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Chapter 1

GENERAL INSTITUTIONAL INFORMATION

I. INTRODUCTION

The Northwest Nazarene College *Administrative Personnel Policy Manual* contains policies, procedures, and documents under which administrative personnel, individually and collectively, do their work. Its purpose is to assist administrative personnel and administrators in carrying out their functions effectively and cooperatively by specifying administrative personnel responsibilities, rights, and privileges.

This manual is not the sole document for administrative personnel guidance. The college catalog, the *Crusader Handbook*, and other documents as they are issued serve as a collective body of information to which administrative personnel and administration look for information about institutional policies and guidelines.

Those policies contained in the *Administrative Personnel Policy Manual* may be revised by the procedure specified in Chapter 4. Such revisions will be reflected in a regular updating of this manual. The *Administrative Personnel Policy Manual* will also be edited periodically to reflect any changes made in the documents it contains in their entirety (such as the constitution of the college), or changes in quoted sections of sources it cites in part (such as the college catalog).

Administrative Personnel who have questions regarding this manual are encouraged to consult with their supervisor, their vice president, and or other appropriate administrative officers.

II. STATEMENT OF MISSION

Northwest Nazarene College is a Christian liberal arts college, fully committed to an educational process that pursues both intellectual and spiritual development. This pursuit is centered firmly in the person of Jesus Christ, and is designed to instill a habit of mind that enables each student to become God's creative and redemptive agent in today's world.

The essential mission of the college is the development of Christian character within the philosophy and framework of genuine scholarship. The college seeks to achieve this mission in the following ways:

- 1.By providing a Christian community of scholars in which the faculty are expected to follow a life rooted in Christian values, pursue excellence in intellectual training, seek the integration of faith and learning, instruct students effectively, and contribute to the world of scholarship.
- 2.By the integration of a Christian perspective of life, summarized in the school motto, "Seek ye first the Kingdom of God," into all aspects of the institution. It is intended that the student acquire a basic understanding of both the Old and New Testaments and of Christian doctrine.
- 3.By emphasizing the scholarly pursuit of knowledge to equip the graduate for intellectual leadership in his/her social and professional environment.

4. By offering guidance toward a world view consonant with Christian teachings which will enable the student to play an effective role in building a better social order. The college desires that the student acquire a clear understanding of Christian beliefs and values and the ability to interpret these to others, discover some direction for finding a place of service in the church, and develop a sense of obligation with respect to applying Christian principles to contemporary socio-cultural problems.

As a college of the Church of the Nazarene, the task of the college will be to serve the Church by providing an educated laity and ministry, loyal to Christ and emphasizing the Wesleyan doctrine of perfect love. Its theological program is based upon the doctrines set forth in the *Manual* of the Church of the Nazarene and will conserve, maintain, advocate and promulgate the New Testament doctrine of entire sanctification or Christian holiness.

III. STATEMENT OF FAITH

The college, theologically, emphasizes the theistic view of God and man as interpreted in the Wesleyan-Arminian tradition. It affirms its doctrinal conviction as follows:

... We, therefore, deem belief in the following brief statements to be sufficient. We believe:

In one God - the Father, Son, and Holy Spirit.

That the Old and New Testament Scriptures, given by plenary inspiration, contain all truth necessary to faith and Christian living.

That man is born with a fallen nature, and is, therefore, inclined to evil, and that continually.

That the finally impenitent are hopelessly and eternally lost.

That the atonement through Jesus Christ is for the whole human race; and that whosoever repents and believes on the Lord Jesus Christ is justified and regenerated and saved from the dominion of sin.

That believers are to be sanctified wholly, subsequent to regeneration, through faith in the Lord Jesus Christ.

That the Holy Spirit bears witness to the new birth, and also to the entire sanctification of believers.

That our Lord will return, the dead will be raised, and the final judgment will take place.

(Manual, Church of the Nazarene, 1993, 26.0-26.8)

IV. HISTORY

A desire to educate their own children led the founders of Northwest Nazarene College under the leadership of Eugene Emerson to organize an elementary school in 1913. In the ensuing two years both high school and college courses were added to the curriculum. Thus began Northwest Nazarene College, now a fully accredited, four-year, coeducational, liberal arts college.

In 1915, the first student graduated from high school and a year later Dr. H. Orton Wiley was elected president. The first college degrees were conferred upon a class of four graduates in 1917.

Within the early years under the leadership of Dr. Wiley, strong spiritual foundations were laid which remain of first importance. During the following years the college has shown steady growth and development. Academic progress has been noteworthy, including accreditation as a junior college in 1931 and as a four year college in 1937. Eleven presidents have led the college: Dr. H. Orton Wiley, 1916-1926; Dr. J.G. Morrison, 1926-1927; Dr. Russell V. DeLong, 1927-1932 and 1935-1942; Dr. R.E. Gilmore, 1932-1935; Dr. Lewis T. Corlett, 1942-1952; Dr. John E. Riley, 1952-1973, Dr. Kenneth H. Pearsall, 1973-1983;

Dr. Gordon Wetmore, 1983-1992; and Dr. Leon Doane, 1992-1993. Dr. Richard A. Hagood became the eleventh president in 1993.

V. ACCREDITATION

Northwest Nazarene College is a four-year college fully accredited by the Northwest Association of Schools and Colleges, the National Council for the Accreditation of Teacher Education, the National Association of Schools of Music, and the Council on Social Work Education.

VI. INSTITUTIONAL MEMBERSHIPS

The college is a member of the American Association of Colleges for Teacher Education; the American Association of Higher Education; the American Association of Presidents of Independent Colleges and Universities; the Association of Governing Boards; the Association of Independent Liberal Arts Colleges for Teacher Education; the American Association of University Women; the Association of Western Universities; the American Society of Composers, Authors and Publishers; Broadcast Music, Inc.; the Christian College Coalition; the Council for Advancement and Support of Education; the Christian Holiness Association; the Council of Independent Colleges; the Council on Social Work Education; the College Board; the Idaho Academy of Science; the Nampa Chamber of Commerce; the National Association of Schools of Music; the National Association of College and University Business Officers; the National Association of Intercollegiate Athletics; the National Association of Independent Colleges and Universities; the National Council for the Accreditation of Teacher Education; the National Business Education Association; the Northwest Association of Schools and Colleges; SESAC, Inc.; and the Western Independent Colleges Fund.

Chapter 2

INSTITUTIONAL ORGANIZATION AND STRUCTURE

I. INTRODUCTION

Northwest Nazarene College is chartered in the state of Idaho as a non-profit educational institution. The responsibility for its operation rests with a forty-member board of regents, whose membership is prescribed by the constitution of the college (see Appendix). Specific rights and obligations of the Board of Regents regarding the administrative personnel are addressed throughout this manual.

II. ADMINISTRATIVE STRUCTURE

The president is the chief executive officer of the college. The operations of the college are divided into four areas of responsibility: academic affairs, financial affairs, student development, and institutional advancement. The administrators of each of these areas serve as members of the president's cabinet and report to the president.

1. PRESIDENT

According to Article VIII.1 of the college bylaws, "the President of the College shall be elected by the Board of Regents consistent with the College Constitution and guidelines and procedures adopted by the Board of Regents, and shall serve at its pleasure." As chief executive officer of the college, the president has the "authority and responsibility for administering the College consistent with the College Constitution and Bylaws and as directed by the Board of Regents."

2. VICE PRESIDENT FOR ACADEMIC AFFAIRS/ACADEMIC DEAN

The vice president for academic affairs/academic dean is responsible for the academic activities of the college. He/she is expected to oversee the following areas:

1. Academic divisions and departments
2. Athletic program
3. Career Planning and Placement Center
4. Graduate Studies program
5. Library
6. Office of Academic Advising
7. Office of Continuing Education
8. Office of the Registrar
9. ROTC
10. Summer School program
11. Study Skills program
12. Teacher Education program
13. Testing Center
14. Wesley Center for Applied Theology

3. VICE PRESIDENT FOR FINANCIAL AFFAIRS

The vice president for financial affairs has "general responsibility for financial affairs" and oversees "the care and maintenance of the physical plant of the College and all other property of the College" (Art. VIII.4, college bylaws). He/she is expected to administer the following areas:

1. Business Office
2. Department of Environmental Services
3. NNC Bookstore
4. NNC Post Office

4. VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

The principal charge of the vice president for institutional advancement is the administration of programs related to fund raising, public relations, and general institutional advancement. Toward that end, he/she is expected to oversee the following areas:

1. Alumni Relations
2. Development
3. Enrollment Management
4. Major Donor Relations
5. News and Information
6. Planned Giving

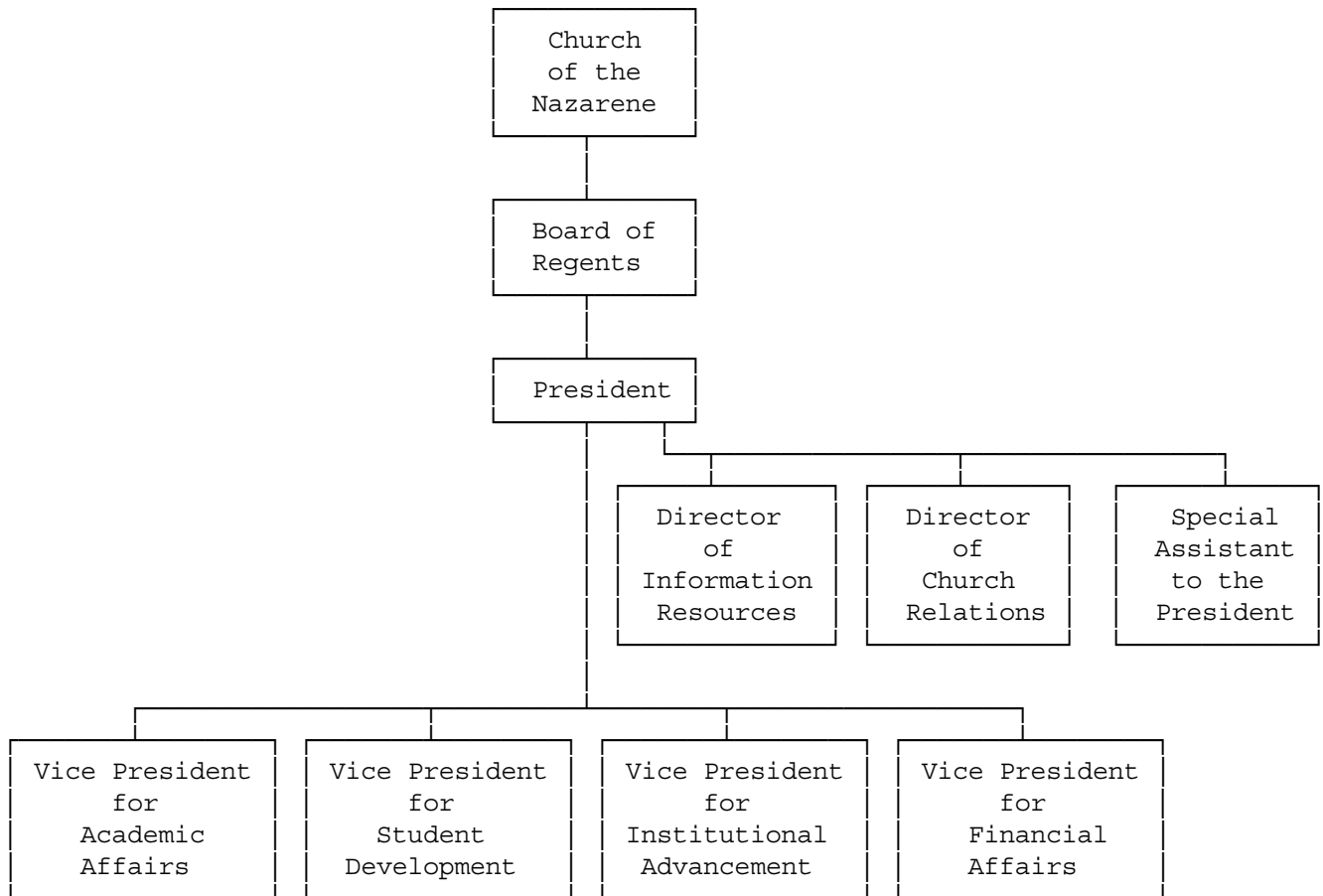
5. VICE PRESIDENT FOR STUDENT DEVELOPMENT

The vice president for student development is responsible for areas involving student life. He/she is expected to oversee the following domains:

1. Campus Life
2. Campus Ministries
3. Campus Rentals
4. Counseling
5. Health Services
6. Intramurals
7. Multi-cultural Student Advising
8. Residential Life
9. Security

III. ORGANIZATION CHART

An organization chart, setting forth the structure discussed above, follows:



Chapter 3

ADMINISTRATIVE PERSONNEL POLICIES AND PROCEDURES

1 STATEMENT OF EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

1.1 INTRODUCTION

Northwest Nazarene College is an Equal Opportunity employer and will not discriminate against any person because of race, color, sex, age, national origin, or physical or mental handicap, unless such conditions constitute bonafide occupational or assignment disqualifications or prevent the person from performing the essential functions of his/her assignment. The college will state its position as an Equal Opportunity employer through all advertising, job notices and contracts.

The vice president for financial affairs and all persons who have hiring authority will periodically review his/her present personnel policies and practices in an effort to assure that Equal Opportunity is being actively implemented and that no employee or applicant for employment or promotion will suffer any form of discrimination.

1.2 RECRUITMENT AND HIRING PRACTICES

1.2.1 All members of the college community will be informed of the college's status as an Equal Opportunity/Affirmative Action employer. When recruiting administrators will consult, where appropriate to the position being filled, recruiting resources specializing in placement of non-traditional and minority persons.

1.2.2 Plans for recruitment will be submitted to the Affirmative Action officer prior to the hiring of Administrative Personnel. The Affirmative Action officer will review the proposed hiring practices of the collegiate unit with the Affirmative Action Committee.

1.2.3 Announcements of positions used by NNC will include the statement: "Northwest Nazarene College is an Equal Opportunity/Affirmative Action employer. As an educational institution operating under the auspices of the Church of the Nazarene, Northwest Nazarene College is permitted, and reserves the right, to prefer employees on the basis of religion (Title VII, Sections 702-703, United States Civil Rights Act of 1964 as amended)." The exclusion of this statement from any administrative position announcement must be approved by the appropriate vice president. At the option of the applicant, pre-employment procedures will identify sex, ethnicity and other data required to insure compliance with NNC's Affirmative Action program.

1.2.4 Appropriate individuals within the administrative sector must submit an annual report to the Affirmative Action officer summarizing the sex and ethnic origin of new full-time employees and applicants to full-time administrative position openings.

1.3 COORDINATION AND RESPONSIBILITY

1.3.1 Affirmative Action Officer

Duties of the Affirmative Action officer will include the following:

- 1.3.1.1 To serve as the chair and a permanent member of the Affirmative Action Committee
- 1.3.1.2 To serve as a resource person to the appropriate vice president for Administrative Personnel, and others regarding concerns with employment practices and problems
- 1.3.1.3 To develop compliance procedures associated with NNC's Affirmative Action program
- 1.3.1.4 To serve as a liaison between the college, state and federal agencies
- 1.3.1.5 To review annually, in conjunction with the Affirmative Action Committee, NNC's Affirmative Action plan
- 1.3.1.6 To serve as a resource person to college employees regarding grievance procedures pertaining to issues relating to Affirmative Action or discrimination

2 PROCEDURAL STEPS FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PRACTICES

The purpose of this section is to assure individuals of equal access to employment opportunities. The college is guided by a desire to achieve Christian fairness in its employment practices and to celebrate the value of cultural diversity within the college community.

The basic procedures to be followed by units of the college are the following:

- 2.1.1 No unit of the college may fill any position without coordinating its recruitment and hiring efforts through the office of the Affirmative Action officer.
- 2.1.2 A search for a position requires the administrative unit filling the position to submit (prior to implementation) its plan for recruitment to the Affirmative Action officer. Positions will (at a minimum) be filled through the procedures outlined herein. Any unit of the college requesting a variance in a hiring practice must request and receive approval for the specific variance from the Affirmative Action officer. Approvals must be granted prior to any initial posting of the position.
- 2.1.3 If qualified and identified "protected class" candidates materialize during the "applicant stage," they should be included in the finalist pool (short list) from which interviewees are selected. Prior to extending an offer of employment to a candidate, a final review of the process and support documentation will be made as requested by the Affirmative Action officer. Without the Affirmative Action officer's final approval of this process and documentation, no contract may be issued by the institution.
- 2.1.4 Summary data of all hiring must be submitted annually by the campus sectors (as defined by the vice presidential structure) to the Affirmative Action officer. Reports from appropriate individuals

within the academic sector will summarize the gender and ethnic data of all new full-time administrative personnel and applicants to full-time administrative personnel position openings.

Any questions or concerns regarding the employment and hiring practices of Northwest Nazarene College should be addressed to the Affirmative Action officer, NNC, 623 Holly, Nampa, ID 83686. Questions regarding internal compliance should be addressed to the appropriate unit vice president who will (within ten working days) forward the matter to the Affirmative Action officer.

3 HIRING PROCESS FOR ADMINISTRATIVE PERSONNEL

3.1 APPOINTMENT OF FULL-TIME ADMINISTRATIVE PERSONNEL

Authorization for filling administrative personnel positions is established through the institution's budget process. Once new administrative personnel positions have been authorized, new full-time administrative personnel are appointed in accordance with the following procedure:

- 3.1.1 The appropriate vice president will appoint a person to direct the search process. This person would normally be the appropriate administrative director.
- 3.1.2 The Search Committee will coordinate its efforts with the campus Affirmative Action officer in order to ensure compliance with the Equal Opportunity/Affirmative Action policy of NNC.
- 3.1.3 The Search Committee will initiate a search to fill the vacant administrative personnel position and will file a recruitment plan with the Affirmative Action officer. An announcement of the administrative personnel position will be prepared.
- 3.1.4 During the application period, the Search Committee will keep the appropriate vice president apprised of the progress on a regular basis. At the conclusion of the application period, the Search Committee will prepare a file for each of the finalists, including the application form and the committee's evaluation of the candidate.
- 3.1.5 The Search Committee, the appropriate vice president, and the appropriate administrative unit director will send a joint recommendation to the president.
- 3.1.6 Upon approval by the president, the candidate(s) may be invited to the campus for an interview.
- 3.1.7 Following the interview, the Search Committee will forward its recommendation to the appropriate vice president. If the appropriate vice president is in agreement with the recommendation, he/she will forward the recommendation, along with an evaluation of the candidate's position on the salary scale, to the president. If, after consultation with the president, the appropriate vice president does not accept the recommendation, the Search Committee will be notified in writing of the decision.
- 3.1.8 The Search Committee will provide the appropriate vice president a report which will include a numeric summary of the gender and ethnic origin of the applicants.
- 3.1.9 The president will submit a report to the Affirmative Action officer for final review, delineating the process which was followed.

3.1.10 After the candidate is approved by the Board of Regents, a contract and a letter explaining fringe benefits will be mailed to the prospective employee. All correspondence and other materials concerning the prospective employee generated during the search process, including letters of recommendation, the offer of position, etc., will become part of the employee's employment file.

3.2 APPOINTMENT OF TEMPORARY ADMINISTRATIVE PERSONNEL

Temporary administrative personnel positions are hired by the college administration. Approval by the Board of Regents is not required for the hiring of temporary administrative personnel positions. Authorization for offering a contract is given by the president upon recommendation of the appropriate vice president. Temporary administrative personnel are hired on a term-by-term basis.

4 POLICY ON ADMINISTRATIVE PERSONNEL CONTRACTS

4.1 TYPES OF CONTRACTS

4.1.1 **One-year contracts.** One-year contracts will be used under the following circumstances:

4.1.1.1 All new administrative personnel will have one-year contracts during their first three years of service.

4.1.1.2 All part-time administrative personnel will receive one-year contracts.

4.1.1.3 Other administrative personnel who are not approved for three-year contracts may be given one-year contracts.

4.1.2 **Three-year continuing contracts.** During the third year of full-time service at NNC, upon recommendation of the president the Board of Regents may approve a three-year continuing contract.

4.2 DEFINITIONS AND CONDITIONS RELATING TO CONTINUING CONTRACTS

4.2.1 A continuing contract is valid for three years. Each year a new three-year contract is normally issued, thus extending the contractual agreement one additional year. The continuity of employment will be subject only to the conditions listed under paragraph IV.B.3 below.

4.2.2 Salary items in all contracts will be reviewed annually and determined by use of the current NNC salary scale.

4.2.3 A termination of contract may occur only under the following circumstances:

4.2.3.1 Voluntary resignation.

Notice of intention to resign should be given as far in advance as possible.

4.2.3.2 Retirement.

Northwest Nazarene College complies with all federal and state laws regarding the retirement of its employees. Northwest Nazarene College has no mandatory retirement age. All retiring employees will submit in writing a notice of retirement as far in advance as possible.

4.2.3.3 Dismissal for cause.

Dismissal for cause is a severance action by which Northwest Nazarene College terminates its contract with an administrative personnel member for just cause.

Acceptable reasons for cause are:

- 4.2.3.3.1 Demonstrated incompetence despite oral and written warnings;
- 4.2.3.3.2 Manifest neglect of duty despite oral and written warnings;
- 4.2.3.3.3 Dishonesty;
- 4.2.3.3.4 Serious violation of the rights of freedoms of employees and/or students;
- 4.2.3.3.5 Falsification or misrepresentation of credentials and/or experience;
- 4.2.3.3.6 Personal conduct which substantially impairs the individual's ability to fulfill employment responsibilities;
- 4.2.3.3.7 Advocating views or acting in ways which are not in harmony with the Manual of the Church of the Nazarene as set forth in Manual paragraphs 23-27.3.

Due process requires that dismissal for cause will not be taken without documented discussion with and formal written warning to the employee prior to dismissal.

In all cases of dismissal for cause the burden of proof is on the college to show that acceptable reasons exist. An employee whose appointment is terminated for cause or whose appointment is being considered for termination for cause may pursue grievance procedures as described in this *Administrative Personnel Policy Manual*.

4.2.3.4 Layoff.

Layoff is a severance action by which the college terminates the services of an employee at the end of a current contract without prejudice as to the employee's performance. If within a two-year period of the employee's layoff the college reopens that position the employee laid off will be the first one to whom the position is offered.

4.2.3.5 Financial Problems/Retrenchment.

The Board of Regents has the ultimate obligation and authority to govern the college. In appropriate circumstances under which the board determines that the objective of the college set forth in Article II of the constitution is served thereby, the Board of Regents may undertake action resulting in reduction or elimination of existing programs or administrative, faculty, administrative personnel or staff positions. This statement is intended to be a general policy of the Board of Regents as to the procedures to be implemented in carrying out such reductions. It is intended to be a general guideline of the procedures to be used; in appropriate circumstances, it may be modified or changed to meet particular or unique circumstances that may exist.

In a phased-response retrenchment program, such measures as program elimination, personnel reductions, and salary reduction will be applied only after lesser measures are considered. If the Board of Regents or the president of the college determines that a serious financial problem exists or that other circumstances require consideration of a serious reduction in existing programs or an involuntary elimination of administrative, faculty, administrative

personnel, or staff positions, the Board of Regents and the president will follow a phased-response program to guide their decision-making process as follows:

- 4.2.3.5.1 A concerted effort will be made to deal with these problems by expanding revenues.
- 4.2.3.5.2 The president will inform the Board of Regents, administrators, faculty, administrative personnel and staff of the nature and extent of the problem.
- 4.2.3.5.3 The following groups will represent their constituencies in advising and making recommendations to the president and the Board of Regents:
 - 4.2.3.5.3.1 The faculty will be represented by the Faculty Policy Council.
 - 4.2.3.5.3.2 The administrative personnel will be represented by the committee as a whole or by elected representatives.
 - 4.2.3.5.3.3 The staff will be represented by the Staff Policy Council.
- 4.2.3.5.4 The president will consult with and seek the advice and recommendations of the representative groups listed above as he develops plans to meet the financial problem.
- 4.2.3.5.5 The president, after following the above procedures, will review all campus budget expenditures and focus on reductions or corrections that do not undermine significantly the vitality of existing campus programs and services.
- 4.2.3.5.6 The initiation of major voluntary efforts and measures that would result in long-term reductions in expenditures through campus-wide reductions in programs and services will be considered before taking other actions to eliminate programs or reduce personnel.
- 4.2.3.5.7 Salary reduction will be undertaken carefully and only after consultation with the affected groups. Two principles should be kept in mind:
 - 4.2.3.5.7.1 Salary reductions should affect all employment groups: administration, faculty, administrative personnel, and staff.
 - 4.2.3.5.7.2 Salary reductions should affect all NNC employees equitably.
- 4.2.3.5.8 If the president, after consultation with all affected college groups, determines that the severity of the financial problem or other circumstances which exist requires the consideration of the elimination of majors or termination of existing employment contracts, he/she will, by written notice, request the Board of Regents to declare that a serious financial problem exists or that other factors exist which require such action. Copies of the notice will be made available to all college employees.
- 4.2.3.5.9 At its next meeting the Board of Regents will consider and take appropriate action on the president's recommendations. Prior to such meeting the president will develop a plan to minimize the effect of reductions on the overall operation of the college. In developing the plan, the president will seek the assistance of all affected college groups and consider their views. The president will attempt to use the current organization structure of the college to assist him/her in formulating such a plan.
- 4.2.3.5.10 The Board of Regents, in carrying out its obligations under the constitution of the college, will make the final decisions as to the need to reduce positions, and the particular positions which are to be eliminated. The president will make every reasonable effort to notify personnel that continuing contracts will be terminated.

Financial problems will not be used to justify or rationalize the termination of personnel for other reasons. If nonvoluntary personnel reductions are being considered, the administration will explain to all employee groups affected the extent of the financial problems or other circumstances which warrant the reductions and that normal attrition and/or voluntary efforts will not produce the necessary reductions.

In determining which full-time positions and which full-time personnel will be retained and which will be terminated, the college will consider the essential role of the position in the operation of the college. Factors to be considered in choosing among personnel qualified for positions to be retained will include but not be limited to competence, versatility or flexibility, difficulty of replacement, degree level, and efforts made in the areas of continuing education and professional improvement. Seniority will be considered when two employees qualified for the same position are judged to be equal on the above factors.

4.2.3.6 Prolonged mental or physical illness.

If an administrative personnel member is unable to perform all or a substantial part of the duties of his/her job, the following will apply:

4.2.3.6.1 For 120 days the employee will receive full pay and benefits

4.2.3.6.2 At the conclusion of 120 days the employee shall, if eligible, go on disability insurance coverage

4.2.3.6.3 If the employee is not eligible for disability insurance he/she may then

4.2.3.6.3.1 Return to full-time duties or

4.2.3.6.3.2 Request a non-paid leave of absence (see VI.A.3 below). This request will be accompanied by medical evidence of disability and presented to the employee's supervisor.

4.2.3.6.4 If one of the options in (3) above is not selected the college may terminate the employment contract. When it is in the best interest of the college, effort may be made to negotiate a new employment contract with the employee which will accommodate the disability.

**5 SALARY POLICY FOR FULL-TIME
ADMINISTRATIVE PERSONNEL**

6 FRINGE BENEFITS FOR ADMINISTRATIVE PERSONNEL

The college reserves the right to amend, alter, or terminate any of the benefits described herein. Normally, review of benefits will occur only on an annual basis and in consultation with the administrative personnel. Administrative personnel will be duly informed of any changes.

6.1 LEAVES OF ABSENCE

6.1.1 Annual Leave

Full-time administrative personnel are employed on a continuing twelve-month, one year or three year rolling contract beginning September 1 and ending August 31.

An administrative personnel employee who has a continuing one year or three year rolling contract, and is assigned a position which is at least half-time (50% of full-time) is eligible to receive annual leave.

A full-time administrative personnel employee receives 22 days (176 hours) per twelve-month contract year. An employee who begins employment later than September 1 (employment beginning later than the first day of a month will be considered a month of employment for purposes of calculating annual leave accrual), and is employed at least half-time (50% of full-time) will accrue the full-time twelve-month annual leave amount multiplied by the percentage that the initial contract period is to a full-time twelve-month contract period.

The administrative personnel employee is eligible to begin using annual leave time beginning no earlier than one month (22 days) following the date of employment.

It is the responsibility of the administrative personnel employee to report annual leave time used in each payroll period on the established Financial Affairs Office "Administrative Personnel Annual Leave Report" form. The "Administrative Personnel Annual Leave Report" requires the signature of both the employee and his/her supervisor, and must be submitted to the Financial Affairs Office by the due date printed on the report form. The Financial Affairs Office will maintain records of annual leave time earned, used and balance of unused hours.

A maximum of 22 days (176 hours) of annual leave time may be carried over from the current to the following contract year. The balance of annual leave days accrued through each August 31 in excess of 22 days (176 hours) is forfeited.

For purposes of calculating compensation due at the time of termination, annual leave time used after September 1 will apply to the balance of unused annual leave time accrued and carried over from the preceding August 31.

6.1.2 Family and Medical Leave

NNC intends to comply with the Family and Medical Leave Act (FMLA) of 1993, effective August 5, 1993.

The FMLA allows an "eligible" employee to take 12 weeks of leave in a one-year period for the following reasons:

6.1.2.1 After the birth of a child or placement of a child for adoption or foster care

6.1.2.2 To care for a spouse, child or parent of the employee, where the relative has a serious health condition

6.1.2.3 If the employee has a serious health condition which makes the employee unable to perform his or her job

If an employee desires such leave, he/she should submit a written request for leave in the office of the appropriate vice president at least 30 days in advance of the proposed leave. At the time leave is requested, the appropriate vice president will determine 6.1.2.3.1 if the administrative support member is eligible; 6.1.2.3.2 the amount of FMLA leave the administrative personnel member has available, as measured back from the start date of the proposed leave; and 6.1.2.3.3 whether the proposed leave will be paid or unpaid, as outlined below.

If the leave is because of a serious health condition, either the administrative personnel member's or his/her relative's, as noted above, a certification from a health professional is required. Such certification must contain the following:

- a. A description of the date on which the condition began
- b. The probable duration of the condition
- c. The appropriate medical facts regarding the condition
- d. If care is for a relative, a statement that the administrative personnel member is needed for that care
- e. If the health condition involves the administrative personnel member, a statement that he/she is unable to perform the functions of his/her position

If the appropriate vice president is not satisfied, the appropriate vice president reserves the right to require the administrative personnel member to seek a second opinion at NNC's expense. If the two medical opinions disagree, the appropriate vice president can seek a third opinion which will be final and binding. The appropriate vice president may require the administrative personnel member to update certification on a monthly basis. The appropriate vice president may also require the administrative personnel member to report to the appropriate vice president periodically on the administrative personnel member's status, and to obtain a release to return to work.

The administrative personnel member's insurance benefits will be continued during the term of his/her leave.

Once the administrative personnel member returns from leave, he/she will be returned to his/her former position, or an equivalent position with equivalent benefits, pay and other terms and conditions.

6.1.3 *Other Leaves of Absence*

6.1.3.1 Purpose: A leave of absence may be granted for any purpose mutually agreed upon by the college and the administrative personnel member. A leave of absence normally will be granted for one academic year, but may be renegotiated annually.

6.1.3.2 Provisions: Recipients of a leave of absence may participate in the benefits for which they qualify, at their own expense. Administrative personnel members contemplating a leave of absence should contact the Business Office regarding benefits for which they qualify. During the leave period, the compensation obligations of the college do not apply, except under exceptional conditions and as agreed upon by the college and the administrative personnel member. Under normal conditions, a leave of absence will not be granted by the college to a administrative personnel member who has not been awarded a regular continuing contract by the institution.

6.1.3.3 Procedure: To apply for a leave of absence, the administrative personnel member will submit a request in writing to the appropriate vice president giving dates for which the leave will apply. Such requests should be made early enough to allow time for replacement administrative personnel to be located.

6.2 MOVING EXPENSES

For new administrative personnel the college will pay that portion of the moving expenses which is equal to (a) the first 10% of the base salary for the contract year in which the person is joining NNC if moving from Montana, Wyoming, Colorado, New Mexico or farther west; or the first 12.5% of the base salary if moving from states between the Western Region and the Eastern Region; or the first 15% of the base salary if moving from east of the Mississippi River and (b) one-half of the remainder, with the provision that the college's total contribution will not exceed 30% of the base salary figure for the academic year in which the employee is joining NNC. Allowable moving expenses include direct costs of transporting family members and household goods from the former place of residence to Nampa.

6.3 MEDICAL, SURGICAL, AND MAJOR MEDICAL INSURANCE

The college pays the premium for employees and their dependents for group medical, surgical, and major medical coverage.

Under COBRA regulations, a person who is no longer eligible for NNC's group medical insurance coverage (due to termination of employment, age, divorce, etc.) may continue in the college's group plan for up to 18 months from the date on which eligibility for group coverage terminated. In such cases the individual will pay the premium. The Business Office should be contacted for details of specific rights and eligibility requirements under the COBRA law.

(For additional information on COBRA, please see paragraph VII.E.2 below, "Health Care Prior to Age 65.")

6.4 RETIREMENT PLAN

An employee, upon completion of one year of service at NNC, may participate in a retirement program toward which the college contributes. If the employee contributes 5% or more of his/her salary, the college will contribute 9 percent. If the employee contributes less than 5% of his/her salary, the college will match the contribution of the employee.

The one-year waiting period will be waived if the employee has had one year of previous full-time work experience in an educational institution of higher learning.

The retirement plan is a tax sheltered program. This means any current contributions to the plan will not be included in the administrative personnel member's taxable income. Upon retirement, all amounts drawn out will have some tax consequences.

6.5 DISABILITY AND LOSS-OF-INCOME INSURANCE

The college pays the premium for a disability and loss-of-income insurance plan which covers up to 60% of an administrative personnel member's salary.

6.6 POST-RETIREMENT HEALTH BENEFITS

6.6.1 Eligibility

Any employee who retires from NNC at 62 years of age or older and has the equivalent of 10 or more years of full-time service at the college is eligible as follows:

6.6.1.1 Benefits begin when employee reaches his or her 65th birthday or the effective date of his or her retirement, whichever occurs later.

6.6.1.2 Spouses will become eligible to receive benefits when the employee becomes eligible if the spouse is 65 years of age or older. If the spouse is younger than 65 at the time the employee begins benefits, the spouse's benefit will begin when the spouse reaches 65 years of age.

Note: Spouses from marriages after retirement do not qualify.

6.6.1.3 Employees hired after March 31, 1992 are not eligible.

6.6.2 Health Care Prior to Age 65

Group coverage terminates at an employee's retirement. If an employee is not yet 65 years of age at the time of retirement, he/she may continue to receive coverage in the NNC group plan for a period of 18 months from the date of retirement. In such cases the employee will pay the premium. This provision was enacted into federal law in 1986 under an act known as COBRA.

Also, if a retired employee has not reached 65 years of age but has exhausted the benefits under the COBRA law provision, he/she may maintain health coverage under a private contract with the college's insurance carrier (currently Blue Cross of Idaho). Eligibility for a private Blue Cross policy is guaranteed. However, the policy options may be limited based on the individual's physical condition at the time of conversion. If there are questions, the individual should contact an insurance agent to determine his/her options and their costs.

If the spouse of a retired employee is not 65 years of age at the time of the employee's retirement, the COBRA arrangements are as follows:

The spouse may remain in the NNC group plan by paying the premium for a period of 18 months. If the employee reaches age 65 during this 18 month period but the spouse is younger, the spouse may continue under COBRA for a period of up to 36 months including the time the employee was not yet 65 years of age. In any case, the provisions of the COBRA law cease when an individual is eligible for Medicare (age 65). Should the COBRA provisions expire with the spouse still not 65 years of age, the terms of continuous coverage stated above would apply.

The above provisions are effective as of January 1, 1994. Governing laws and/or policy provisions of the insurance carrier may change from time to time; therefore, anyone contemplating retirement prior to age 65 should check with the college's insurance carrier to determine what options or limitations may be in effect at that time.

6.6.3 *Benefits*

6.6.3.1 Any eligible employee who retires prior to September 1, 1992, will receive post- retirement health care benefits as currently provided. The benefits are as follows:

6.6.3.1.1 Premiums for Part B of Medicare will be reimbursed. Reimbursement paid in December of each year.

6.6.3.1.2 A supplementary health policy is provided by the college (currently Blue Cross of Idaho).

6.6.3.2 For eligible employees retiring after September 1, 1992 the following provisions will apply:

Any eligible employee, upon retirement, will receive a percentage of the cost of Part B of Medicare and the cost of a supplemental health policy (currently Blue Cross) according to the following schedule.

<u>Age as of 9/1/92</u>	<u>Percentage of Costs Paid by the College</u>
64 & Older	98.6
63	94.7
62	91.2
61	87.6
60	83.9
59	80.1
58	76.0
57	71.5
56	66.8
55	61.8
54	56.6
53	51.2
52	45.4
51	39.4
50	33.0
49	26.3
48	19.3
47	11.5
46	4.0
45 & younger	0.0

(Note: Employees hired after 3/31/92 are not eligible.)

6.7 FLEXIBLE BENEFITS PLAN

The college has instituted a Section 125 flexible benefits plan. This plan allows the employee to contribute pre-tax dollars into three different benefit options. The three options include a medical reimbursement plan, a dependent care reimbursement plan and an insurance premium conversion plan. Detailed information regarding this benefit is available in the Office of Financial Affairs.

6.8 TUITION BENEFITS FOR ADMINISTRATIVE PERSONNEL

6.8.1 Commencing with employment, all employees and their dependents will receive free academic tuition at NNC as follows:

6.8.1.1 Free tuition benefits will be available to the employee and his/her spouse.

6.8.1.2 Natural and adopted children under 25 years of age qualify for free tuition benefits. If a qualified dependent reaches his/her 25th birthday during an academic term, full benefit will be granted for that term.

6.8.1.3 Should an employee terminate during a term, the tuition benefit will continue until the end of that term.

6.8.1.4 Grants or scholarships specified as tuition awards will be applied to tuition costs first and this benefit will provide the difference between the value of these awards and the cost of tuition.

6.8.2 Dependents of employees whose employment ends **(a)** due to death or disability, or **(b)** after the employee attains age 62 and has completed the equivalent of 10 or more years of full-time service to the college, will be eligible to receive tuition benefits as defined in paragraph VII.G.1 above.

6.8.3 The college will attempt to arrange tuition exchange scholarships for full-time student dependents with other evangelical colleges of kindred doctrine.

Dependents' scholarship plans sponsored by members of the Western Independent College Fund and the Christian College Coalition may be available to NNC employee dependents. Consult the Office of the President for details and information about these plans.

6.9 SOCIAL SECURITY

The college participates in the Social Security program and pays employer's contribution. If the employee is an ordained or licensed minister, the college will contribute one-half of the amount due from the employee as a self-employed person. This half is considered income and is taxable under IRS rulings.

6.10 TERM LIFE INSURANCE

\$50,000 of term life insurance is available as an option to the administrative personnel member. Under this program, the employee pays one-half of the premium and the college the other half. Coverage is level until age 65. At age 65 and after, coverage continues with reduced benefits. More details are available in the Office of Financial Affairs.

7 POLICIES FOR NON-FULL-TIME ADMINISTRATIVE PERSONNEL

7.1 DEFINITIONS OF NON-FULL-TIME ADMINISTRATIVE PERSONNEL

7.1.1 Part-time Administrative Personnel Definition

These persons will be those employees who are employed by less than a 12 month contract. Employees who are employed a minimum 3/4 time (i.e., 9 month contract, 40 hours per week or more, or 12 months of 30 hours per week or more shall be deemed full-time in regard to the described benefit package.

7.2 SALARIES FOR NON-FULL-TIME ADMINISTRATIVE PERSONNEL

7.2.1 Part-time Employees

Salaries for part-time employees will be calculated in the usual manner except that the additional final step will be the multiplication by an appropriate fraction representing their part-time position.

7.3 FRINGE BENEFITS FOR NON-FULL-TIME ADMINISTRATIVE PERSONNEL

The college reserves the right to amend, alter or terminate any of the benefits described herein. Normally, review of benefits will occur only on an annual basis and in consultation with the Administrative Personnel Policy Council. Employees will be duly informed of any changes.

7.3.1 *Part-time Administrative Personnel*

Entry of part-time employees into any group programs will only be permitted if the policy of the companies involved permit such participation.

If permitted, part-time employees will receive all fringe benefits of full-time employees but on a reduced, prorated basis. If part-time employees wish to participate on a full-time basis in any group program provided by the college, the college will provide a portion of the group participation expense proportional to the fraction of employment of the part-time employee. The part-time employee will provide the remaining part of any expense for participation from his/her own funds.

The tuition allowance for dependents will be interpreted to mean that a tuition allowance proportional to the fraction of employment will be made for the part-time employee or his/her dependents. For example, an one-third-time employee or his/her dependents will receive a one-third discount on any tuition charges.

8 GRIEVANCE POLICY

Any member of the administrative personnel, as defined by the college, has recourse to the Administrative Personnel Grievance Committee ("the committee") in resolving grievances that arise from conditions of employment at the college.

8.1 DEFINITIONS

8.1.1A ***grievance*** includes, but is not limited to, a concern about (a) an event or condition which affects the conditions or circumstances under which an administrative personnel member works, allegedly caused by misinterpretation or inequitable application of established policy, practice, or the terms of a contract, or (b) the non-renewal of a contract or dismissal for cause.

8.1.2***Policy*** may include statutes, ordinances, or governing board policy, as well as administrative personnel handbooks or established precedents either written or unwritten.

8.1.3***Practice*** means the way policies are applied because of tradition or repeated acceptance.

8.1.4A ***contract*** may include a negotiated master agreement and/or individual supplemental agreements between administrative personnel and administration regarding employment, hours, terms, and conditions thereof.

8.2 PROCEDURE

8.2.1The grievance committee will be a standing committee comprised as follows:

8.2.1.1The administrative personnel chair

8.2.1.2Two members elected by the administrative personnel

8.2.1.3In the event a grievance committee member is a respondent to the grievance, the college president will appoint a substitute member to temporarily serve

8.2.2 If any administrative personnel member has a grievance, as defined above, the administrative personnel member should first consult with his/her administrative director. If the grievant desires to pursue formal resolution of the grievance, the grievant must seek relief from the appropriate vice president. Such relief must be initiated by the administrative personnel member by filing a written request for relief within 45 days of the occurrence of the grievance in the office of the appropriate vice president. After consultation with the president, the appropriate vice president will respond in writing to the grievant not more than 15 days following the date on which the request for relief is filed with the appropriate vice president. If the grievant is not satisfied with the appropriate vice president's response, the grievant will have an additional 15 days to request a hearing by a grievance committee, to be established on an "as needed" basis. The request for hearing will be in writing, stating: **(a)** the nature of the complaint; **(b)** the fact that the grievant has exhausted administrative channels within the college; **(c)** what the grievant believes an appropriate solution to be. Any administrative personnel member is eligible to be on the committee except the president, the administrative personnel chair, and the grievant and a respondent to the grievance.

8.2.3 The written complaint and request for a hearing by the Grievance Committee will be sent by mail or hand delivered to the administrative personnel chair, who, upon receipt of the written request, will immediately provide a copy of the complaint to the president.

8.2.4 The administrative personnel chair will convene the first meeting of the committee within ten (10) working days.

8.2.5 A fact-finding investigation will be directed at gathering information relative to the situation affecting the administrative personnel member involved, and to bring forth such information, documents, written communications, etc., as are pertinent to the case.

Any future action by the committee is contingent upon a determination through the fact-finding investigation that a formal hearing should be held. If such a determination is made, the committee will set a time for the hearing, which will be held within thirty (30) days of the receipt of the written request. If it is determined that such a hearing is not to be held, the grievant will be notified in writing with an accompanying rationale. However, in the event the grievance involves either **(a)** a decision to terminate the employment of an administrative personnel member for cause, or **(b)** the non-renewal of an administrative personnel member's contract, or **(c)** the failure of an administrative personnel member who is otherwise eligible for a three-year continuing contract to be offered such a three-year continuing contract, no fact-finding investigation will be conducted and, instead, the grievance will automatically be set for hearing by the Grievance Committee, in accordance with the procedure set forth above.

8.2.6 The formal hearing is to be closed to all except the members of the committee and the primary parties in contention plus one representative, if desired, for each primary party in the dispute.

The purpose of the formal hearing will be to find an equitable solution to the complaint. During the hearing, the grievant will be allowed an opportunity to present an oral statement, documentary evidence, written statements of other witnesses, testimony from other witnesses, and any other information the grievant feels is pertinent to the grievance. The grievant may also be provided an opportunity to ask questions of any persons who speak against the grievance. On the basis of all the pertinent evidence, the committee will recommend to the president of the college and the appropriate vice president a solution to the grievance. This recommendation will be rendered in writing to these officials, and to the grievant in the dispute, within ten (10) working days of completion of the hearing.

Either party may pursue the matter further if either is of the opinion that the matter was not resolved satisfactorily. Such an appeal is to be directed initially to the board of directors of the Board of

Regents of the college. Written notice of such appeal is to be made to the appropriate vice president, the president and the chair of the board of directors within thirty (30) days of the action taken by the committee. This notice, also directed to the committee, will contain a statement of the reasons for the appeal. The Grievance Committee will forward, within three working days, all records of the case to the board of directors. The board of directors will have thirty (30) days to consider the case and make a determination with respect to what action is to be taken. If the board of directors decides to take no action on the matter, the decision will be delivered in writing to the primary parties, the committee, the appropriate vice president and the president. If the board of directors decides to accept the appeal after having reviewed the records and statements, a hearing is to be held within thirty (30) days, at which all the primary parties are to be present, along with one representative per primary party. However, in the event the appeal involves either **(a)** a decision to terminate the employment of an administrative personnel member for cause, or **(b)** the non-renewal of an administrative personnel member's contract, or **(c)** the failure of an administrative personnel member who is otherwise eligible for a three-year continuing contract to be offered such a three-year continuing contract, the appeal will automatically be set for hearing by the board of directors, in accordance with the procedure set forth above.

8.2.7 The Grievance Committee will keep accurate records of all their deliberations and actions. These records will be considered confidential and accessible only to the committee, except that all records pertaining to any given grievance case will be made available to the parties thereto. The records of the Grievance Committee for each academic year will be delivered to the secretary of the administrative personnel for safekeeping for a period of five years, after which they will be destroyed.

9 RETIREMENT POLICY

9.1 DEFINITION OF RETIREMENT

For purposes of definition, an employee who is 62 or over and has the equivalent of 10 years of full-time service to the college is eligible for retirement if the administrative personnel member so elects. The fact that he/she may take employment elsewhere has no effect upon his/her retirement status at the college.

Chapter 4

AMENDING THE ADMINISTRATIVE PERSONNEL POLICY MANUAL

I. INTRODUCTION

The following procedure for amending the *Administrative Personnel Policy Manual* applies to all sections of this manual except Appendices A, B and C, the college constitution, bylaws and bill of rights. While the procedure outlined below recognizes the authority of the Board of Regents to determine policy statements set forth in the *Administrative Personnel Policy Manual*, long-standing tradition has established the practice that the administrative personnel of the college are included in the process by which policies relating to administrative personnel are established.

Proposed changes to the *Administrative Personnel Policy Manual* may be initiated through the administrative personnel, the administration or the Board of Regents.

II. ADMINISTRATIVE PERSONNEL-INITIATED PROPOSALS

A.Changes proposed by administrative personnel or administration should be forwarded to the chair of the Administrative Personnel, who will transmit the proposal to the administrative personnel for discussion.

The administrative personnel may (a) approve the proposal, as worded, (b) approve an amended version of the proposal; (c) refer the proposal, along with recommended modifications, back to the person(s) who initiated the proposal; or (d) reject the proposal outright.

B.If the administrative personnel approves the proposal or an amended version of the proposal, the approved version of the proposal will be sent to the president of the college for transmittal to the Board of Regents.

The president may (a) approve the proposal, as worded, for forwarding to the Board of Regents; (b) refer the proposal, along with recommended modifications, back to the Administrative Personnel; or (c) reject the proposal outright.

If the president agrees to submit the proposal to the Board of Regents, he/she will do so at the next regular meeting of the Board of Regents. The proposal will become effective upon ratification by the Board of Regents. If the Board of Regents fails to ratify the proposal, the president will notify the administrative personnel in writing of the board's action and concerns.

If the president decides not to present the proposal to the regents, the president will notify the administrative personnel by communicating in writing his/her decision and reasons for the decision to the administrative personnel chair. This written notification will be given within thirty (30) days of receiving the recommendation from the administrative personnel.

III. BOARD-INITIATED PROPOSALS

- A. The Board of Regents may enact amendments to the *Administrative Personnel Policy Manual* which will be effective immediately.
- B. The Board of Regents, through the president, will notify the administrative personnel as a whole of the adopted amendments. The amendment will be placed on the agenda for the next regularly-scheduled administrative personnel meeting. If the administrative personnel as a whole desires that the adopted amendment be returned to the regents for further consideration, then the administrative personnel's concerns will be forwarded to the regents through the president.
- C. At the next meeting of the Board of Regents, the regents will consider the administrative personnel's concerns and will reconsider such amendment.

IV. PUBLICATION AND DISTRIBUTION

- A. Within thirty (30) days of the board's approval of the proposed amendment, the Office of _____ will distribute amended pages of the *Administrative Personnel Policy Manual* to all administrative personnel members. All amended pages will include the date on which the amendment was ratified by the Board of Regents.
- B. Normally, the Office of _____ will publish and distribute a complete, updated version of the *Administrative Personnel Policy Manual* every five years.

APPENDIX A

CONSTITUTION OF NORTHWEST NAZARENE COLLEGE

ARTICLE I

Name

The College shall be known as **NORTHWEST NAZARENE COLLEGE**.

ARTICLE II

Objective

As a college of the Church of the Nazarene, the purpose of the College shall be to serve that church by providing an educated laity and ministry, loyal to Christ and emphasizing the Wesleyan doctrine of perfect love. Its theological program is based upon the doctrines set forth in the Manual of the Church of the Nazarene, and shall conserve, maintain, advocate and promulgate the New Testament Doctrine of Entire Sanctification or Christian Holiness.

The basic mission of the College is the development of Christian character within the philosophy and framework of genuine scholarship.

The academic objectives of the undergraduate programs shall be to provide the students with an acquaintance with the major fields of knowledge, an effective foundation in and working grasp of one field, a balanced development of their own powers, and an encouragement to Christian commitment. Graduate programs supportive of Christian education may be offered as well.

ARTICLE III

Board of Regents

1. ELECTION AND QUALIFICATION

The Board of Regents shall consist of the President of the College, an alumni representative elected by the Alumni Association of the College and members elected thereto by the various district assemblies as hereinafter provided, all of whom shall be members of the Church of the Nazarene, and shall be in the experience of Entire Sanctification and in full agreement and sympathy with the Bible doctrines and usages held by the Church of the Nazarene as set forth in the Manual of said church. Members of the Board of Regents shall reside within the Northwest USA Region, as said Region is defined in the Manual of the Church of the Nazarene, except as to a District Superintendent of a district within the said Region and not residing thereon and/or an Alumni Representative who does not reside in the Region. No student, officer, or employee of the College shall be eligible as a member of the Board of Regents except the President of the College, who shall be a member ex-officio.

2. ELECTION OF BOARD OF REGENTS

The members of the Board of Regents shall be elected from each district within the Northwest USA Region as follows:

- a. Each elected Regent shall hold office for a term of three years. Such term shall begin upon conclusion of the district assembly by which the Regent was elected.
- b. Each district shall have at least two representatives; the District Superintendent during this term of service on said district, and a lay representative elected by each district assembly.
- c. Each district shall elect additional members based on the ratio of that district's church membership to the total church membership on the Northwest USA Region, for a maximum board membership of forty (40), including the President of the College and the alumni representative. The additional members shall be elected in alternating sequences, first a ministerial representative and then a lay representative. In no event will the total representation from a district be more than eight (8) members.
- d. In computing proportional representation for each district, the number shall be rounded to the nearest whole number, after the number ONE has been reached.
- e. In order to maintain the board membership at forty (40), the following additional computations shall be made:
 - (i) In the event a district should be entitled to more than eight (8) members based on proportional representation, such additional member(s) shall be allocated among the districts with less than eight (8) members, as provided in paragraphs (ii) and (iii) below.
 - (ii) If the membership is less than forty (40), the additional member(s) required to reach forty (40) shall be allocated to districts for which the initial calculations were rounded down, in descending order of their fractional remainders.
 - (iii) If the membership is more than forty (40), the additional members over forty (40) shall be subtracted from the allocations of districts for which the initial calculations were rounded up, in ascending order of their fractional remainder.
- f. District representation determined in accordance with the provisions of this paragraph shall be implemented at the District Assemblies held in 1983 if ratified by the requisite number of District Assemblies on the Northwest USA Region. For purposes of making the computations called for by this paragraph, the church membership reported at the 1982 District Assemblies shall be used for purposes of the 1983 District Assembly elections. The proportional representation for each district shall be recomputed every three years following 1982, for election at the following year's District Assembly.

3. VACANCIES

Any vacancy occurring in the Board of Regents may be filled by the District Advisory Board of the District in which the vacancy occurs. Such person shall hold office for the remaining term of office and until a successor has been elected and qualified.

4. POWERS

The Board of Regents shall elect the President of the College by a two-thirds vote of its membership (excluding the office of President as a member of the Board of Regents for this purpose only) and shall elect, by a two-thirds vote of the members present, all other necessary officers and faculty of the College; shall define their employment, powers, and duties; shall determine their salaries and terms of office; and may remove any or all of them from office. The Board of Regents shall manage the affairs of the Corporation and execute all powers and privileges conferred upon it by the Articles of Incorporation.

5. TIME OF MEETINGS

The Board of Regents shall meet regularly at least once a year at such time and place as specified in the Bylaws. Special meetings may be called as provided for in the Bylaws. At a regular meeting of the Board of Regents they shall elect the Board of Directors, as provided for in the Bylaws, and any other officers or committees, and transact such other business as may properly come before it. Special meetings shall transact only such business as is included in the notice of the meeting. Notice of each regular meeting shall be mailed by the Secretary at least ten days prior to the date of such meeting.

6. QUORUM

A majority of the members of the Board of Regents shall constitute a quorum for the purpose of transacting business.

ARTICLE IV

Amendments to the Constitution and Bylaws

1. CONSTITUTION

The Constitution may be amended at any regular meeting of the Board of Regents or at any special meeting called for that purpose, provided that no amendment shall be voted upon unless a written copy of the proposed amendment in full is mailed to each member of the Board of Regents, along with written notice of the intent to vote on such amendment, at least ten (10) days prior to the date of the meeting in which the vote will be taken. To be approved, an amendment must first receive a favorable vote of two-thirds of the membership of the Board of Regents, and then must be ratified by a majority vote in two-thirds of the District Assemblies in the Northwest USA Region.

2. BYLAWS

The Bylaws may be amended at any regular meeting of the Board of Regents or at any special meeting called for that purpose, provided that no amendment shall be voted upon unless a written copy of the proposed amendment in full is mailed to each member of the Board of Regents, along with written notice of the intent to vote on such amendment, at least ten (10) days prior to the date of the meeting in which the vote will be taken. To be approved, an amendment must receive a favorable vote of two-thirds of those members of the Board of Regents who are present at the meeting.

3. CONSTITUTION AND BYLAWS

Any proposed amendment to the Constitution which has been properly mailed to the membership of the Board of Regents may be modified at the meeting called for the purpose of considering such amendment by a favorable vote of two-thirds of the membership of the Board of Regents. Any proposed amendment to the Bylaws which has been properly mailed to the membership of the Board of Regents may be modified at the meeting called for the purpose of considering such amendment by a favorable vote of two-thirds of the members of the Board of Regents who are present at the meeting.

Adopted March 12, 1982 by the Board of Regents

Ratified by the District Assemblies in 1982

Amended March, 1994 by the Board of Regents

Amendments ratified by the District Assemblies in 1994

APPENDIX B

BYLAWS OF NORTHWEST NAZARENE COLLEGE NAMPA, IDAHO

ARTICLE I

Board of Regents

The Board of Regents shall be elected as provided in the Constitution of the College.

ARTICLE II

Officers of the Board of Regents

1. OFFICERS OF THE BOARD OF REGENTS

The officers of the Board of Regents shall be a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer. The Chairperson of the Board and the President of the College shall be members ex officio of all standing committees. The officers of the Board of Regents, the members of the Board of Directors and the members of the standing committees, shall be elected at the fall session of the Board of Regents, and shall hold office for one year or until their successors are elected and qualified. In the event of a failure for any reason so to elect any or all of said officers, an election may be held at any subsequent meeting.

2. CHAIRPERSON

It shall be the duty of the Chairperson to preside at all the meetings of the Board of Regents, to enforce due observance of the College Constitution and Bylaws and rules of order, to appoint all committees not otherwise provided for, and to perform such other duties as usually pertain to that office and that may properly be required by the Board of Regents. The Chairperson shall sign all diplomas and certificates of degree.

3. VICE-CHAIRPERSON

In the absence or disability of the Chairperson, the Vice-Chairperson shall perform all the duties of the Chairperson.

4. SECRETARY

The Secretary shall keep a true and full report of all the meetings of the Board of Regents and shall have charge of all of the books and documents pertaining to the office. The Secretary shall see that all bonds required to be furnished by officers and employees of the College are filed, shall sign all diplomas and certificates of degree and affix the seal of the Corporation to all deeds, contracts, or other instruments whenever required. Meetings of any standing committees shall be called by the Secretary whenever requested to do so by the Chairperson of the committee, the Chairperson of the Board of Regents, or the President of the College. Record of the actions of all standing committees and the Board of Directors shall be kept by the Secretary of the Board of Regents and shall be reported in writing to the Board of Regents at its next meeting for approval. A copy of the minutes of each standing committee meeting shall be distributed promptly to each member of the Board of Regents.

5. TREASURER

The Treasurer of the Board of Regents shall perform such duties and give such reports as are requested by the Board of Regents.

6. VACANCY

In the event of a vacancy occurring in one or more of the offices of the Board of Regents, the Board of Directors may elect an individual to hold such office until the next regular or special meeting of the Board of Regents. At the next regular or special meeting of the Board of Regents, a permanent replacement shall be elected to hold such office for the remainder of the one year term or until his successor is elected and qualified.

ARTICLE III

Committees of the Board of Regents

1. STANDING COMMITTEES

There shall be standing committees as follows: a committee on Academic Affairs, a committee on Financial Affairs, a committee on Student Development, a committee on Institutional Advancement, and such other special or standing committees as the Board of Regents shall order. The members of the standing committees shall be elected at the fall session of the Board of Regents and shall serve for one year or until their successors are elected and qualified.

2. THE COMMITTEE ON FINANCIAL AFFAIRS

The Committee on Financial Affairs shall consist of at least nine members of the Board of Regents, and shall have the responsibility of reviewing the fiscal and physical operations of the College, including the requirement of an annual audit by a certified public accountant, reviewing physical plant needs, overseeing the receiving and investing of all funds: including, current, current restricted, loan, endowment and plant funds, and making appropriate recommendations to the entire Board of Regents.

3. THE COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs shall consist of at least nine members of the Board of Regents, and shall have the responsibility of reviewing the academic affairs of the College and of making appropriate recommendations to the entire Board of Regents.

4. THE COMMITTEE ON STUDENT DEVELOPMENT

The Committee on Student Development shall consist of at least nine members of the Board of Regents, and shall have the responsibility of reviewing the program of student development and of making appropriate recommendations to the entire Board of Regents.

5. COMMITTEE ON INSTITUTIONAL ADVANCEMENT

The Committee on Institutional Advancement shall consist of at least nine members of the Board of Regents, and shall have the responsibility for the leadership and management of the College's advancement program including individual, corporate and foundation fund raising, alumni relations, communications and marketing, student recruitment, admissions and financial aid, and community and governmental relations, and for making appropriate recommendations to the entire Board of Regents.

ARTICLE IV

Honorary Degree Committee

The Board of Regents may confer Honorary Degrees on nomination of the Honorary Degree Committee. All names suggested by members of the Board of Regents, faculty, or alumni shall be forwarded to the College President and thereafter referred to the Honorary Degree Committee for consideration. The Committee shall follow guidelines adopted by the Board of Regents in nominating candidates for an Honorary Degree. The Committee nomination(s) shall be presented for approval at the spring meeting of the Board of Regents immediately preceding the Commencement exercises where the Honorary Degree is to be conferred.

The Honorary Degree Committee shall be composed of the President of the College, who shall act as Chairperson; two members of the Board of Regents (one lay representative and one ministerial representative appointed by the Chairperson of the Board of Regents); and two faculty members elected by the faculty.

The two Board of Regents members shall be appointed each year at the fall meeting of the Board of Regents and the two faculty members shall be elected each year prior to the fall meeting of the Board. In the event of a vacancy on the Committee during the year, the Chairperson of the Board of Regents shall appoint a successor for a Regent member, and the faculty shall elect a successor for a faculty member.

ARTICLE V

Meetings of the Board of Regents

1. REGULAR MEETINGS

The Board of Regents shall meet in regular session at the College twice each year, once during the fall term and once during the spring term, and transact such business as may properly come before the meeting. The Board of Directors may specify a meeting place other than the College when the circumstances warrant such

a change. Notice of all regular meetings shall be mailed by the Secretary to each member of the Board of Regents at least ten (10) days prior to the date of such meeting.

2. SPECIAL MEETINGS

Special meetings may be called at any time upon request of the Chairperson of the Board of Regents, members comprising no less than 15% of the membership of the Board of Regents, or the President of the College. The call for a special meeting shall state the nature of the business to be considered and shall be mailed to each member of the Board of Regents at least ten days prior to the day on which the meeting is to be held. The Board of Directors may specify a meeting place other than the College for special meetings when the circumstances so warrant.

3. ORDER OF BUSINESS

At the regular meetings of the Board of Regents, the following shall be the order of business unless changed by the action of the Board of Regents:

- a. Call to order, reading of scripture, prayer, roll call;
- b. Reading of minutes of previous regular meeting and of any subsequent special meetings, their approval and amendments;
- c. Reports of officers and agents;
- d. Reports of Board of Directors;
- e. Reports of standing committees;
- f. Reports of special committees;
- g. Unfinished business;
- h. New business.

4. RULES OF ORDER

Robert's Rules of Order, insofar as applicable, shall be considered the parliamentary authority of the Board of Regents.

5. MAIL VOTES

In the event business of the Board of Regents should be deemed of sufficient importance by a majority of the members of the Board of Directors to require action between regular meetings of the Board of Regents, a vote by mail may be conducted. A majority of all members shall be required for a mail vote to carry, unless otherwise stated herein. Alternatively, any other method of document transmission, including without limitation transmission by facsimile machine, may be used in conjunction with or instead of the mail.

6. EX-OFFICIO REPRESENTATIVES TO BOARD OF REGENTS

The Board of Regents may from time to time designate non-voting, ex-officio representatives to the Board of Regents, to include, but not be limited to, four faculty members.

ARTICLE VI

Finance, Capital and Current Funds

1. RESPONSIBILITY

The Board of Regents shall faithfully apply all money collected and received by it, according to its best judgment, in erecting suitable buildings, caring for and maintaining all property, providing for the support of necessary officers, instructors, and employees, and procuring such apparatus and equipment as may be necessary to the success and well being of the College. All donations and bequests for special purposes, if accepted, shall be applied in substantial conformity with the conditions and designs of the donors.

2. CLASSIFICATION OF FUNDS

The funds of the College shall be classified, recorded, and kept segregated in accordance with generally accepted accounting principles. Any changes in accounting methods shall be reported to the Board of Regents at their next regular meeting.

Any two of the following four shall sign checks on any and all school funds: the President of the College, the Vice President for Financial Affairs, and two other employees of the College designated by the Board of Regents.

3. SPECIAL FUNDS

Special funds shall include all endowment funds, all plant funds, or any other moneys and properties received and/or held for specially designated purposes. The accounting for and use of the funds will be subject to the generally accepted principles relating to endowment, plant, or other special funds.

a. Endowment fund principal shall neither be expended nor hypothecated for the current expense of the College but shall be retained and preserved inviolate. Investment of the endowment fund shall be made by the Vice President for Financial Affairs under the direction of the Board of Regents or its designee.

b. Plant funds shall consist of all gifts, grants, donations, devises and bequests for the erection and equipping of buildings, or for any other permanent improvement of campus properties, and other moneys and properties appropriated or assigned by the Board of Regents for these purposes.

c. Funds for special purposes shall consist of all gifts, grants, donations, devises and bequests for special purposes not herein otherwise provided for. Both principal and income may be used and shall be expended or invested in substantial accordance with the term of the gifts.

4. CURRENT FUNDS

The current funds of the College shall consist of income from endowments, tuition receipts, and other fees, gifts, grants or bequests for current purposes, receipts from auxiliary operations of the College, and all other receipts for current use.

- a. The President of the College shall present annually to the Board of Regents, at one of its regular meetings, a budget for current expenses known as the ANNUAL CURRENT EXPENSE BUDGET. The budget submitted shall include an itemized statement for the probable income of the College available for its expenses and shall indicate the sources from which income is to be derived. The budget shall include an itemized statement of the projected expenses for the year, itemizing such expenses by appropriate categories and departments.

- b. The budget, when approved by the Board of Regents, shall be the guide for incurring expenditures for the departments included therein. It shall be the duty of the President of the College and the Vice President for Financial Affairs, acting as a committee on expenditures, to make distribution of such budget appropriations by authorizing expenditures within the limits of such appropriations, subject to the procedure set forth in the following paragraph.

- c. Requisitions upon authorized budget appropriations shall be made by the administrative officers of the College and heads of departments for materials, supplies, services and expenses before any expenditure is incurred, and shall be sent to the Vice President for Financial Affairs for approval. No requisition shall be approved which exceeds the amount of the appropriation available without referral to and approval by the Board of Directors. The Vice President for Financial Affairs shall give effect to the approved requisitions either directly or indirectly.

ARTICLE VII

Board of Directors

1. NUMBER AND QUALIFICATION

The Board of Directors shall consist of the President of the College, the Chairperson, the Vice-Chairperson and the Secretary of the Board of Regents, and four other persons elected from among the members of the Board of Regents. Representation shall include four lay representatives and four ministerial representatives, of which at least one shall be a pastor. Effort shall be made to have geographic representation on the Board of Directors.

2. ELECTION AND TERM OF OFFICE

The Board of Directors shall be elected annually by the Board of Regents at its fall meeting.

3. VACANCIES

In the event of a vacancy on the Board of Directors, the remaining members of the Board of Directors may elect an individual to serve as a member of the Board of Directors until the next regular or special meeting of the Board of Regents. At the next regular or special meeting of the Board of Regents, a permanent replacement shall be elected to hold such office for the remainder of the one year term or until his successor is elected and qualified.

4. POWERS

In the interim of the meeting of the Board of Regents, the Board of Directors shall have the powers to transact the business of the Board of Regents and shall exercise such authority and discharge such duties as the Board of Regents shall assign to it from time to time. The Board of Directors shall make formal report of its actions to the Board of Regents at its next regular meeting. The Board of Directors shall not have the power to sell or otherwise encumber real property without the consent of the majority of the Board of Regents.

5. OFFICERS

The officers of the Board of Directors shall consist of a chairperson, vice-chairperson, and secretary. Such officers shall be elected by the Board of Directors and shall hold office at the pleasure of the Board of Directors.

6. REGULAR MEETINGS

All meetings of the Board of Directors shall be held at such times and places as it shall determine, and a copy of the minutes of each of its meetings shall be sent to the members of the Board of Regents.

7. MAIL VOTES

In the event business of the Board of Directors should be deemed of sufficient importance by a majority of the members of the Board of Directors to require action between regular meetings of the Board of Directors, a vote by mail may be conducted. A majority of all members shall be required for a mail vote to carry, unless otherwise stated herein. Alternatively, any other method of document transmission, including without limitation transmission by facsimile machine, may be used in conjunction with or instead of the mail.

ARTICLE VIII

Officers of the College

1. PRESIDENT

The President of the College shall be elected by the Board of Regents consistent with the College Constitution and guidelines and procedures adopted by the Board of Regents, and shall serve at its pleasure. The President shall nominate to the Board of Regents for election all officers, agents, teachers and employees of the administrative departments; shall supervise the work of all the departments of the College, officers, teachers and employees; shall have the management and control of the use of the buildings, grounds and equipment of the College; shall direct the official supervision over all aspects of the operation of the College; shall be the presiding officer of the faculty and shall sign all diplomas and certificates of degree.

The President is the chief executive officer of the College with authority and responsibility for administering the College consistent with the College Constitution and Bylaws and as directed by the Board of Regents. He shall be responsible for the execution of all policies and specific administrative directives approved by the Board of Regents. The President in his discretion may delegate areas of administrative responsibility to the appropriate administrative officers.

The President shall make a report to the Board of Regents of the accomplishments and needs of the College at least annually and shall present for the Board of Regents' consideration such recommendations as he shall deem necessary or expedient.

In the event of the President's death, resignation, or inability to serve, the Board of Regents on nomination to the Board of Directors shall elect an acting President to carry out the duties and responsibilities of the President until a President has been elected and assumed the office, or in the event of a temporary disability, until the President is capable of reassuming the responsibilities of the office; provided, however, that an acting President shall not be a member of the Board of Regents by virtue of his office as acting President. In determining whether or not the President is disabled, and whether or not such disability is temporary or permanent, the Board of Directors shall request the written opinion of the President's personal or attending physician. After reviewing such written opinion, and after due consideration of all related circumstances, the Board of Directors shall recommend to the Board of Regents a course of action. The Board of Regents shall make the final determination of the proper action to be taken.

2. ADMINISTRATIVE OFFICERS

The Board of Regents may elect one or more administrative officers for the College, the duties of such person or persons to be defined at the time of election, to serve for such time as shall then be determined.

3. VICE PRESIDENT FOR ACADEMIC AFFAIRS/ACADEMIC DEAN

The Vice President for Academic Affairs/Academic Dean shall be elected by the Board of Regents upon nomination of the President of the College and shall, under the direction of the President, have general responsibility for academic affairs, and shall sign all diplomas and certificates of degree.

4. VICE PRESIDENT FOR FINANCIAL AFFAIRS

The Vice President for Financial Affairs shall be elected by the Board of Regents upon nomination of the President of the College and shall, under the direction of the President, have general responsibility for financial affairs. He shall be charged with the care and maintenance of the physical plant of the College and all other property of the College.

5. VICE PRESIDENT FOR STUDENT DEVELOPMENT

The Vice President for Student Development shall be elected by the Board of Regents upon nomination of the President of the College and shall, under the direction of the President, have general responsibility for student development.

6. VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

The Vice President for Institutional Advancement shall be elected by the Board of Regents upon nomination of the President of the College and shall, under the direction of the President, have general responsibility for leadership and management of the College's advancement program including individual, corporate and foundation fund raising, alumni relations, communications and marketing, student recruitment, admissions and financial aid, and community and governmental relations.

ARTICLE IX

FACULTY

1. MEMBERS AND THEIR APPOINTMENTS

The faculty shall consist of the President of the College, the chief administrative officers, including the Vice President for Academic Affairs/Academic Dean, the Vice President for Financial Affairs, the Vice President for Student Development, and the Vice President for Institutional Advancement, and all persons whose primary responsibility is teaching, either in the classroom or academic resource setting. The Faculty Constitution defines faculty voting privileges. All appointments to the faculty shall be made by the Board of Regents, or the Board of Directors during recess of the Board of Regents, on nomination of the President of the College. Any member of the faculty (except the President) may be removed by the Board of Regents or the Board of Directors after consideration of the recommendation of the President of the College, in accordance with the provisions of the current Faculty Policy Manual.

2. RESPONSIBILITIES

The faculty shall formulate, subject to administrative review and approval, requirements for admission, courses of study, conditions of graduation, academic degrees to be conferred, rules and methods for the conduct of the educational work of the College and athletics.

Councils and committees will serve the purpose of expediting the work of the administration and faculty. The work of each council and committee must be viewed fundamentally as delegated responsibility from either the administration or the faculty as a whole. All councils and committees will report to the administration or the faculty as a whole through minutes and annual reports.

The Board of Regents on its own motion, or at the request of the faculty or the administration, may review and modify any action taken or policy established by the faculty or the administration, as set forth in this Article.

3. MEETINGS

The faculty shall hold regular meetings during the College sessions. The faculty shall make such procedural rules and provide for such councils and committees as may be required. The President of the College shall be a member ex officio of all councils and committees.

4. RESTRICTIONS

The College shall not employ or retain permanently in its employment any faculty member who is not in full accord with the doctrine of, and in the experience of entire sanctification, and who is not in full agreement and sympathy with the Bible doctrines and usages held by the Church of the Nazarene as set forth in the Church Constitution and the Manual of Government of said Church. Policies and procedures regarding faculty terminations shall be governed by the Faculty Policy Manual.

ARTICLE X

Amendments

These Bylaws may be amended at any regular meeting of the Board of Regents or at any special meeting called for that purpose, provided that no amendment shall be voted upon unless a written copy of the proposed amendment in full is mailed to each member of the Board of Regents, along with written notice of the intent to vote on such amendment, at least ten (10) days prior to the date of the meeting in which the vote will be taken. To be approved, an amendment must receive a favorable vote of two-thirds (2/3) of those members of the Board of Regents who are present at the meeting. Any proposed amendment which has been properly mailed to the membership of the Board may be modified at the meeting called for the purpose of considering such amendment by a favorable vote of two-thirds (2/3) of the members of the Board of Regents present at the meeting. Opportunity shall be provided for faculty recommendations prior to action by the Board of Regents to amend Article IX, "Faculty".

Adopted March 12, 1982 by the Board of Regents

Ratified by the District Assemblies in 1982

Amended March, 1994 by the Board of Regents

Amendments ratified by the District Assemblies in 1994

APPENDIX C

BILL OF RIGHTS AND RESPONSIBILITIES FOR NORTHWEST NAZARENE COLLEGE

Nampa, Idaho

Adopted September 29, 1972 by the Board of Regents

Preamble

Citizens in any community need guidelines and laws both to assure the rights of the individual and at the same time to provide for the greatest good for the community as a whole. Such necessity is based upon the certain dignity and worth of the individual and the recognition that the rights of the individual have meaning and worth only in the context of social responsibility. These self-evident facts have special meaning in a unique community of learning known as Northwest Nazarene College.

This uniqueness is centered in the basic purpose of NNC which is "to provide its students with an acquaintance with the major fields of knowledge, a balanced development of their own powers, and an encouragement to Christian commitment" (taken from the Constitution and Bylaws).

Since the College has been founded upon basic Christian values, it follows that any future achievement will be reached through Christian love and the dynamic of the Gospel.

Within this context, a most scrupulous regard for individual freedom should apply. Further, the balance between these freedoms and responsibilities has a special significance so that no freedom becomes a license, and responsibility is more than a technical fulfillment of a law.

However, in the complexities of living and working together and the proclivity toward misunderstanding, it is necessary to have legal machinery which will assure the individual his rights and require from him responsible and intelligent action regardless of his place or station in the college community.

By its very nature and purpose, this Bill of Rights and Responsibilities for the college community does not contain the detailed descriptions or interpretations which may be desirable and/or necessary to assure the proper fulfillment of the ideals and purposes set forth herein.

However, some statements are adequately clarified in other official documents of the college and still others need further definition and clarification. Some of these are indicated in footnotes.

The following Bill of Rights has been patterned after the Model Bill of Rights contained in a report by the Carnegie Commission on Higher Education.

* * * * *

Members of the campus have an obligation to fulfill responsibilities incumbent upon all citizens, as well as the responsibilities of their particular roles within the academic community. All members share the obligations to respect:

- The fundamental rights of others as citizens
- The rights of others based upon the nature of the educational process
- The rights of the institution
- The rights of members to fair and equitable procedures for determining when and upon whom penalties for violation of campus regulations should be imposed.

As citizens, members of the campus enjoy the same basic rights and are bound by the same responsibilities to respect the right of others as are all citizens.

Among the basic rights are freedom of speech, freedom of press, freedom of peaceful assembly and association, freedom of political beliefs, and freedom from personal force and violence, threats of violence, and personal abuse.

Freedom of press implies the right to freedom from censorship in campus newspapers and other media, and the concomitant obligation to adhere to the canons of responsible journalism.

It should be made clear in writings or broadcasts that editorial opinions are not necessarily those of the institution or its members.

The campus is not a sanctuary from the general law.

The campus does not stand *in loco parentis* for its members.

Each member of the campus has the right to organize his or her own personal life and behavior, so long as it does not violate the law of agreements voluntarily entered into and does not interfere with the right of others or the educational process.

Admission to, employment by, and promotion within the campus shall accord with the provisions against discrimination in the general law.

All members of the campus have other responsibilities and rights based upon the nature of the educational process and the requirements of the search for truth and its free presentation. These rights and responsibilities include:

- Obligation to respect the freedom to teach, to learn, and to conduct research and to publish findings in the spirit of free inquiry.
- Institutional censorship and individual or group intolerance of the opinion of others are inconsistent with this freedom.
- Freedom to teach and to learn implies that the teacher has the right to determine the specific content of his course, within the established course definition, and the responsibility not to depart significantly from his area of competence or to divert significant time to material extraneous to the subject matter of his course.
- Free inquiry implies that (except under conditions of national emergency) no research, the results of which are secret, is to be conducted on the campus.
- Obligation not to interfere with the freedom of members of the campus to pursue normal academic and administrative activities, including freedom of movement.

- Obligation not to infringe upon the right of all members of the campus to privacy in offices, laboratories, and dormitory rooms and in keeping of personal papers, confidential records, and effects, subject only to the general law and to conditions voluntarily entered into.
- Campus records on its members should contain only information which is reasonably related to the educational purpose or safety of the campus.
- Obligation not to interfere with any member's freedom to hear and to study unpopular and controversial views on intellectual and public issues.
- Right to identify oneself as a member of the campus and a concurrent obligation not to speak or act on behalf of the institution without authorization.
- Right to hold public meetings in which members participate, to post notices, and to engage in peaceful, orderly demonstrations.
- Reasonable and impartially applied rules, designed to reflect the education purposes of the institution and to protect the safety of the campus, shall be established regulating time, place, and manner of such activities and allocating the use of facilities.
- Right to recourse if another member of the campus is negligent or irresponsible in performance of his or her responsibilities, or if another member of the campus represents the work of others as his or her own.
- Right to be heard and considered at appropriate levels of the decision-making process about basic policy matters of direct concern.
- Members of the campus who have a continuing association with the institution and who have substantial authority and security have an especially strong obligation to maintain an environment conducive to respect for the rights of others and fulfillment of academic responsibilities.
- Tenured faculty should maintain the highest standards in performance of their academic responsibilities.
- Trustees have a particular responsibility to protect the integrity of the academic process from external and internal attacks, and to prevent the political or financial exploitation of the campus by an individual or group.

The institution, and any division or agency which exercises direct or delegated authority for the institution, has rights and responsibilities of its own. The rights and responsibilities of the institution include:

- Right and obligation to provide an open forum for members of the campus to present and debate public issues.
- Right to prohibit individuals and groups who are not members of the campus from using its name, its finances, and its physical and operating facilities for commercial or political activities.
- Right to prohibit members of the campus from using its name, its finances, or its physical and operating facilities for commercial activities.

- Right and obligation to provide for members of the campus the use of meeting rooms under the rules of the campus, including use for political purposes such as meetings of political clubs; to prohibit use of its rooms by individual members or groups of members on a regular or prolonged basis as free headquarters for political campaigns; and to prohibit use of its name, its finances, and its office equipment and supplies for any political purpose at any time.
- Right and obligation not to take a position, as an institution, in electoral politics or on public issues, except on those issues which directly affect its autonomy, the freedom of its members, its financial support, its academic functions, or which there are moral issues involved which are contrary to its purpose and ethical position.
- Right and obligation to protect the members of the campus and visitors to it from physical harm, threats of harm, or abuse; its property from damage and unauthorized use; and its academic and administrative processes from interruption.
- Right to require that persons on the campus be willing to identify themselves by name and address, and state what connection, if any, they have with the campus.
- Right to set reasonable standards of conduct in order to safeguard the educational process and to provide for the safety of members of the campus and the institution's property.
- Right to deny pay and academic credit to members of the campus who are on strike; and the concomitant obligation to accept legal strikes legally conducted without recourse to dismissal of participants.

All members of the campus have a right to fair and equitable procedures which shall determine the validity of charges of violation of campus regulations.

The procedures shall be structured so as to facilitate a reliable determination of the truth or falsity of charges, to provide fundamental fairness to the parties, and to be an effective instrument for the maintenance of order.

All members of the campus have a right to know in advance the range of penalties for violations of campus regulations. Definition of adequate cause for separation from the campus should be clearly formulated and made public.

Charges of minor infractions of regulations, penalized by small fines or reprimands which do not become part of permanent records, may be handled expeditiously by the appropriate individual or committee. Persons so penalized have the right to appeal.

In the case of charges of infractions of regulations which may lead to notation in permanent records, or to more serious penalties, such as suspension or expulsion, members of the campus have a right to formal procedures with adequate due process including the right of appeal.

Members of the campus charged with a felony or convicted of violations under general law *may* be subject to campus sanction for the same conduct, in accord with campus policies and procedures, when the conduct is in violation of a campus rule essential to the continuing protection of other members of the campus or to the safeguarding of the educational process.

APPENDIX D

SAMPLE ADMINISTRATIVE PERSONNEL CONTRACT

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