrate a servant's heart
 - 4.1.2.5.4 Serve in harmony
 - 4.1.2.5.5 Engage only in activities consistent with biblical truth

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

POLICY 4.2 The job of the Board is to represent God acting as His stewards (and seeking to understand His Will through His word and fellow believers that share our mission) in determining and demanding appropriate organizational performance.

Accordingly:

- 4.2.1 The Board will produce the link between SLCA and the SLPC, specifically the Session of SLPC.
- 4.2.2 The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - 4.2.2.1 ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good, for which recipients, at what cost).
 - 4.2.2.2 EXECUTIVE LIMITATIONS: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - 4.2.2.3 GOVERNANCE PROCESS: Specification of how the board conceives, carries out and monitors its own task.
 - 4.2.2.3 BOARD/STAFF LINKAGE: How power is delegated and its proper use monitored; the Head of School's role, authority, and accountability.
- 4.2.3 The Board will oversee and evaluate the Head of School of SLCA.
- 4.2.4 The Board will be involved in raising funds, as it may from time to time deem necessary in cooperation and coordination with the school administration.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: AGENDA PLANNING

POLICY 4.3 To accomplish its objectives with a governance style consistent with Board policies, the Session and Board will follow an annual agenda that (1) completes a re-exploration of Ends policies annually, and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

- 4.3.1 The cycle will conclude each year on the last day of May so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term Ends.
- 4.3.2 The cycle will start with the Board's development of its agenda for the next year.
 - 4.3.2.1 Methods of gaining ownership input, as well as governance education, and education related to Ends determination (e.g. presentations by, advocacy groups, demographers, staff, etc.) will be arranged during the spring, to be held during the balance of the Board's planning cycle.
 - 4.3.2.2 The chair is encouraged, at the commencement of the Board's annual planning cycle, to prepare a tentative agenda for the following year's meetings. The chair in consultation with the Head of School will determine the agenda for any particular meeting, although members are encouraged to recommend any appropriate matters for Board consideration. Any Board member desiring to recommend any matter for Board discussion will advise the chair of such matter at least ten (10) days prior to the scheduled Board meeting. By an affirmative vote of a majority of the members of the Board, or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.
 - 4.3.2.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
- 4.3.3 The Board will meet four times per school year, or as required. Additional meetings will be scheduled as required.
- 4.3.4 Head of School monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON'S ROLE

POLICY 4.4 The chairperson assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

- 4.4.1 The job result of the chairperson is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside SLCA.
 - 4.4.1.1 Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide, not the Head of School.
 - 4.4.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 4.4.2 The authority of the chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - 4.4.2.1 The chairperson is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - 4.4.2.2 The chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Head of School.
 - 4.4.2.3 The chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - 4.4.2.3.1 The chairperson may delegate this authority but remains accountable for its use.
 - 4.4.2.4 The chairperson shall appoint a secretary that shall accurately record the minutes of each Board meeting and circulate said minutes for Board approval. Once approved, minutes are to be filed and submitted to the Clerk of the Session of SLPC for distribution to the entire Session of SLPC.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

POLICY 4.5 The Board commits itself and its members to Biblical, ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

- 4.5.1 Members must represent loyalty without conflict to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a recipient of SLCA services.
- 4.5.2 Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 4.5.2.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and SLCA except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 4.5.2.2 When the Board is to decide an issue which a member has an unavoidable conflict of interest, that member shall absent himself or herself without comment from not only the vote, but also from deliberation.
 - 4.5.2.3 Board members must not use their positions to obtain employment for themselves, their family, or close associates.
- 4.5.3 Board members may not attempt to exercise individual authority over SLCA except as explicitly set forth in board policies.
 - 4.5.3.1 Board members' interaction with the Head of School or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 4.5.3.2 Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 4.5.3.3 Board members will give no consequence or voice to individual judgments of Head of School or staff performance.
- 4.5.4 Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 4.5.5 Board members must give unconditional acceptance to the SLCA Statement of Faith and Purpose.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBER INDIVIDUAL RESPONSIBILITIES

POLICY 4.6 The Board commits itself to the individual and collective participation of its members to ensure leadership success.

Therefore, each Board member is expected to participate in the following ways:

- 4.6.1 Attendance: As board contemplation, deliberation and decision-making are processes which require wholeness, collaboration and participation, attendance at Board meetings is required of Board members. Members may not be absent from more than two (2) of the Board's regularly scheduled meetings in any fiscal year. Members may not miss two (2) consecutive regularly scheduled meetings. Any absence that exceeds this allotment will be interpreted as that member's resignation from the Board.
- 4.6.2 Preparation, Participation, and Punctuality: Board members will prepare for Board and committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities. Each member is also expected to make appropriate annual efforts toward continuing education in governance.
 - 4.6.2.1 To facilitate Board member preparation, the Board Chairman shall provide Board members with a detailed meeting agenda at least seven (7) days prior to a Board meeting.
- 4.6.3 Members as Individuals: The Head of School is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Head of School and individual members of the Board, including the Board chair, is collegial, not hierarchical.
- 4.6.4 Volunteerism: As the functioning and success of the organization depend largely on the involvement and dedication of volunteers, all Board members are expected to contribute a minimum of thirty (30) hours (inclusive of board meeting time) annually to the school. In view of the Head of School's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Head of School or responsible staff person.
 - 4.6.4.1 Members will commit to give to the Academy's Annual Fund each year they serve on the School Board.
- 4.6.5 Members will commit to regularly pray for the school.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

POLICY 4.7 Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Head of School.

Accordingly:

- 4.7.1 Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, committees will normally not have direct dealings with current staff operations.
- 4.7.2 Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Head of School.
- 4.7.3 Board committees cannot exercise authority over staff. Because the Head of School reports to the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
- 4.7.4 Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD SIZE, NOMINATION, ELECTION AND TERM LIMITS

POLICY 4.8 Board membership shall consist of Teaching and/or Ruling Elders of SouthLake PCA, the Head of School, church members, parents of Academy students and/or members of the communities served by the Academy with a credible Statement of Faith (approved by the “Session”) and an affirmation of the traditions of Reformed theology. All board members must be approved by the Session of SLPC. It is not necessary for a Ruling Elder to be currently on the Session to serve as a Board member. The Board will be comprised of a majority of ruling/teaching elders of SLPCA and a minimum of two other members. The chairman and all ruling/teaching elders shall be appointed by the Session of SLPCA.

Accordingly:

- 4.8.1 No later than their regular July meeting, the Session of SLPC will appoint School Board members and a chairman who will serve the following academic year. **Ordained elders of SouthLake PCA are not subject to the provisions of this section and, as such, are not limited by any specific length of term or requirement to be dismissed from the board for any particular period of time.**
- 4.8.2 The School Board will recommend perspective school board members to the Session for review and examination by May of each year to begin serving in July for the next school year.
- 4.8.3 A Board member can serve up to three (3) consecutive years and, at the end of three (3) consecutive years must be dismissed from the Board for a minimum of one (1) year.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

POLICY 4.9 The Board will invest appropriate resources to enhance its ability to govern with excellence.

Accordingly:

- 4.9.1 Board skills, methods, and supports will be sufficient to ensure governing with excellence.
 - 4.9.1.1 Training and retraining will be used liberally to orient new members and candidates for Board membership, as well as to maintain and increase existing member skills and understandings.
 - 4.9.1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident and competent control over performance. This includes, but is not limited to annual external audits or reviews.
 - 4.9.1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to stakeholder viewpoints and values.
- 4.9.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - 4.9.2.1 Up to \$6,400 per year for training, including attendance at conferences and workshops, retreats and monthly meetings.
 - 4.9.2.2 Up to \$4,000 annually for surveys, focus groups and opinion analyses.

ATTACHMENT I

SOUTHLAKE CHRISTIAN ACADEMY

13820 Hager's Ferry Road
Huntersville, NC 28078
(704) 949-2200

PARENT STATEMENT OF AGREEMENT/COMMITMENT

I have read and fully support and will abide by all school policies, the Statement of Educational Philosophy, the Parent/Student Handbook, and the requirements set forth in the Tuition Schedule of SouthLake Christian Academy (SLCA) a ministry of SouthLake Presbyterian Church (SLPC). These documents are available at www.southlakechristian.org. Furthermore, I understand and agree to abide by the following:

1. The administration will take all responsibility for academic placement.
2. In accordance with biblical principles, we as parents assign to the teachers and administration full responsibility in all matters of discipline according to the guidelines found in the Parent/Student Handbook.
3. It is understood that SLCA holds to the statement of faith as expressed by the Nicene Creed and that system of doctrine contained in the Westminster Confession of Faith and The Larger and Shorter Catechisms. It is further understood that the faculty and administration of SLCA will seek to lead each student into a personal and vital relationship with Jesus Christ as Lord and Savior and will instruct children in the Catechism of the Westminster Confession of Faith.
4. Parental grievances must be directed through the proper channels:
 - a. All grievances will be handled in accordance with the principles outlined in chapter eighteen of the gospel of Matthew.
 - b. All persons are to deal with the situation at its source. This usually means initially speaking privately with the particular teacher or appropriate school staff member in a constructive and supportive attempt to get clarification or resolution.
 - c. If, after honest attempts have been made and clarification or resolution has not satisfactorily been reached, **then:**
 - d. The person proceeds to the next level of authority. This generally means speaking with the Principal. If satisfaction is not realized by this point, **then:**
 - e. The person proceeds to the Head of School.
 - f. If the grievance remains unresolved, the parent(s) may appeal to the SLCA School Board (Board). The Board shall report all grievances elevated to this point to the Session of SLPC. The final authority and resolution of the grievance shall be communicated by the Chairman of the School Board.

After the above channels have been exhausted the following Arbitration agreement is operative and binding on all parties in all matters with the sole exception of financial contractual matters:

Any claim or dispute arising from or related to this Agreement shall be settled by mediation and, if necessary, legally binding arbitration in accordance with the *Rules of Procedure for Christian Conciliation* of the Institute for Christian Conciliation, a division of Peacemaker® Ministries (for a complete text of the rules visit www.Peacemaker.net). Judgment upon an arbitration decision may be entered in any court otherwise having jurisdiction. The parties understand that these methods shall be the sole remedy for any controversy or claim arising out of this agreement and expressly waive their right to file a lawsuit in any civil court against one another for such disputes, except to enforce an arbitration decision.

- g. I have read and agree to the school's financial policies and agree I am responsible for the timely payment of all tuition and other fees as well as any damages incurred to school property by my child. It is further understood that students will not be admitted to class unless tuition payments are current and all fees paid unless an exception is granted by the Finance Committee. All bills must be paid before re-enrollment can be offered, report cards issued or transcripts released.
- h. It is further understood that upon voluntary withdrawal from school, I/we am responsible for the balance on my account as of the withdrawal date.
- i. I hereby give permission for SouthLake Christian Academy to use my child's photograph in school publications, including but not limited to newsletters, newspaper/television releases and advertising/promotional material.
- j. My child has permission to take part in all school activities including field trips and athletic events.
- k. Should the time ever come that I can no longer support the Statement of Philosophy or the Statement of Faith, I will discretely and politely withdraw my child from SouthLake Christian Academy. It is further understood that upon voluntary withdrawal from school, I am responsible for any balance on my account as of the withdrawal date in accordance with the school's normal financial policies.

SouthLake Christian Academy admits students of any race, color, national and ethnic origin to all the rights, privileges, programs and activities made available to students of the school. It does not discriminate on the basis of race, color, national and ethnic origin in the administration of its educational policies, admissions policies, scholarships, athletics, or any other school administered programs.

ATTACHMENT II

STATEMENT OF CHRISTIAN LIFE COMMITMENT

FOR EMPLOYEES AND THOSE WITH POSITIONS OF RESPONSIBILITY AT
SOUTHLAKE CHRISTIAN ACADEMY

When an individual becomes a member of a community, he or she always lays aside certain personal rights for the good of the total community. To this end, it is understood that those who have accepted positions of leadership and employment within SouthLake Christian Academy are to commit themselves to uphold the standards as cited in this statement.

Standards based on specific commands of Scripture: (Exodus 20:7, 14-15; Leviticus 19:11; Romans 1:21-27; 1 Corinthians 6:9; Ephesians 4:28-32, 5:3-4; Colossians 3:9; 1 Timothy 3:3; Titus 1:6) The Word of God is the final authority on all matters of faith and conduct. Therefore, items expressly forbidden in the Scripture are never acceptable. Included among these are (such as, but not limited to) drunkenness, stealing, lying, the use of slanderous or profane language, pornography, addictive behaviors of any kind, extramarital sex, and homosexual behavior.

Also condemned by Scripture are such attitudes as greed, jealousy, pride, lust, bitterness, hostility, an unforgiving spirit, and prejudice based on race, sex and socioeconomic status. Therefore, SouthLake Christian Academy strives to see these attitudes eliminated as evidenced in speech and action and replaced by Christ-like attitudes appropriate for maturing Christians.

Standards based on Scriptural principles: While Scripture does not provide specific teaching regarding all social practices in a given cultural setting, it does speak to the Christian's responsibility in areas of conduct which may be harmful or spiritually offensive to self or others (Romans 14; 1 Timothy 3:3; Titus 1:7). Based on the teaching of Romans 14:13-23 – to protect from becoming a stumbling block – leaders and employees are expected to exercise Biblical discretion by restricting their freedom in the public use of addictive substances (such as, but not limited to, alcohol or tobacco), and in their choice of entertainment and literature. They should demonstrate sound judgment based on Biblical principles and display tangible evidence of spiritual growth and maturity. (Titus 2:11, 12)

Personal standards of godliness: Since we are members of both the local and universal Body of Jesus Christ, it is expected that everything we do will reflect our commitment to our Lord and to His body of believers. This commitment is to be demonstrated by personal spiritual growth, faithful involvement in a local church of like faith, and expressions of Christian love toward those with physical or spiritual needs.

All are also expected to aspire to a faithful pattern of Godliness and devotion to Christ and His work, typified by, but not limited to the following (1 Timothy 4:6-16):

1. Regular devotional life: Scripture reading and study, prayer (1 Timothy 4:7)
2. Faithful church membership and attendance (1 Timothy 4:12, 13; Hebrews 10:24,25)
3. Faithful financial stewardship (2 Corinthians 9:6-8)
4. Personal volunteer ministry work (Romans 12:11; 1 Peter 5:2,3)
5. Active involvement in evangelism/discipleship (Matthew 28:19,20)
6. A strong commitment to conscientiously represent the Lord Jesus Christ within the organization, throughout our community and to the ends of the earth.

Standards based on our responsibility of influence: In our relationship with others within the body of Christ, our conduct should demonstrate an attitude of personal responsibility and sensitivity, by always being aware of the impact of our actions and attitudes on others (“For you were called to freedom, brethren; only do not turn your freedom into an opportunity for the flesh, but through love serve one another.” (Galatians 5:13))

It is recognized that conflicts and personal failures may occur, as Scripture declares “we all stumble in many ways.” (James 3:2). It is expected that when an offense occurs, the instructions of Matthew 18:15-20 must be followed. This is to be done in the spirit of Galatians 6:1, thereby making “every effort to keep the unity of the Spirit through the bond of peace.” (Ephesians 4:3). When personal failures occur within our lives, we are to quickly repent, seek forgiveness and, with the help of Godly counsel, prevent these from getting a hold on our lives. To do otherwise would jeopardize our continued role in leadership or responsibility.

We should understand that our acceptance of responsibility within the ministries of SouthLake Christian Academy reinforces the importance of our personal commitment to Jesus Christ as Savior and Lord and to the Bible as God’s inerrant Word. It is in view of this and the seriousness of the impact our ministry responsibility brings that we are to commit ourselves to live in accordance with the above Statement of Christian Life Commitment.

ATTACHMENT III

STATEMENT OF FAITH

SouthLake Presbyterian Church

(Adopted 9-20-2015)

We believe the Scriptures of the Old and New Testament are verbally inspired by God, wherein He reveals Himself to humankind, reveals His will and ways for all men and women; and which are of supreme and final authority in faith, life, and standards of education. The Scriptures teach:

That there is one God, the Creator of heaven and earth and all things in them, who eternally exists in three persons: Father, Son, and Holy Spirit, who are the same in essence and equal in every divine perfection.

That God has a perfect knowledge of all his works, of the final issue of every event and of the end life condition of every intelligent creature; consequently, a concerted plan in relation to creation, providence and grace, from eternity.

That God created man in his own image, holy, upright, and constituted him, in regard to the moral state of his posterity, their public head and representative. That God created mankind male and female in complementarity for the purpose of companionship and bringing forth progeny.

That man fell from his state of innocence and holiness through disobedience to God's command. That consequent upon man's fall and apostasy from God, lost his spiritual life, becoming dead in sin, and that he became subject to the power of the devil. This spiritual death has been transmitted to the entire human race so that every person comes into existence with a heart deceitful above all things and in a state of entire moral depravity, under God's wrath and judgment; and needs regeneration of soul, body, and mind.

That Jesus Christ, the only begotten Son of God, is the eternal Word manifested in the flesh; He was conceived by the Holy Spirit and born of the Virgin Mary; He is true God and true man. That for the purpose of carrying forward the work of man's redemption, the Lord Jesus Christ has suffered and died for our sins according to the Scripture, as a representative and substitutionary sacrifice; that He arose from the dead in His glorified body, ascended into heaven and as our great High Priest and Advocate He ever lives to make intercession for us; He lives on high as Head of the Church, and shall return to earth to judge the world and reign over all.

That all who place full faith on Christ's name are justified on the ground of His shed blood and receive the gift of eternal life by the grace of God, thus becoming children of God.

That the Holy Spirit, the Third person of the Godhead, convicts people of sin, and regenerates believers unto a holy life; He is the Teacher of the Word of God; He is the Light of our minds, our affections, and our morals. That sanctification is a divine and progressive work of the Holy Spirit whereby God sets the believer apart and works out, in, and through him by means of a submissive will that which is well pleasing to Himself through Jesus Christ. This work culminates in the redemption of the body. The renewed man in Christ is enabled to worship and serve God and to enjoy Him forever.

While the above is a summary of the beliefs of SouthLake Presbyterian Church, as a congregation of the Presbyterian Church in America we affirm and embrace the fuller expression of the church's doctrinal position as found in the Westminster Confession of Faith, the Larger Catechism and the Shorter Catechism, which together are the final arbiter of doctrinal disagreement.