

UNITED CHRISTIAN ACADEMY BOARD POLICIES

Section 1. Governance Process Policies

Purpose: Governance Process Policies shall define how the board will govern the school. The president of the board shall have authority for interpreting these policies as well as primary responsibility for implementing them.

1.0 Global Governance Process Policy: The purpose of the board, on behalf of students and school families, is to ensure that United Christian Academy (a) achieve appropriate results for appropriate persons at appropriate costs as specified in board Ends Policies and (b) avoids unacceptable actions and situations as prohibited in board Executive Limitations Policies.

1.1 Governing Style: The board will govern lawfully and biblically, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than internal preoccupation, (b) encouragement of variety in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

1.1.1 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 reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the whole board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

1.1.2 The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts of the organization, not on the administrative or programmatic means of attaining those effects.

1.1.3 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. Although the board can change its Governance Process Policies at any time, it will scrupulously observe those currently in force.

1.1.4 The board will seek continual growth of its members, including providing orientation of new board members on the board's governance process.

1.1.5 The board will allow no officer, individual, or committee to hinder the board from fulfilling its group obligations.

1.2 Board Job Description: Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

1.2.1 Serve as the authoritative linkage between the ownership and the operation of the organization.

1.2.2 Establish written governing policies that address the broadest levels of all organizational decisions and situations.

Governance Process: Specify how the board conceives, carries out, and monitors its own task.

Board-Management Delegation: Specify how power is delegated and its proper use monitored.

Ends: Defines the organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative worth in cost or priority.

Executive Limitations: Outline constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

1.2.3 Self-monitor to ensure that the board is complying with its own Governance Process and Board-Management Delegation Policies.

1.2.4 Assure that the superintendent is accomplishing the Ends Policies and staying within the Executive Limitations Policies.

1.2.5 Ensure that the organization has the resources and funding to fulfill its mission.

1.3 Board Members' Code of Conduct: The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

1.3.1 Members must demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, or any personal interest as consumers.

1.3.2 Members must avoid conflict of interest with respect to their fiduciary responsibility. There will be no self-dealing or business by a member with the organization. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw from the deliberation and the vote, unless specifically authorized by the board and is consistent with sections 4.10 and 11.4 of the UCA Bylaws. A board member must resign from the board before he/she can apply for employment with the organization.

1.3.3 Members will support the legitimacy and authority of the final determination of the board on any matter, without regard to the member's personal position on the issue.

1.3.4 Members will not attempt to exercise individual authority over the organization or over employees within the organization.

1.3.5 Members will respect the confidentiality appropriate to issues of a sensitive nature.

1.3.6 Members will properly prepare for board deliberation.

1.4 President's Role: The chief governance officer (CGO) shall be the president of the board. The president's primary responsibility is to ensure the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

1.4.1 The assigned result of the president's job is that the board behaves consistently with its own rules and those legitimately imposed on it from outside the organization. Board meeting discussion content will be limited to those issues that, according to board policy, clearly belong to the board (not to the superintendent) to decide or to monitor.

1.4.2 The authority of the president consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Management Delegation. The president may use any reasonable interpretation of the provisions in these policies.

1.4.3 The president has no authority to make decisions beyond policies created by the board within Ends Policies and Executive Limitations Policies. Therefore, the president has no authority to supervise or direct the superintendent.

1.5 Other Board Officers' Roles:

- 1.5.1 Vice President. In the absence or disability of the President, the Vice President, if any, shall perform all duties of the President, and when so acting shall have all of the powers of, and be subject to all of the restrictions upon, the President.
- 1.5.2 Treasurer. The Treasurer shall ensure the keeping of adequate and correct books and accounts of UCA's properties and transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses. The Treasurer shall send, or cause to be given, to the Trustees such financial statements and reports as are required to be given by law, by these Bylaws or by the Board.
- 1.5.3 Secretary. The Secretary shall keep or cause to be kept, at UCA's principal office or such other place as the Board may direct, a book of minutes of all meetings, proceedings and actions of the Board. The secretary will certify board documents and ensure that filings are accurate and timely.

1.6 Board Committee Principles: 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 the superintendent.

- 1.6.1 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, board committees will normally not have dealings with staff operations.
- 1.6.2 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 superintendent.
- 1.6.3 Board committees cannot exercise authority over staff. The superintendent works for the full board, and will therefore not be required to obtain approval of a board committee before taking an executive action.
- 1.6.4 Committees will be used ordinarily in an ad hoc capacity.
- 1.6.5 This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the superintendent.

1.7 Cost of Governance: Because poor governance costs more than learning to govern well, the board will invest to improve its governing capacity.

- 1.7.1 Board skills, methods, and support will be sufficient to ensure governing with excellence. Adequate training and retraining will be provided to orient new members and candidates for board membership, as well as to maintain and increase existing members' skills and understandings.
- 1.7.2 Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
- 1.7.3 Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

1.8 Board Meeting: Board meetings shall be conducted in an orderly manner. Meetings shall reflect a prayerful seeking of God's guidance and shall observe basic parliamentary procedures. The president shall be responsible for scheduling and conducting board meetings.

- 1.8.1 Regularly scheduled board meetings shall be set no later than September for that academic year.
- 1.8.2 Board members are expected to attend all board meetings. Member shall notify the president if he/she will be absent from a meeting. A member missing more than 50% of meetings within a year may become grounds for removal from the board.
- 1.8.3 Agendas shall be sent to board members no later than 3 days before the meeting. Minutes shall be sent to board members no later than 15 days after the meeting.

Certification: I certify these to be the official Governance Process Policies of the UCA Board of Trustees, last amended and adopted on 12 / 11 / 2014.



ANDREA TOUPAL, Board Secretary

6 / 22 / 18

Date

UNITED CHRISTIAN ACADEMY BOARD POLICY

Section 2. Board-Management Delegation Policies

Purpose: Board-Management Delegation Policies shall define how the board will relate to the staff of United Christian Academy. The president of the board shall have authority for interpreting these policies as well as primary responsibility for implementing them.

2.0 Global Board-Management Delegation Policy. The board's only official connection to the staff and daily operation of the school shall be through the superintendent, who is the chief executive officer of the school.

2.1 Unity of Control. Only adopted, written board policies and officially passed motions of the board are binding on the superintendent.

2.1.1 Decisions or instructions of individual board members, officers, or committees are not binding on the superintendent except in rare instances when the board has specifically authorized such exercise of authority.

2.1.2 In the case of board members or committees requesting information or assistance without board authorization, the superintendent can refuse such requests that require, in the superintendent's opinion, a material amount of staff time or funds, or are disruptive.

2.2 Accountability of the Superintendent. The superintendent 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 superintendent.

2.2.1 The board will never give instructions to persons who report directly or indirectly to the superintendent.

2.2.2 The board will not evaluate, either formally or informally, any staff other than the superintendent.

2.2.3 The board will view superintendent performance as identical to organizational performance so that organizational accomplishment of Ends Policies and avoidance of board-proscribed means in Executive Limitation Policies will be viewed as successful superintendent performance.

2.3 Delegation to the Superintendent. The board will instruct the superintendent through written policies that prescribe the organizational Ends to be achieved and proscribe organizational situations to be avoided in Executive Limitations Policies, allowing the superintendent to use any reasonable interpretation of these policies.

2.3.1 As long as the superintendent uses any reasonable interpretation of the board's Ends and Executive Limitations Policies, the superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the superintendent shall have full force and authority as if decided by the board.

2.3.2 The board may change its Ends and Executive Limitations Policies, thereby shifting the boundary between board and superintendent domains. By doing so, the board changes the latitude of choice given to the superintendent. But as long as any particular delegation is in place, the board will respect and support the superintendent's choices.

2.4 Monitoring Superintendent Performance. Systematic and rigorous monitoring of superintendent job performance will be solely against the only expected superintendent job outputs: organizational accomplishment of Ends Policies and organizational operation within the boundaries established in Executive Limitations Policies.

2.4.1 Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.

2.4.2 The board will acquire monitoring data by one or more of the following methods: (1) internal report, in which the superintendent discloses interpretation and compliance information to the board, (2) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (3) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

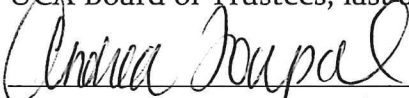
2.4.3 In every case, the board will judge (a) the reasonableness of the superintendent's interpretation and (b) whether data demonstrate accomplishment of the interpretation.

2.4.4 The standard of compliance shall be any reasonable superintendent interpretation of the board policy being monitored. The board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with an interpretation favored by board members or by the board as a whole.

2.4.5 All policies that instruct the superintendent will be monitored at a frequency and by method(s) chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule:

Ends Policy	Monitoring Method	Frequency
Student Outcome	External, Direct Inspection, Internal	Annually
Executive Limitations Policy	Monitoring Method	Frequency
Treatment of Families	Direct Inspection, Internal	Annually
Treatment of Staff	Direct Inspection, Internal	Annually
Financial Planning	Direct Inspection, Internal	Annually
Financial Management	External	Annually
Asset Protection	Internal	Annually
Compensation and Benefits	Internal	Annually
Communication and Counsel to the Board	Direct Inspection	Annually
Maintaining Educational Standards	Internal	Annually
Enrollment Management	Internal	Annually

Certification: I certify these to be the official Board-Management Delegation Policies of the UCA Board of Trustees, last amended and adopted on 12 / 11 / 2014.



ANDREA TOUPAL, Board Secretary

6/22/18
Date

UNITED CHRISTIAN ACADEMY BOARD POLICIES

Section 3. Ends Policies

Purpose: Ends Policies shall define the mission and expected outcomes of United Christian Academy. It shall be limited to defining what goods and services our organization shall offer, for whom, and at what costs/priority. The superintendent shall have authority for interpreting these policies as well as primary responsibility for implementing them.

3.0 Global Ends Policy: Our global ends policy shall be expressed in the mission and vision statements. The mission statement defines what we do, and the vision statement helps answer how well we do it.

3.0.1 Our Mission: To educate students by integrating academic excellence with a Christian worldview, equipping them to impact their world for Christ.

3.0.2 Our Vision: UC Academy shall be a reflection of God's excellence in school instruction and operation.

3.1 Organizational Outcome: In the pursuit of our mission and vision, our ministry will adhere to and foster the growth of these core values:

3.1.1 Christ-Centered

- Jesus is the Way, the Truth, and the Life
- Christ is the image of the invisible God...all things were created by Him and for Him...He is before all things, and in Him all things hold together
- We purpose to know Christ and to become like Him
- We seek Christ's pre-eminence in all things

3.1.2 Academic Excellence

- Our teaching is in harmony with Scripture
- We prepare students for college, career, life, and eternity
- Our education meets or exceeds State/National standards
- We use proven, effective teaching methods
- Our students perform at their full potential

3.1.3 Loving Community

- We love one another as Christ first loved us
- We delight in God's grace, extend it to others, and foster its growth
- We practice accountability and uphold one another to high standards
- Our students are committed to building community and serving others

3.1.4 Transformational Learning

- Productive life changes (transformation) is the goal of our education
- We seek growth of the whole person: mental, spiritual, physical, and social
- We cultivate joyful, respectful obedience in students
- We help students discover their life's purpose and equip them to fulfill it with excellence

3.2 Student Outcome: UC Academy nurtures students to become:

3.2.1 Maturing Christians who are able to...

- define and defend a Biblical worldview
- study, learn, and apply Scripture
- recognize and utilize gifts and talents
- continually grow in obedience and in faithfulness to God

3.2.2 Critical and Creative Thinkers who are able to...

- access and assess data
- recognize problems and develop a plan to solve them
- learn independently and collaboratively
- investigate beyond the obvious, distinguish fact from opinion, and integrate various disciplines
- demonstrate innovative problem-solving

3.2.3 Effective Communicators who are able to...

- comprehend and retain information through listening and reading skills
- organize and express ideas effectively through verbal and written communication
- express themselves through the arts, athletics, and media
- use appropriate forms of current technology

3.2.4 Responsible Citizens who are able to...

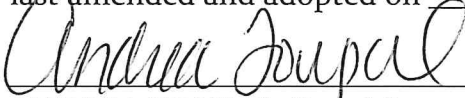
- demonstrate a knowledge and use of general life skills
- understand various viewpoints, belief systems, and cultures in today's world
- develop and maintain proper relationships (with peers and authorities)
- take personal responsibility and accept consequences for life choices
- live healthy lives, including appropriate nutrition and physical fitness
- serve and impact the community they live in

3.3 The Constituency: The primary clientele of UC Academy shall be families that (a) seek a Christ-centered education, (b) is supportive of the school's doctrinal position,

philosophy of education, and educational objectives, and (c) meet all admission and financial obligations for enrollment at our school.

3.4 Funding: UC Academy shall provide its ministry at a cost that can be collected through tuition, fees, donations, and other means of fundraising.

Certification: I certify these to be the official Ends Policies of the UCA Board of Trustees, last amended and adopted on 04 / 14 / 2016.



ANDREA TOUPAL, Board Secretary

10-22-18

Date

UNITED CHRISTIAN ACADEMY BOARD POLICY

Section 4. Executive Limitations Policies

Purpose: Executive Limitations Policies shall define the boundaries in which the board will not permit the superintendent to cross while pursuing Ends Policies. The Superintendent shall have authority for interpreting these policies as well as primary responsibility for implementing them.

4.0 Global Executive Limitations Policy: The superintendent shall not cause or allow any organizational practice, activity, decision, or circumstance that is unbiblical, unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

4.1 Treatment of Families: With respect to interactions with students and their families or those applying to be students, the superintendent shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.

4.1.1 The superintendent shall not operate the school without clear policies and procedures as defined in parent-student handbooks, athletic handbooks, and other program handbooks.

4.1.2 The superintendent shall not fail to consistently apply school policies throughout the organization.

4.1.3 The superintendent shall not fail to provide students and families the opportunity to resolve a grievance according to biblical principles and consistent with administrative policies and procedures.

4.2 Treatment of Staff: With respect to treatment of paid and volunteer staff, the superintendent may not cause or allow to exist conditions that are inhumane, unfair, or undignified.

4.2.1 The superintendent shall not discriminate among employees on any basis other than clearly job-related, individual performance or qualifications.

4.2.2 The superintendent shall not fail to take reasonable steps to protect staff from unsafe or unhealthy conditions.

4.2.3 The superintendent shall not withhold from staff a due-process grievance procedure, able to be used without bias.

4.2.4 The superintendent shall not retaliate against any staff member for expressing an ethical dissent.

4.2.5 The superintendent shall not prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges either that board policy has been violated to his or her detriment or that board policy does not adequately protect his or her interests.

4.2.6 The superintendent shall not fail to acquaint staff with their rights under policy 4.2.5.

4.2.7 The superintendent shall not fail to operate in accordance with an Employee Handbook.

4.3 Financial Planning: The superintendent shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear outlook.

4.3.1 The superintendent may not allow financial planning that deviates materially from board priorities (as set forth in Ends Policies) in allocating funds among competing budgetary needs.

4.3.2 The superintendent may not cause or allow budgeting that contains too little detail to enable accurate projection of revenues and expenses, separation of operational and capital items, cash flow and subsequent audit trails, and disclosure of planning assumptions.

4.3.3 The superintendent may not allow the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

4.3.3 The superintendent may not cause or allow liquid assets to drop below a safety reserve of less than \$500,000 at any time.

4.3.4 The superintendent may not raise the yearly tuition rates by more than 5% without the approval of the board.

4.4 Financial Management: With respect to the actual, ongoing financial conditions and activities, the superintendent shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from board priorities established in Ends Policies.

4.4.1 The superintendent shall not fail to settle payroll and debts in a timely manner.

4.4.2 The superintendent shall not allow tax payments or other governmental-ordered payments or filings to be overdue or inaccurately filed.

- 4.4.3 The superintendent shall not fail to appropriately pursue receivables after a reasonable grace period.
- 4.4.4 The superintendent shall not allow expenses to substantially exceed or revenue to fall substantially below board-approved budget for two quarters without disclosure to the board and an adequate plan to remedy the situation.
- 4.4.5 The superintendent shall not fail to arrange for a yearly audit of the school's finances by a certified public accountant.
- 4.4.6 The superintendent shall not allow any fundraising that violates the school's values or policies. The superintendent shall not allow donors to be misled nor fail to carry out donor intent.
- 4.4.7 The superintendent shall not fail to provide a monthly financial statement to the board to include a balance sheet, operational income and expense, and a report of any substantial deviation from the approved budget.
- 4.5 **Asset Protection:** The superintendent may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.
 - 4.5.1 The superintendent shall not fail to insure against theft and casualty losses to at least 80% of replacement value.
 - 4.5.2 The superintendent shall not subject office equipment, properties, and facilities to improper wear and tear or insufficient maintenance.
 - 4.5.3 The superintendent shall not unnecessarily expose the organization, its board, or employees to claims of liability.
 - 4.5.4 The superintendent shall not receive, process, or disburse funds under controls insufficient to meet the standards of the board-appointed auditor.
 - 4.5.5 The superintendent may not 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.
 - 4.5.6 The superintendent may not acquire, encumber, or dispose of real estate property exceeding \$25,000 in value without board approval.

4.5.7 The superintendent may not endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

4.6 Compensation and Benefits: With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the superintendent may not cause or allow jeopardy to fiscal integrity or public image.

4.6.1 The superintendent may not change his or her own compensation and benefits.

4.6.2 The superintendent may not promise or imply permanent or guaranteed employment.

4.6.3 The superintendent shall not establish compensation and benefits that deviate materially from the geographic or comparable, professional market for the skills employed.

4.6.4 The superintendent may not allow faculty compensation to be less than 80% or greater than 120% of weighted average K-12 Christian schools within the Inland Empire area.

4.7 Communication and Counsel to the Board: With respect to providing information and counsel to the board, the superintendent may not permit the board to be uninformed about matters essential to carrying out its policy duties.

4.7.1 The superintendent may not intentionally let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, or particular changes in the assumptions on which any board policy was previously established.

4.7.2 The superintendent may not fail to submit the required monitoring data, especially as set forth in Monitoring Organizational Performance policies, in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies being monitored.

4.7.3 The superintendent shall not fail to marshal as many staff and external points of view, issues, and options as needed for fully informed board decisions.

4.7.4 The superintendent may not present information in unnecessarily complex or lengthy form.

4.7.5 The superintendent may not fail to provide a mechanism for official board, officer, or committee communication.

- 4.7.6 The superintendent shall not fail to deal with the board as a whole except (a) for fulfilling reasonable individual requests for information or (b) for responding to officers or committees that has been duly charged by the board.
- 4.7.7 The superintendent shall not fail to report actual or anticipated noncompliance with any Ends or Executive Limitations Policies of the board.
- 4.7.8 The superintendent shall not fail to designate and train at least one employee capable of taking over the superintendent's role in an emergency.

4.8 Maintaining Educational Standards: With respect to the school's educational standards, the superintendent may not fail to maintain a strong academic focus and performance.

- 4.8.1 The superintendent may not fail to maintain continuous accreditation through a nationally recognized accreditation agency such as the Western Association of Schools and Colleges or the Association of Christian Schools International.
- 4.8.2 The superintendent may not allow overall student performance to average below the 60th percentile on national standardize tests without informing the board and submitting a plan for remedying the deficiency.

4.9 Enrollment Management: The superintendent may not allow enrollment to decline or fluctuate beyond what is reasonably expected in the industry.

- 4.9.1 The superintendent shall not permit re-enrollment (retention rate) of existing families to drop below 80% without informing the board and submitting a plan for correcting the situation.
- 4.9.2 The superintendent shall not fail to submit a report that details the financial and educational impact if enrollment growth is less than 1% or greater than 10%.

Certification: I certify these to be the official Governance Process Policies of the UCA Board of Trustees, last amended and adopted on 12 / 11 / 2014.

Andrea Toupal 12/22/18
ANDREA TOUPAL, Board Secretary Date