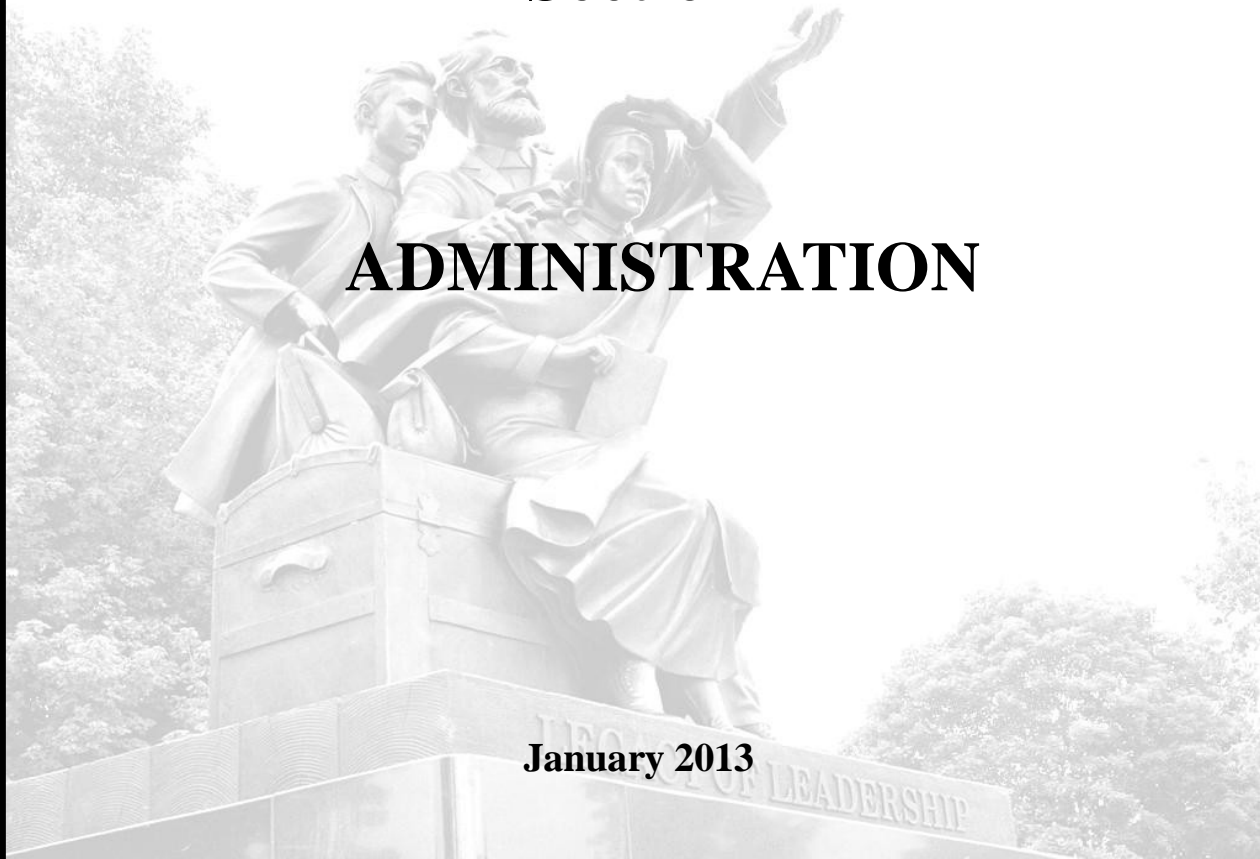


# **ANDREWS UNIVERSITY WORKING POLICY**

## **Section 1**

### **ADMINISTRATION**

**January 2013**



## FOREWORD

The Andrews University Working Policy dates from the nineteen sixties. A faculty committee established in 1961 reviewed existing policies and formulated new policies to meet the needs of an expanded faculty and a more complex university. A preliminary draft of the Working Policy was published in August 1964. A 1965 edition clarified further the policies of the growing university and became the basic working policy document that had evolved through several years of development. The Working Policy was approved by the faculty, and subsequently by the Board of Trustees; on February 1, 1965. Succeeding editions have been published in 1968, 1970, 1989, 1994, 1997, and in 2004-2005, the first searchable and user-friendly version was made available on the university website. This edition was edited and updated Fall 2012 to incorporate changes, especially those involving the acquisition of Griggs University, and formation of the Schools of Distance Education and Health Professions.

Throughout its history, the *Working Policy* has been developed collaboratively by faculty and administration. Through this process, new policies have been recommended by faculty, staff, and administrators to the Board of Trustees for adoption.

This edition of the *Andrews University Working Policy* has two sections: Administration (1) and, Faculty (2). The Student Life section is revised each summer, and the Employee Handbook (4) is now maintained by Human Resources. Every attempt has been made to reflect current approved practice, to delete outdated material, and to create a concise, readable tool. Many procedures have been relocated to auxiliary handbooks used by appropriate groups. It is recognized, however, that the *Andrews University Working Policy* will continue to evolve as the university changes and develops.

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# **I. PURPOSES, OBJECTIVES AND MISSION FOR ANDREWS UNIVERSITY**

## **PURPOSES**

**1:101**

Andrews University is a Seventh-day Adventist institution of higher education. It was established to provide high quality instruction in the arts and sciences and in vocational, pre-professional and professional education for the members of the Adventist church, both nationally and internationally. Others who wish to enroll, who show the educational ideals established by the Board of Trustees and the faculty, and who express willingness to cooperate with university policies and to adjust to and be comfortable within its religious, social and cultural atmosphere may be admitted. In addition to these general objectives, the university is concerned with educating persons who will be responsible citizens of their countries, who will contribute to the welfare of their communities and who have special interest in giving of their talents for the welfare of humanity.

## **OBJECTIVES**

**1:102**

Inasmuch as the university was established and is supported financially by the members of the Seventh-day Adventist Church, high priority is given:

1. To maintaining a campus environment favorable for the spiritual, intellectual, social and physical development of students
2. To providing association for students with socially and religiously compatible young people who accept or at least practice the moral and ethical standards of the church
3. To providing religious education to the students who enroll in the university and to encourage them to dedicate themselves to the service of God and humanity
4. To preparing people for such service in the church.

This religious education aims for the inculcation of the moral principles and ethical behavior patterns of the Christian faith as understood by the Adventist church; the attainment of an intellectual understanding of and commitment to the religious beliefs and standards and mission of Christianity and of the Seventh- day Adventist Church; and the development and maintenance of concomitant religious practices.

Andrews University was also established to serve as a center of higher learning in which Christian scholars, both teachers and students, engage in the joint pursuit, discovery, evaluation, organization and dissemination of knowledge, and the application of value judgments and faith itself to human thought and behavior. It is the desire of the Board of Trustees to sustain at Andrews University a community of scholars with similar philosophic assumptions but diverse training and background. There is to be an inquisitive spirit that is not content merely to master the broad reaches of the known, but to participate diligently in explorations of the unknown that widen our knowledge of nature, of human life and of the will of God.

At Andrews University special emphasis is given to integrative education; that is, humanity and life are viewed as a whole. Human works, institutions and history are considered from the viewpoint of our divine origin, nature and destiny as embodied in the Christian heritage. Freedom, academic as well as personal, provides for the progressive pursuit and discovery of truth which existed first in the mind of God and which we have come to discover by study, reflection and research. While recognizing the validity of the Christian worldview, the Andrews University scholar utilizes the standard systems of evidence in the search for truth.

Andrews University applies knowledge and truth in a manner that nurtures wisdom and helps the student to live creatively and responsibly and personally fulfilled as an active member of society and the church.

The university functions as a training and research center for the worldwide activities of the Seventh-day Adventist Church. It has as a primary concern to nurture and train leaders for the church and its enterprises, and for the vocations and professions which by their nature are service-centered. The Board of Trustees also desires that Andrews University render service and guidance to society—locally, nationally and globally.

Further, it is intended that the university will grow at a steady rate and encompass, insofar as resources and facilities permit, a broad range of scholarly pursuits. The Board of Trustees is committed to provide the tools of learning such as libraries, laboratories, research facilities, housing and other means required to enable the faculty and students to advance teaching, learning and research in a climate of free inquiry.

Although instruction and research at the university will be directed toward these objectives, each school may formulate its own objectives within these general purposes.

## **STATEMENT OF MISSION FOR ANDREWS UNIVERSITY 1:103**

Andrews University, a distinctive Seventh-day Adventist Christian institution, transforms its students by educating them to seek knowledge and affirm faith in order to change the world.

Andrews University students will: **SEEK KNOWLEDGE** as they

- Engage in intellectual discovery and inquiry
- Demonstrate the ability to think clearly and critically
- Communicate effectively
- Understand life, learning, and civic responsibility from a Christian point of view
- Demonstrate competence in their chosen disciplines and professions

**AFFIRM FAITH** as they

- Develop a personal relationship with Jesus Christ
- Deepen their faith commitment and practice
- Demonstrate personal and moral integrity
- Embrace a balanced lifestyle, including time for intellectual, social, spiritual, and physical development

- Apply understanding of cultural differences in diverse environments

CHANGE THE WORLD as they go forth to

- Engage in creative problem-solving and innovation
- Engage in generous service to meet human needs
- Apply collaborative leadership to foster growth and promote change
- Engage in activities consistent with the world-wide mission of the Seventh-day Adventist church

## **II. THE ORGANIZATION OF ANDREWS UNIVERSITY**

### **CONSTITUENT SCHOOLS OF THE UNIVERSITY**

**1:201**

Andrews University is comprised of the College of Arts and Sciences, the School of Architecture, Art, and Design, the School of Business Administration; the School of Distance Education; the School of Education, the School of Health Professions (formerly Griggs University); the Seventh-day Adventist Theological Seminary, and the Departments of Agriculture and Aviation. All of these constituent schools offer both undergraduate and graduate degree programs except that the Seventh-day Adventist Theological Seminary offers only graduate degree programs. The graduate programs for the college and schools and the academic programs of the Seminary are supervised by the School of Graduate Studies and Research. The university also operates the Ruth Murdoch Elementary School (grades K-8), the Andrews Academy (grades 9-12), and the Griggs International Academy.

### **ORGANIZATIONAL HISTORY OF ANDREWS UNIVERSITY**

**1:202**

Andrews University dates back to 1874 when the Seventh-day Adventist denomination founded Battle Creek College in Michigan. In 1901, the institution was moved to Berrien Springs, Michigan, including the K-12 program, and given the name of Emmanuel Missionary College. The Seventh-day Adventist Theological Seminary was organized in 1934 as the advanced Bible school on the campus of Pacific Union College in Angwin, California. Two years later the General Conference of Seventh-day Adventists voted to locate the advanced Bible school on a more permanent basis in Washington, D. C., and named it the Seventh-day Adventist Theological Seminary. In 1957, the Board of Trustees enlarged the scope of the seminary by establishing a school of graduate studies for graduate programs other than theology, and naming the merged institution Potomac University. A new and larger site was sought to accommodate the expanded university.

In 1959 the university moved to the campus of Emmanuel Missionary College at Berrien Springs, Michigan. In 1960, Emmanuel Missionary College, the Theological Seminary and the School of Graduate Studies were united under one charter bearing the name of Andrews University. In 1974, the college section was reorganized into the College of Arts and Sciences and the College of Technology. The School of Business Administration was organized in 1980, the School of Education was established in 1983 and the School of Architecture was organized as such in 1994. The role and function of the School of Graduate Studies was substantially altered in 1987.

The University School with its K-12 program origins in Battle Creek, Michigan moved with the college program to Berrien Springs, Michigan, in 1901.

Griggs University and Griggs International Academy joined the University in 2010. The former has been reorganized as the University School of Distance Education.

## **GOVERNANCE OF ANDREWS UNIVERSITY**

**1:203**

Andrews University is governed by a Board of Trustees (see Section 1:310-325, the Board Policy Manual (approved March 2012), Appendix 1-A, and 1-B). The Andrews University Board of Trustees has delegated some of its oversight responsibilities to the Seminary Executive Committee (see Appendix 1-E) and the respective operating boards for the Ruth Murdoch Elementary School and the Andrews Academy (see Appendices 1-D and 1-C respectively).



### III. THE ANDREWS UNIVERSITY BOARD OF TRUSTEES

#### DUTIES AND FUNCTIONS OF THE BOARD

1:310

The Board of Trustees is the governing body of Andrews University. The Board of Trustees is responsible to the university constituency by whom its members are elected. The university is chartered by the State of Michigan. The authority of the constituency over the university consists in the powers of electing the Board of Trustees and of voting or amending the articles of incorporation, which are the charter of the university.

The Board of Trustees exercises jurisdiction in all matters pertaining to the university; however, the Board of Trustees delegates to the president all powers of administering its policies. Inasmuch as curriculum building and supervision are the proper professional concern of the university faculty under the leadership of the president, the Board of Trustees designates the faculty as the legislative body for determining educational policies such as those governing academic, spiritual, social, extra-curricular and related affairs. These policies must be formulated within the framework of the objectives, general policies and the budgetary provisions as voted by the Board of Trustees. The objectives, general policies and the budgetary provisions as voted by the Board of Trustees are interpreted to the faculty by the president; conversely, the president interprets the policies of the faculty to the Board of Trustees. The Board of Trustees may properly exercise concern for the total effectiveness of the curricular offerings in relation to the fulfillment of the stated university objectives, but rarely becomes directly active. Before acting on matters having to do with educational policy and organization of the university, the Board of Trustees shall seek the advice of the president and of the university faculty through the president.

The Board of Trustees controls the title to all university property and must approve all transactions that would encumber or reduce the fixed assets of the university.

The guidelines for educational policymaking and university organization are incorporated in the *Andrews University Working Policy*. The Board of Trustees in adopting the *Working Policy* reserves the right to initiate and make changes in the *Working Policy*; before making changes it shall seek the advice of the president and the faculty. Any faculty objection to a proposed amendment may be recorded and forwarded to the Board of Trustees through the president.

The Board of Trustees formulates general university policies, but leaves the execution of those policies to the president, who acts under the trustees' general supervision. The Board of Trustees holds the president responsible for the proper conduct of university affairs. All of its administrative and policy dealings with faculty and staff are through the president. Thus, it is apparent that one of the chief functions of the Board of Trustees is the appointment of the president who then serves at the pleasure of the trustees, for it is through the president that the will of the Board of Trustees is carried out in the university. Except where the president's own conduct is at issue, the president alone has the right to report and make recommendations to the Board of Trustees, but may invite other members of the Working Policy, Section 1: Administration

faculty or staff to present reports for the information of the trustees. Faculty and staff members have the right to petition the Board of Trustees to appear personally before it; all such requests are made through the president.

In all its dealings, the Board of Trustees acts only as a corporate body. The power and authority of the Board of Trustees belongs only to the trustees as a group. No individual trustee has any legal right to act for the Board of Trustees unless designated to do so by Board of Trustees action. As already noted, the actual administration of the institution is delegated to the president of the university.

It is the responsibility of the Board of Trustees to secure the funds necessary for the proper operation of the university. The Board of Trustees regulates expenditures by approving the budget and building projects proposed by the president, The Board of Trustees must approve any major change in the budget.

All appointments, reappointments, dismissals and promotions of administrative, academic and non-academic salaried staff shall be made by the Board of Trustees on recommendation of the president. However, the Board of Trustees has delegated to the president and the operating boards of the Andrews Academy and Ruth Murdoch Elementary School the appointment of all hourly-paid employees (see also policy #1:716).

Trustees receive no remuneration for serving on the board. They may report travel and related expenses.

For further description of board responsibilities and board actions, also see the Board Policy Manual, adopted March 6, 2012.

## **BOARD OF TRUSTEES MEMBERSHIP: NOMINATIONS** **1:315**

The faculty of any college, school of the university, or seminary, any faculty committee, any alumni chapter as well as the alumni officers may recommend prospective members of the university Board of Trustees to the committee on nominations at a constituency session or to the Governance Committee of the board between sessions (see Appendix 1-B for the process of electing members of the Board of Trustees).

## **BOARD OF TRUSTEES MEETINGS** **1:320**

The Board of Trustees shall conduct three regular sessions each year. A schedule of regular meetings is published in the minutes of the Board of Trustees at the beginning of each year. However, the chair may call special meetings with seven days prior notice.

## **BOARD OF TRUSTEES COMMITTEES** **1:325**

The Board of Trustees may appoint standing or ad hoc committees as needed.

**Note:** For further details on the Articles of Incorporation and Bylaws of Andrews University, the reader is referred to Appendices 1-A and 1-B.

## IV. UNIVERSITY ADMINISTRATION

### OFFICERS, ASSOCIATES, AND ASSISTANTS

1:410

The Board of Trustees elects general officers normally to serve until the next regular session of the constituency.

*The Bylaws of Andrews University* (see Appendix 1-B) stipulate that at the first meeting following its election by the constituency the Board of Trustees shall appoint a president and such other officers as may be deemed necessary for the proper operation of the university. These officers shall hold office at the pleasure of the Board of Trustees or as soon as possible at a meeting of the Board of Trustees following the regular session of the corporation. (See Appendix 1-B, Article V, Section 2).

#### General Officers

1:410:1

General officers are the salaried personnel who hold office at the pleasure of the Board of Trustees and the president. They provide central administrative leadership to the overall university. Officers of the schools provide administrative leadership to the faculty.

General officers are as follows:

- President
- Provost
- Secretary
- Vice Presidents
- Controller

Officers of the schools are as follows:

- Deans
- Associate and Deans

#### Administrative Directors

1:410:2

Administrative Directors are those salaried employees identified as such by the president. They are persons who usually report to a general officer; carry direct responsibility over salaried personnel; and hold university-wide responsibilities.

### RESPONSIBILITIES OF THE GENERAL OFFICERS OF THE UNIVERSITY

1:420

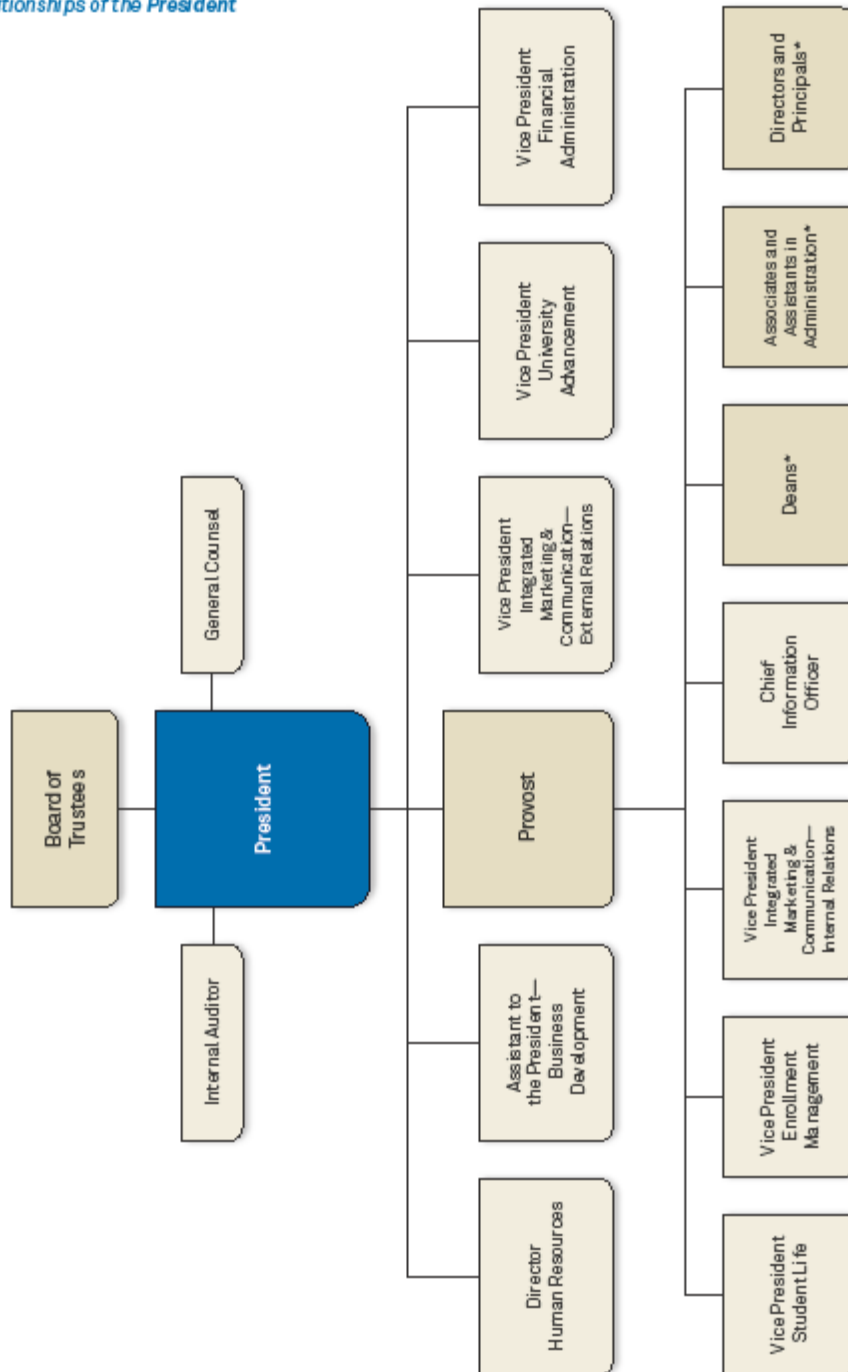
#### President

1:420:1

The president is appointed by the Board of Trustees to be the chief officer of the university and the University Corporation and the spiritual leader of the institution. The president's term of office normally extends from one regular session of the university constituency until the Board of Trustees meets just after the next regular session of the university constituency. The president is an *ex-officio* member of the Board of Trustees. The president shall:

1. Execute and administer the policies established by the Board of Trustees and within that framework act to promote the function and development of the university.
2. Take responsibility for the enforcement of the policies and regulations of the university and for the operation and development of the institution as a whole and for each of its parts.
3. Advance the objectives and mission of the university, and promote and foster acceptance of the goals of the institution by the faculty, staff, students, constituency and public.
4. Oversee the development and maintenance of a program of instruction, research and service suited to the needs of the university's sponsors and students.
5. Select and maintain a highly qualified instructional, research and administrative faculty and staff and receive reports on the same from the relevant vice presidents and director of the office of human resources.
6. Serve as secretary of the Board of Trustees.
7. Serves as an ex-officio member of all faculties and ex-officio member of all committees within the university. The president may call and preside at such meetings of the faculties as may be deemed necessary.
8. Confer degrees on recommendation of the appropriate faculties and by authority of the Board of Trustees.
9. Develop a sound, efficient administrative structure for the university.
10. Make such recommendations to the Board of Trustees and to the faculties as may be deemed desirable for the best functioning and growth of the university in harmony with its objectives.
11. Communicate the will of the Board of Trustees to the faculty and staff or vice versa. All reports and recommendations from the faculty and staff to the Board of Trustees are made through the president. At the discretion of the president, other members of the faculty or staff may be invited to make reports to the Board of Trustees.
12. Prepare the annual budget with the help and advice of the vice presidents and, after adoption by the Board of Trustees, implement it with the assistance of the controller.
13. Develop effective channels of communication among faculty and staff members and students of the university.
14. Plan for the regular dissemination of information about the university to the constituency, the alumni and the general public.
15. Develop a public image of the university that attracts financial contributions and cultivates relationships with potential donors.
16. Assess compliance with statutory and regulatory obligations.
17. Liaise with the accrediting associations as contact person and chief spokesperson.

Figure 1-1  
Major Relationships of the President



\*For full details, please see Organizational Chart—Provost

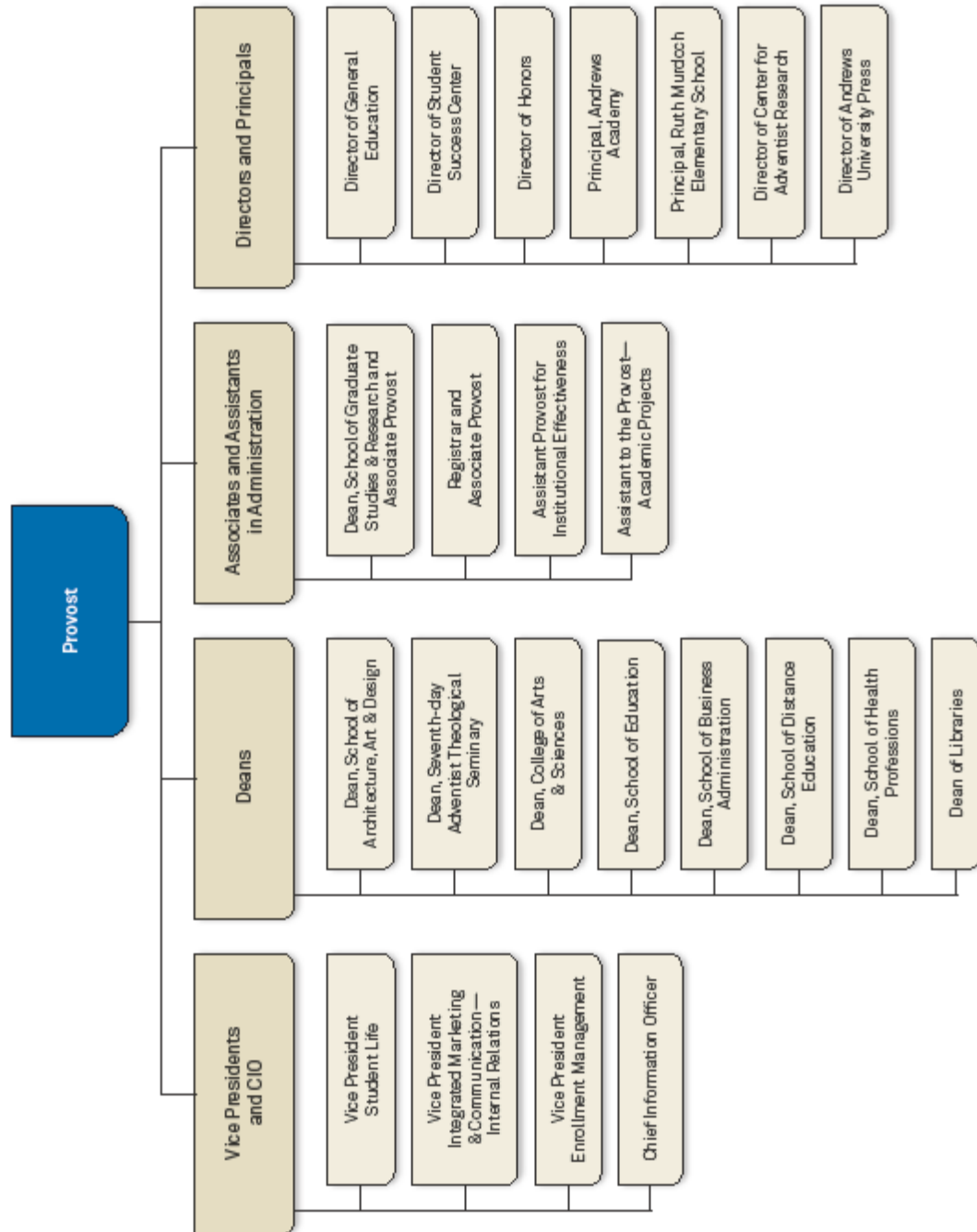
## **Provost**

**1:420:2**

The provost is the second officer of the university who also serves as the chief academic officer. The combined primary functions of the provost serve to ensure that relevant university activities contribute to the fulfillment of the university's mission. As chief academic officer, the provost carries broad responsibility for the university's academic programs, goals and excellence. The provost reports to the president and the following individuals report to the provost: vice presidents for integrated marketing and communication, enrollment management, and student life; the associate and assistant provosts, all school deans; and the chief technology officer. In the absence of the president, the provost also serves as chief executive officer. Among other duties and responsibilities, the provost is expected to perform the following:

1. Assists the president in refining and articulating the university's strategic vision and supervises the implementation of the university's strategic plan.
2. Provides administrative and academic leadership for the university under the president's direction.
3. Serves as a leader of the university's commitment to diversity.
4. Collaborates with the relevant vice presidents and all deans on academic and financial planning.
5. Sets and maintains the university's standards for recruitment, admission and graduation.
6. Oversees faculty recruitment, appointment, development, promotion and tenure.
7. Supervises program development and curriculum planning and ensures the integrity and excellence of academic programs.
8. Oversees self-assessment of the university, its programs, faculty, administrators and staff.
9. Coordinates the university's relationships with accrediting bodies.
10. Ensures that policies and procedures are fairly developed and applied.
11. Encourages individual and institutional research efforts.
12. Evaluates the performance of direct reports.
13. Oversees the maintenance and publication of official university publications such as the University Bulletin and the Working Policy.
14. Maintains the academic files for all members of the regular faculty.
15. Serves as a positive change agent for areas of the university where change will strengthen the university's ability to fulfill its mission.
16. Performs other appropriate duties as the president may authorize or request.

Figure 1-2  
Major Relationships of the Provost



## Vice President for Financial Administration

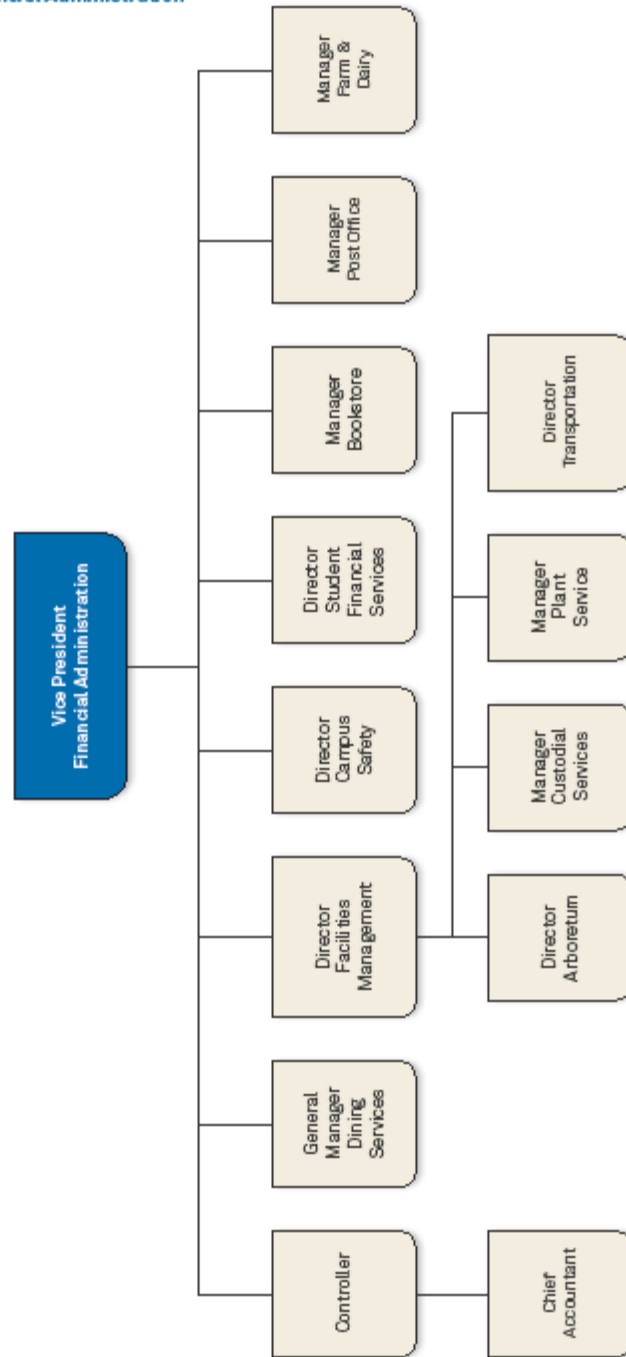
1:420:3

This vice president serves as the chief financial officer and treasurer of the university. Responsible to and assisting the vice president for financial administration are the controller, the director of public safety and the managers of the auxiliary and service departments. The controller shall exercise the functions of this vice president in the latter's absence. The vice president is an *ex-officio* member of all sessions, councils, committees, sub-committees and faculties within the university. The vice president shall perform the following functions as the president may delegate:

1. Formulate the overall business and accounting procedures of the institution and coordinate day-to-day operations through the persons answering to this office.
2. Implement the objectives of strategic plans that deal with financial matters.
3. Supervise the accounting and business systems, designate the place and manner in which financial records shall be maintained
4. Counsel with the Internal Auditor as needed.
5. Supervise the handling of, and be responsible for all cash and negotiable securities of the university.
6. Care for the handling of funds and investments, in counsel with the president
7. Negotiate and maintain relationships with financial institutions.
8. Invest university and trust money as authorized.
9. Sign checks and other routine documents.
10. Oversee through the controller the receipt, safekeeping and proper disbursement of university funds.
11. Work with the controller and the vice presidents in assisting the president in the direction and control of the annual budget.
12. Take responsibility for university insurance claims and the purchasing of student accident and medical coverage.
13. Hold the significant papers and legal documents that relate to the business administration of the university.
14. Oversee, through assistants, the supervision, maintenance and improvement of the physical plant.
15. Assist the president in planning of new buildings and supervise their construction.
16. Oversee the purchase of all equipment and supplies.
17. Make recommendations on reimbursement, benefits and perquisites for faculty and staff members; and regulate student charges in consultation with the vice president for student life, the human resources director and student financial services.
18. Supervise the operation of all auxiliary and service departments.
19. Oversee the security of the physical plant including fire protection, insurance coverage, safety inspections, the conducting of fire drills, the opening and closing of buildings, night watch checks and the rendering of appropriate reports.
20. Supervise the functioning of the independent operations of the university.
21. Chair the Campus Safety Committee.
22. Chair the Financial Management and Budget Committees.



Figure 1-3  
Major Relationships of the  
Vice President for Financial Administration



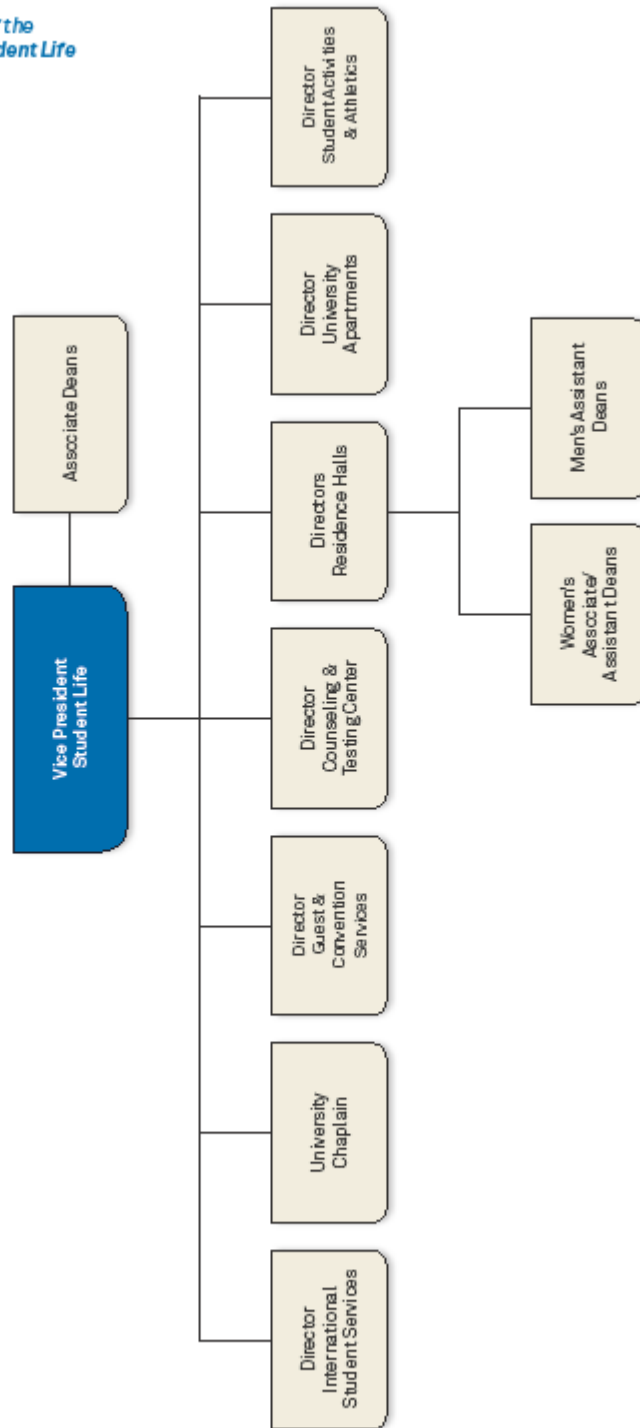
## Vice President for Student Life

1:420:4

Responsible to and assisting the vice president for student life are the associate deans for student life, directors of the residence halls, director of counseling and testing services, director of student health, coordinator of social recreation, the director of student life, the director of international student life, the University chaplain, the faculty advisors to the AUSA, *Student Movement*, *Cardinal*, *Cast*, and clubs in the university. This officer of the university is an *ex-officio* member of all sessions, councils, committees, sub-committees and faculties within the university. The vice president for student life shall:

1. Advise the president on the social, spiritual and physical welfare of students in the university.
2. Supervise directors in the administration of student life.
3. Implement the strategic plan and curriculum relative to student life.
4. Develop appropriate facilities and services within the area of student life.
5. Coordinate budget proposals and personnel changes within the area of student life.
6. Apply the policies governing student conduct and oversee student discipline.
7. Administer policies safeguarding student rights.
8. Counsel enrollment management relative to the character and citizenship of applicants.
9. Serve as a student life liaison with the various academic administration entities of the university.
10. Supervise student extra-curricular or co-curricular social and cultural activities.
11. Oversee the housing of single undergraduate students and application of off campus housing policies.
12. Provide counseling and testing services available to all students.
13. Provide campus chaplains to plan and program spiritual activities and core values for students.
14. Oversee the scheduling, programming and attendance of chapels, assemblies and convocations for the university.
15. Coordinate with the Medical Center to ensure adequate health services for enrolled students.
16. Oversee social recreation in the campus center
17. Provide support for international students and sensitize the university family to the needs of minority and international students, and diversity affairs.
18. Coordinate commuter/community student relationships and services.
19. Provide under the department of social recreation, appropriate physical, recreational, intramural, and social recreation for students.
20. Maintain career planning and placement services for current students and graduates.
21. Oversee the maintenance of all university-owned housing for faculty, staff and students.
22. Chair the Student Life Council, Student Life Directors Council, Residence Hall Deans Council and other student-life-related councils and task forces.

**Figure 1-4**  
**Major Relationships of the**  
**Vice President for Student Life**



## **Vice President for University Advancement**

**1:420:5**

Responsible to and assisting this vice president are the Associate Vice President for Development, directors of alumni services, planned giving and trust services, and the Howard Performing Arts Center. The vice president for university advancement shall perform the following functions as the president may delegate:

1. Serve as chief fund-raising officer of the university.
2. Implement the objectives of the strategic plan relative to university advancement.
3. Oversee the relationship between the university and its alumni.
4. Coordinate the hiring of advancement personnel.
5. Supervise the advancement budget.
6. Chair related committees of the advancement division.
7. Serve as a consultant to the president dealing with matters of general university concern.

**Note:** The reader is referred to Figure 1-5 for an organizational chart that reflects the major relationships of the vice president for university advancement.

## **Vice President for Enrollment Management**

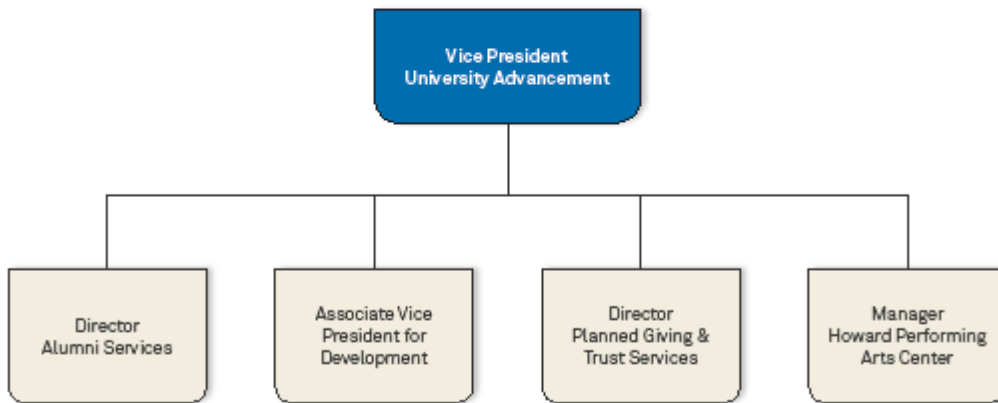
**1:420:6**

Responsible to and assisting the vice president for enrollment management are the director of recruiting, director of undergraduate admissions and communication, and student visit supervisor, and the enrollment management team. The vice president for enrollment management shall perform the following functions as the provost may delegate:

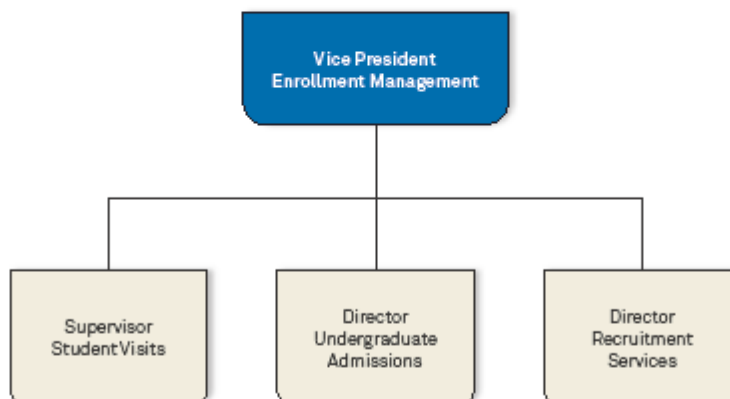
1. Administer the enrollment division of the university.
2. Develop, with input and involvement from various academic entities, ongoing marketing plans to help the university achieve its annual enrollment objectives, and thereby assist them in achieving their educational goals.
3. Oversee all recruitment and admissions operations.
4. Collaborate with academic administration in graduate recruitment, implementation of admissions policies and retention of students.
5. Collaborate with financial administration in the policy development, delivery and monitoring of financial aid and student financial services through the Admissions, Recruitment and Financial Services Teams.
6. Collaborate with Integrated Marketing and Communication in developing the University Brand, marketing and external communication materials and programs.
7. Develop, negotiate and administer the budget for the Enrollment Services division.

**Note:** The reader is referred to Figure 1-6 for an organizational chart that reflects the major relationships of the vice president for enrollment management.

**Figure 1-5**  
*Major Relationships of the*  
*Vice President for University Advancement*



**Figure 1-6**  
*Major Relationships of the*  
*Vice President for Enrollment Management*



## **Vice President for Integrated Marketing and Communication**

**1:420:7**

Responsible to and assisting the Vice President for Integrated Marketing and Communication are the FOCUS editor and editorial manager, the director of campus relations and events, the director of marketing and communication, the manager of web communications, and the manager of print communications. The vice president for integrated marketing and communication shall perform the following functions as delegated by the president for external University relations and the provost for internal University relations:

1. Provide leadership for a team of marketing and communication professionals who are dedicated to telling the story of Andrews University as they seek to consistently and successfully brand the University both on campus and beyond.
2. Provide strategic marketing and communication support specifically for key administrators, for Enrollment Management and the academic departments of the University, including efforts that will assure the enrollment goals for programs, departments, schools and colleges and the University itself. Also provide key marketing and communication support, as requested, by University Advancement to help the University achieve its goals related to Development, Alumni Services and the Howard Performing Arts Center.
3. Guide the official communication efforts of the University, including internal communication, media relations and production of the University's official journals, including FOCUS magazine and the annual research report.
4. Develop and manage the web presence of Andrews University, meeting needs of academic and service departments and the University itself.
5. Serve a key role in building campus community and also guiding community relations as it relates to local, church, national and international communities.
6. Continue to understand and develop an effective response to the marketing and communication needs and realities of campus, local, church, national and international communities, including the significance of emerging media tools and methods.

## **Associate Provosts**

**1:420:8**

The Provost may appoint one or more associates who carry delegated responsibilities which may include, but are not limited to, student appeals, student policies and processes, committees, faculty development, and faculty working policy.

## **Assistant Provost for Institutional Effectiveness**

**1:420:9**

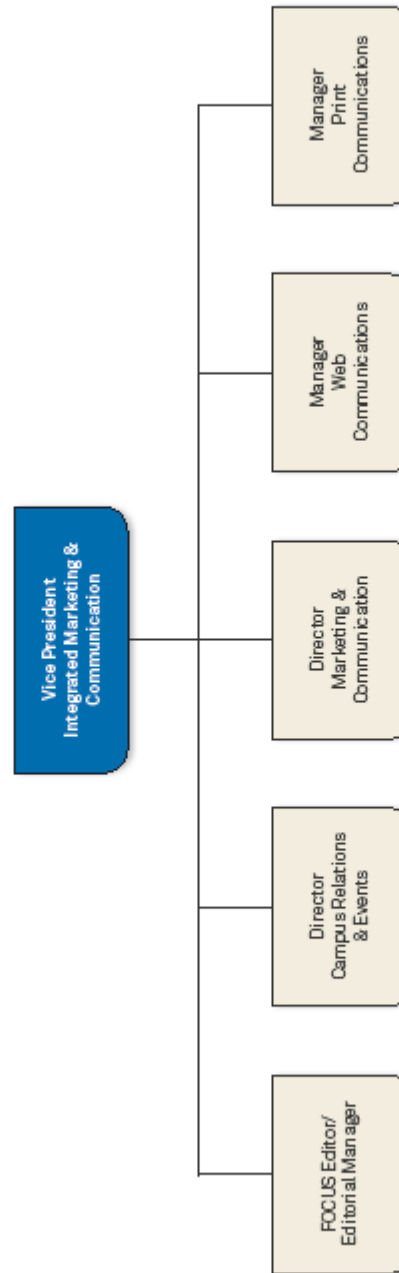
The Assistant Provost is responsible to the provost and has the delegated responsibility to coordinate functions related to assessment, institutional accreditation and institutional research. See also policies # 1:728 and 2:440.

## **Controller**

**1:420:10**

The controller is responsible to the vice president for financial administration and performs such functions as are delegated by this vice president. The controller shall:

**Figure 1-7**  
*Major Relationships of the*  
*Vice President for Integrated Marketing & Communication*



1. Assist the financial vice president and exercise the functions of the financial vice president in the latter's absence.
2. Serve as contact person for tax-related issues of the university
3. Supervise accounting and related records of all university operations.
4. Process purchase orders in harmony with budget provisions.
5. Prepare and assemble the annual budget, in cooperation with the president and vice president for financial administration.
6. Notify the president and appropriate officers of expenditures deviating from budget and of possible remedies.
7. Monitor and perform the collection procedures for faculty and staff accounts.
8. Approve and process employee reimbursements for travel.

### **Secretary**

**1:420:11**

The secretary of the University Corporation is an officer of the university responsible to the president and shall perform the following functions as the president may delegate to him/her. The secretary shall:

1. Hold the corporate records and the seal of the corporation.
2. Affix the seal of the corporation to all the documents the execution of which, on behalf of the corporation, is duly authorized in accordance with the provisions of the university bylaws.
3. Maintain a directory of the constituency and the Board of Trustees.
4. Sign documents on behalf of the corporation as authorized by the bylaws of the university and the Andrews University Board of Trustees.

### **Associate Deans of Students**

**1:420:13**

The deans of students are responsible to the vice president for student life for the following functions as may be assigned by the vice president for student life:

1. Acting on behalf of the vice president for student life in the latter's absence.
2. Overseeing the scheduling, programming and attendance supervision of chapels, assemblies and convocations.
3. Overseeing all weekly and weekend social recreation (except student life) with the help of the director of social recreation.
4. Accommodating foreign students, commuters, the physically challenged and minorities.
5. Ensuring an adequate student health care program.
6. Assisting in the development of policies, procedures and guidelines for student life generally.
7. Liaising with the various academic administration entities of the university.

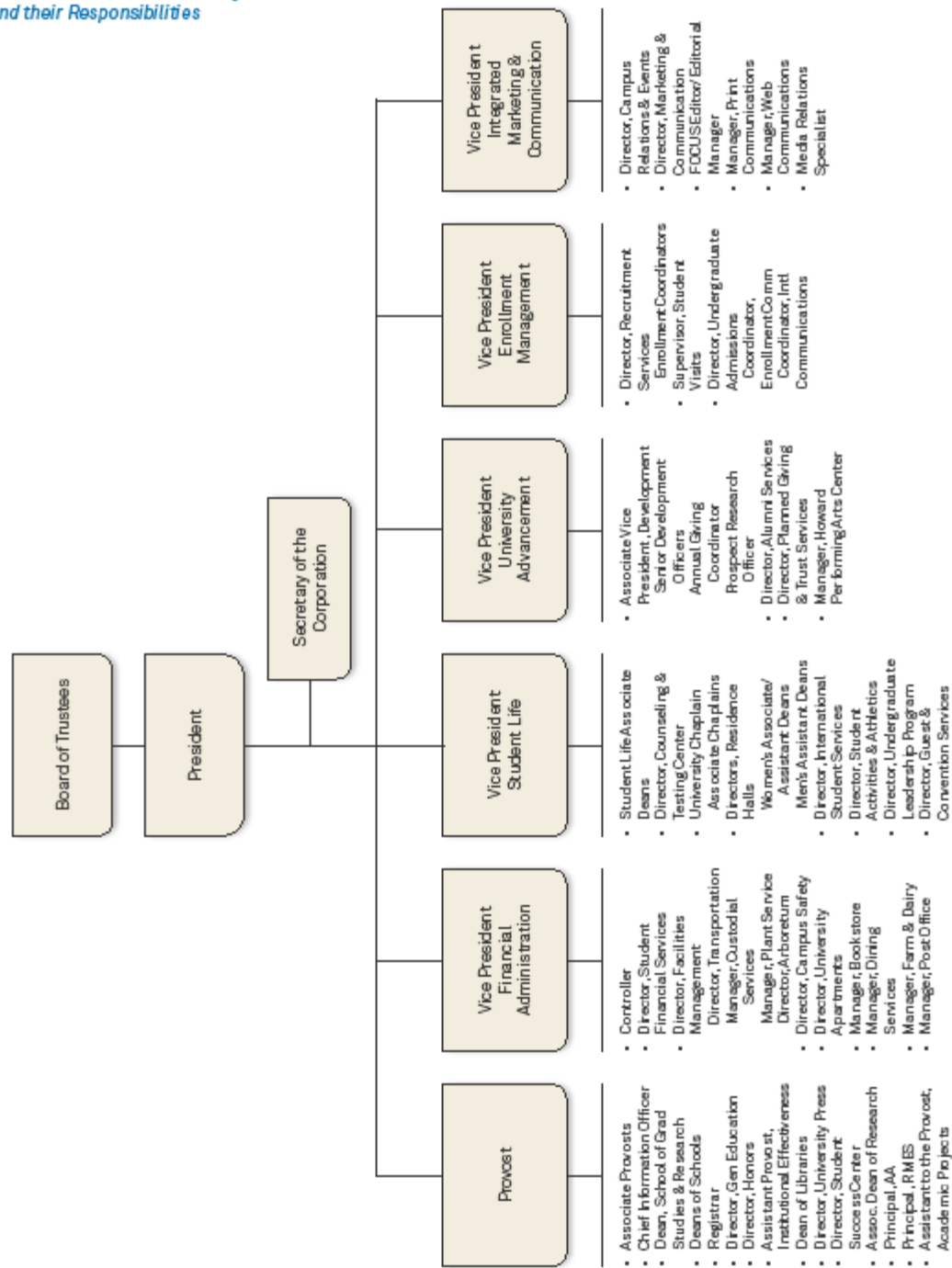
### **Overview of Vice Presidential Responsibilities**

**1:420:14**

An overview of the responsibilities of the officers of Andrews University is given in Figure 1-8.



**Figure 1-8**  
**Officers of Andrews University**  
**and their Responsibilities**



## **EX-OFFICIO MEMBERSHIPS OF GENERAL OFFICERS OF THE UNIVERSITY**

**1:428**

Officers of the university are classified as regular faculty members. Of the officers of the university, the president and the provost are ex-officio members with full voting rights in all sessions, councils, committees, sub-committees and faculties within schools. All other officers of the university are members of the published committees of the university with voting rights in the areas of their responsibilities. When representing a vice president, all associate and assistant vice presidents enjoy the same membership and voting rights as accorded the vice president. (See also policy #1:410.)

## **EX-OFFICIO MEMBERSHIPS OF OFFICERS OF SCHOOLS OF THE UNIVERSITY**

**1:429**

All officers of schools are classified as regular faculty members and are ex-officio members with full voting rights in all sessions, councils, committees, sub-committees and faculties within their schools (see also policy #2:210 for the voting rights of the dean of the School of Graduate Studies and Research).

## **RESPONSIBILITIES OF THE OFFICERS OF THE SCHOOLS**

**1:430**

### **Deans**

**1:430:1**

The dean of each school is its academic and executive officer, responsible to the provost for the administration of that particular school. He/she is the agent of the school for the application of its educational policies.

Unique organizational patterns and functions give somewhat different responsibilities to the deans of the schools of distance education and graduate studies and research (see Appendix 1-G and Figure 1-8).

The deans of schools perform the following functions as the provost may delegate or assign:

1. Call and preside over meetings of the faculty of the school. Report to the faculty on the activities, needs and achievements of the school and the disposition of recommendations made by that faculty to the administrative officers or to the Board of Trustees.
2. Provide leadership to the faculty in development of academic policies, procedures and plans for furthering the educational mission and strategic plans of the school in synchrony with the university mission and strategic plans.
3. Promote spiritual community among faculty, staff and students to create a learning environment facilitating spiritual growth.
4. Ensure that departments of the school develop and offer instructional, research and service programs of excellent quality.
5. Collaborate with other deans in furthering the overall academic mission of the university through participation in the deliberations and decisions of the Academic Administration Council and the School Deans' Council chaired by the provost

6. Provide recommendations on academic administrative policies and procedures for the university by participation as a school representative in appropriate academic committees and councils.
7. Serve as the admissions officer for the school.
8. Counsel with students, in cooperation with departmental advisors, regarding their progress and special needs and give final approval to their registration.
9. Monitor the academic progress of students towards graduation and present their names for appropriate action by the school faculty.
10. Promote departmental assessment of student learning outcomes and utilization of resulting data as tools to advance the quality of departmental programs and services. See also policy 2:440.
11. Manage all buildings and rooms assigned to the school and the general equipment of the school.
12. Administer the budget under the guidance of the vice president for financial administration and the controller.
13. Recommend to the provost the appointment, reappointment or promotion of teachers in consultation with the departments.
14. Encourage the adequate provision and use of instructional materials, including library materials, laboratory equipment and visual and auditory aids.
15. Coordinate communication of all official affairs of the school with other university officers, with students and with the public.
16. Prepare a schedule of classes for approval by the provost.
17. Oversee the timely preparation of bulletin copy and course schedules.
18. Require and keep current the job descriptions of persons reporting to the dean.

### **Associate and Assistant Deans**

**1:430:2**

Individuals who provide administrative support to the dean of a school may be titled as associate or assistant deans, depending on the scope of responsibilities delegated. Associate and assistant deans are responsible to the dean, and may:

1. Serve as acting dean when the dean is absent from the campus.
2. Serve as a member of the Academic Administration Council.
3. Chair committees of the school as designated by the dean.
4. Carry out special assignments delegated by the dean.

### **Dean, School of Distance Education**

**1:430:3**

The university's distance education programs are administered by a dean who is directly responsible to the provost. The dean and his/her associates work in close cooperation with the deans and committees of the various schools of the university responsible for authorizing online, affiliated, and extension courses and programs. A Director of Off-Campus Programs works under the direction of the Dean of Distance Education. All activities are authorized and supervised by the university-wide Off-Campus Programs Committee. The organization of the School of Distance Education is depicted in Figure 1:9.

The Dean of Distance Education functions as follows:

1. Liaises as official contact person between Andrews University and the affiliated institutions.
2. Carries out the wishes and specific instructions of the Off-Campus Programs Committee.
3. Negotiates contractual agreements with the respective affiliated institutions on behalf of Andrews University and the deans of the respective schools of the university.
4. Prepares, in consultation with the specific deans of the schools sponsoring extension programs, supporting documents of official agreement.
5. Holds regular joint meetings with the directors of extension programs in the respective schools.
6. Receives regular reports from the various affiliation and extension programs of the university.
7. Collaborates with the schools, registrar, academic offices, and university academic committees to develop and to recommend policies to the Off-Campus Programs Committee for quality control of off-campus programs.
8. Coordinates admission, registration, graduation and other documents in connection with off- campus programs and students.
9. Informs administrative officers on activities and needs of off-campus programs and students.
10. Recommends appropriate auditors for off-campus programs to the Off-Campus Programs Committee after consultation with the school deans.
11. Carries responsibility for billing to the appropriate entities all affiliation/extension fees, salary costs and travel expenses for Andrews University teachers at off-campus sites.
12. Negotiates with appropriate officers for the actual scheduling, staffing and locating of affiliation/extension sites.
13. Approves all material related to off-campus programs for publication in Andrews University and affiliated institution bulletins.
14. Arranges meetings on campus with presidents and other responsible officers of affiliated colleges at least every five years.

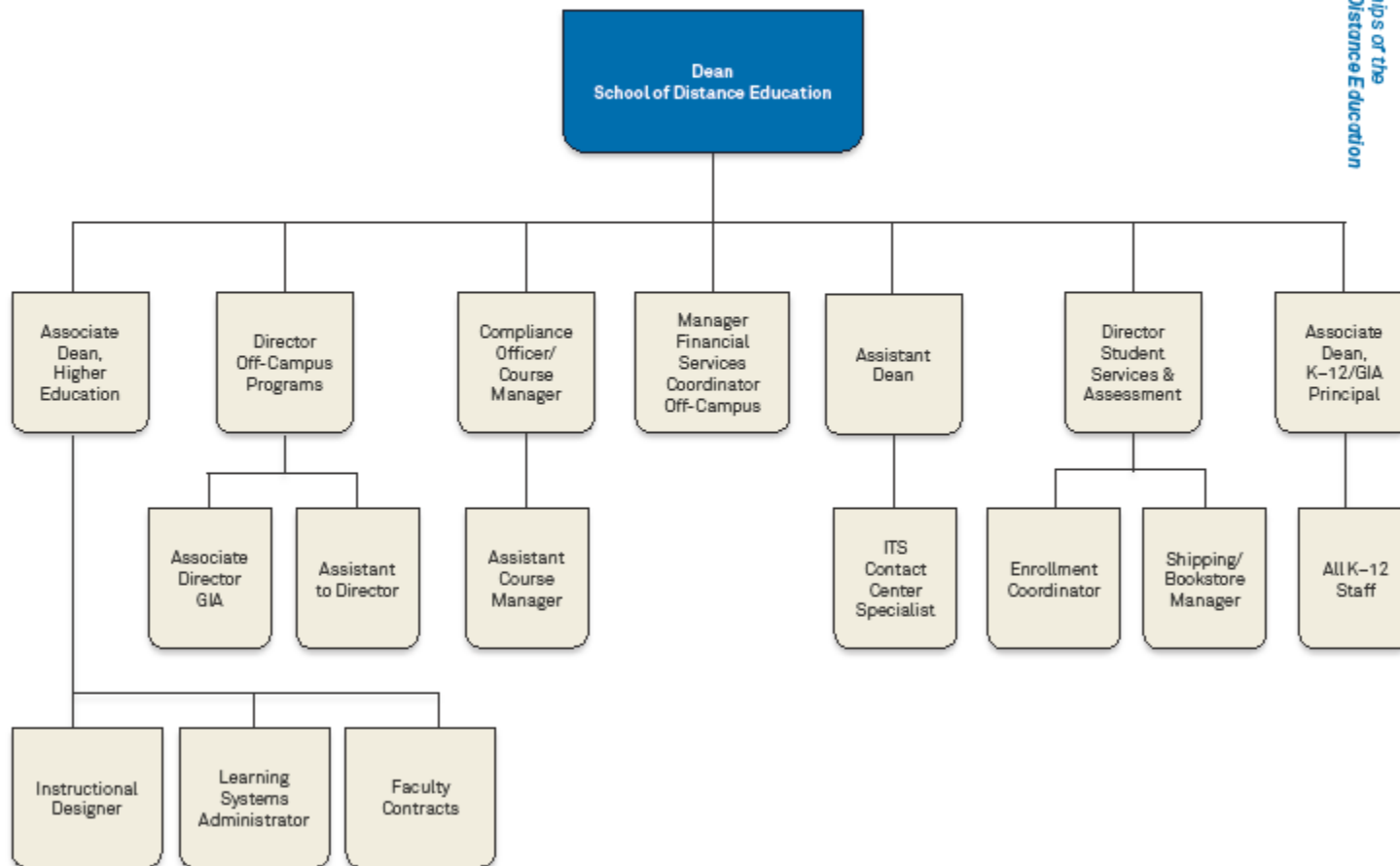
### **Dean of School of Graduate Studies and Research**

**1:430:4**

The graduate dean is the principal academic officer of the school of Graduate Studies and Research, a decentralized school that coordinates policy and the quality control standards for the six schools of the university. The graduate dean leads through cooperative relationships with deans of the schools, graduate program directors, the Associate Dean of Research, research center directors, chairs of departments with graduate program and graduate faculty to promote excellence and growth in the graduate programs of the university. The dean shall:

1. Chair the Graduate Council.
2. Oversee implementation decisions of the Graduate Council.
3. Liaise with accrediting agencies that evaluate graduate academic programs.
4. Participate in graduate program committees of the doctoral degree-granting schools.
5. Evaluate the oral defense of doctoral dissertations for degrees supervised by the Graduate Council and ensure that dissertations conform to the standards.

Figure 1-9  
Major Relationships of the  
Dean, School of Distance Education



6. Review and approve petitions for exceptions to graduate policies.
7. Supervise degree audits during advancement to candidacy.
8. Advocate graduate student interests where appropriate and collaborate with the Graduate Student Association to promote academic interests of graduate students.
9. Oversee the graduate admissions process.
10. Collaborate with graduate programs and the vice president for enrollment management in the recruitment of graduate students and allocation of graduate assistantships.
11. Supervise graduate assistants assigned to the graduate school.
12. Orient and train graduate assistants in collaboration with the deans of the schools.
13. Provide a university-wide evaluation mechanism for graduate assistants.
14. Assess strategies for delivering graduate programs by distance education

Figure 1-10 depicts the relationships of the Dean of Graduate Studies and Research.

### **Associate Dean of Research**

**1:430:5**

The Associate Dean of Research is responsible to the Dean of Graduate Studies and Research. This dean shall perform the following functions:

1. Promote and facilitate scholarly work by faculty through counsel, mentoring, and providing faculty development opportunities.
2. Administer the internal research program of the university.
3. Liaise with the Office of Development regarding the development of research proposals to foundations and private donors.
4. Sign, on behalf of the university, all research proposals to government agencies and foundations.
5. Assure compliance of funded projects with regulations of the funding entity

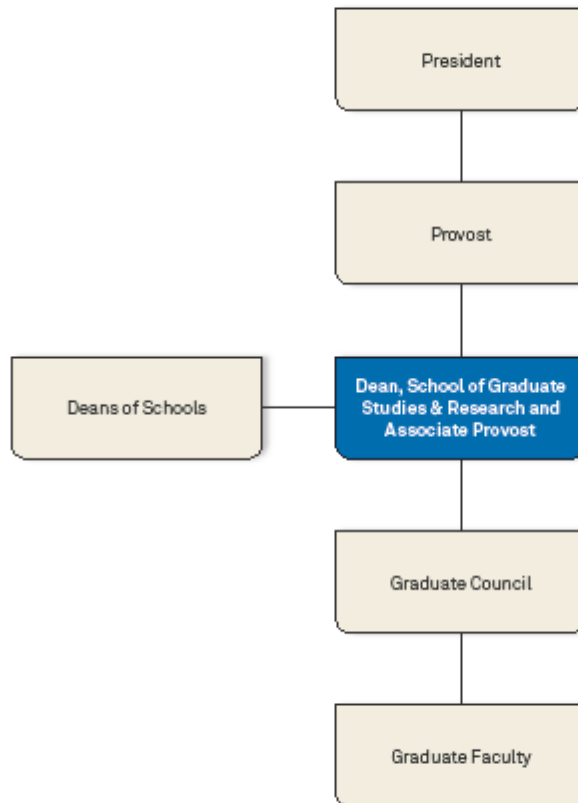
### **Dean of Libraries**

**1:430:6**

The Dean of Libraries reports to the provost and shall consult with the provost regularly. The dean is responsible for the James White Library, the Architecture Resource Center, the Music Materials Center, and the Center for Adventist Research as well as all personnel and activities within those facilities. With the assistance of the directors and the professional librarians, the dean shall:

1. Develop policies, in consultation with directors, professional librarians, administration, and faculty concerning the development and provision of library resources and services;
2. Develop short- and long-range plans for the libraries, consistent with the vision, mission, and goals of the university;
3. Maintain well-organized procedures for the selection, acquisition and cataloging of books, periodicals and other library materials to support the university curricula;

**Figure 1-10**  
*Major Relationships for*  
*Dean, School of Graduate Studies & Research*



4. Oversee the various special services of the libraries, but not limited to: the Mary Jane Mitchell Media Center, seminary library, music materials center, Center for Adventist Research, the Architecture Resource Center house, and specialized collections;
5. Prepare the annual library budget for the president via the usual channels, and authorize the expenditure of budgeted library funds;
6. Recommend to administration the appointment of directors and professional librarians. In consultation with directors, deans, and department heads, the dean shall appoint staff members. Directors and department heads shall select student workers and notify the dean;
7. Regularly update job descriptions and evaluate directors, professional librarians, and staff members;
8. Serve as secretary of the university Library Council (see policy #1:610:9);
9. Maintain close contact with the deans of the schools by attending school faculty meetings as needed, and assessing future needs.
10. Consult in planning processes to add new academic programs and courses in order to plan for, and provide necessary support;
11. Implement the budget under the supervision of the vice president for finance and the controller; and,
12. Serve as an advisory member of the graduate and undergraduate councils.

## **Principals of University Schools**

**1:430:7**

### **Principal, Andrews Academy**

**1:430:7:1**

The principal of Andrews Academy, who is responsible to the provost and the operating board of Andrews Academy (see Appendix 1-C), performs the following functions and such others as the director may delegate:

1. Administer the internal operations of the school program grades nine through twelve.
2. Confer regularly with the director of education for the Lake Union Conference and the provost regarding the internal administration of the school.
3. Report regularly to the operating board of the Andrews Academy and serve as secretary of the board.
4. Help prepare and implement the annual budget.
5. Consult with the operating board chair in the selection of faculty members with special attention to state and denominational licensure requirements.
6. Supervise the instructional and learning process.
7. Handle, with faculty consultation, the routine disciplining of students.
8. Consult with the operating board chair and provost regarding serious student offenses for which dismissal may be necessary.
9. Evaluate regularly the performance of each faculty and staff member.
10. Coordinate curricular and co-curricular activities.
11. Consult with the operating board chair regarding teaching assignments.
12. Recruit students.



13. Coordinate an effective system of communication among parents, students, faculty and the public.
14. Serve as *ex-officio* member of academy committees.
15. Convene and preside at academy faculty meetings.
16. Maintain the physical facilities of the academy and schedule their use.
17. Plan and coordinate chapel and assembly programs.
18. Supervise the counseling and guidance program.
19. Plan and coordinate new-student orientation.

### **Principal, Ruth Murdoch Elementary School**

**1:430:7:2**

The principal of the Ruth Murdoch Elementary School, who is responsible to the provost and to the operating board of the school (see Appendix 1-D), performs the following functions:

1. Serve as secretary of the operating board of the Ruth Murdoch Elementary School (see Appendix 1-D).
2. Report regularly to the operating board of the Ruth Murdoch Elementary School and consult regularly with its chair.
3. Administer the internal operations of the school program from pre-first through eighth grade.
4. Help prepare and implement the annual budget.
5. Consult with the operating board chair in the selection of faculty members with special attention to state and denominational licensure requirements.
6. Supervise the instructional and learning process.
7. Handle, with faculty consultation, the routine disciplining of students.
8. Consult with the operating board chair regarding serious student offenses for which dismissal may be necessary.
9. Evaluate regularly the performance of each faculty and staff member.
10. Coordinate curricular and co-curricular activities.
11. Consult with the operating board chair regarding teaching assignments.
12. Recruit students.
13. Coordinate an effective system of communication among parents, students, faculty and the public.
14. Supervise the maintenance of student cumulative records and other reports and official documents
15. Serve as *ex-officio* member of elementary school committees
16. Plan and supervise the registration of students.
17. Convene and preside at elementary school faculty meetings.

### **Principal, Griggs International Academy**

**1:430:7:3**

[This section is under revision.](#)

## **DIRECTORS IN ADMINISTRATION** **1:440**

Directors in administration are responsible for the support offices in the various divisions of the university. They report to the vice president of the particular division. Detailed job descriptions for these directors are filed in the office of human resources.

### **Chief Information Officer** **1:440:1**

The chief information officer (CIO) reports to the Provost and sits on the President's Cabinet.

### **Director of Institutional Research** **1:440:2**

The director of institutional research reports to the chief information officer, and works in cooperation with the Assistant Provost for Institutional Effectiveness to support the assessment and planning functions of the University. Studies, reports and statistics are released only by authorization of the president.

### **Director, Office of Human Resources** **1:440:3**

The director of human resources reports to the president and sits on the President's Cabinet. He/she is responsible for a wide range of personnel functions, including student labor.

### **Director, Student Success Center** **1:440:4**

The director of the student success center reports directly to the provost.

### **Director, General Education Program** **1:440:5**

The director for the undergraduate general education program reports to the provost. He/she directs and coordinates the general education program of the university, including evaluation of the program by way of a regular assessment plan. See also policy 2:440. The director chairs the General Education Committee, a university-wide committee of the Undergraduate Council.

### **Director, Honors Program** **1:440:6**

The director of the honors program carries overall responsibility for the honors program and reports to the Provost. The director is the chair of the Honors Council, a subcommittee of the Undergraduate Council.

### **Registrar** **1:440:7**

The registrar is responsible to the provost.

### **Director, Off-Campus Programs** **1:440:8**

The Director of Off-Campus Programs reports to the Dean of the School of Distance Education and oversees all programs taught at alternate locations.

**Compliance Officer, School of Distance Education** **1:440:9**

The Compliance Officer reports to the Dean of the School of Distance Education and is responsible for assuring compliance with legal requirements for offering academic programs in off-campus venues.

**Director, University Press** **1:440:10**

The director is responsible to the provost and works within the policies established by the Andrews University Press Board.

**Director, Alumni Services** **1:440:11**

The director of alumni services reports to the vice president for university advancement.

**Manager, Howard Performing Arts Center** **1:440:12**

The manager of the Howard Performing Arts Center reports to the vice president for University advancement.

**Director of Planned Giving and Trust Services** **1:440:13**

The director of planned giving and trust services is responsible to the vice president for university advancement.

**Director, Recruiting** **1:440:14**

The director of recruiting reports to the vice president for enrollment management.

**Director, Undergraduate Admissions and Communication** **1:440:15**

The director for undergraduate admissions and communication reports to the vice president for enrollment management.

**Supervisor, Student Visits** **1:440:16**

The supervisor of student visits reports to the vice president for enrollment management.

**Chief Accountant** **1:440:17**

The chief accountant is responsible to the controller.

**Director, Plant Administration** **1:440:18**

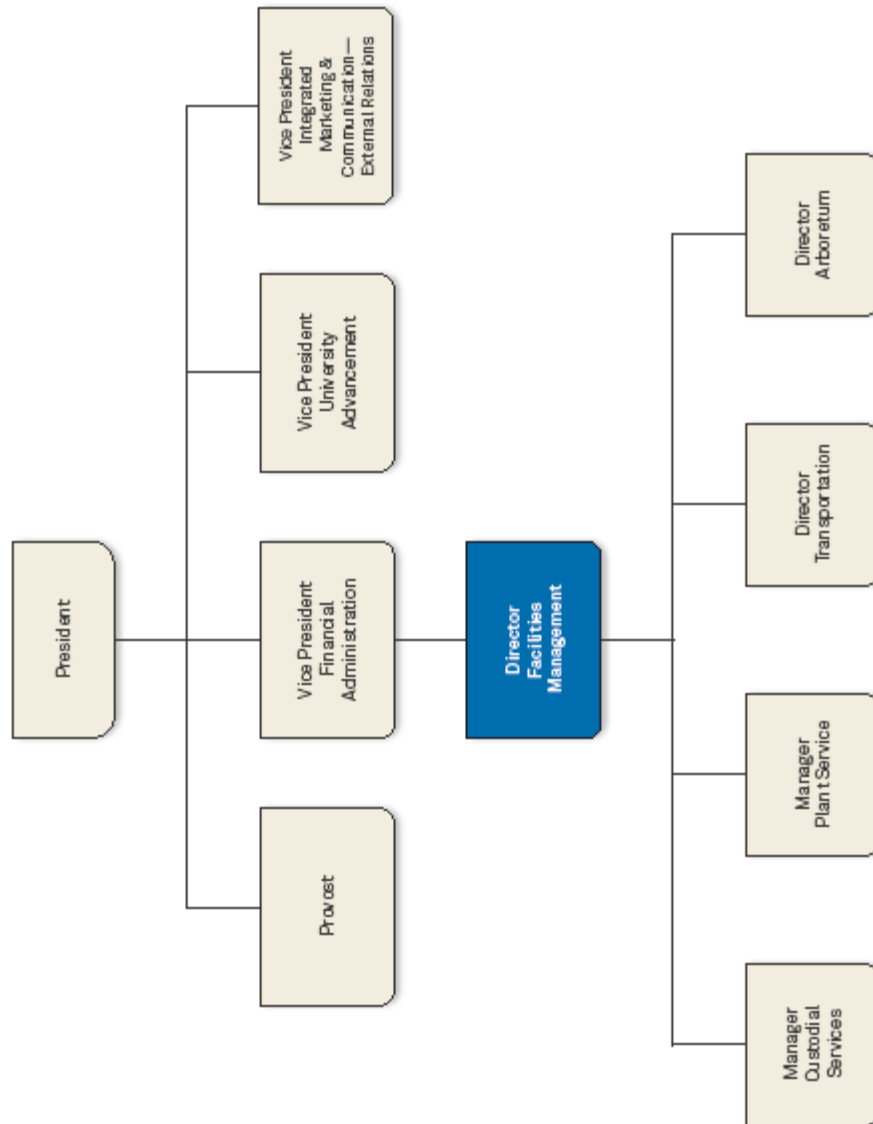
The director of plant administration is responsible to the vice president for financial administration.

**Note:** The reader is referred to Figure 1-11 for an organizational chart that reflects the major relationships of the Director for Plant Administration.

**Post Office Manager** **1:440:19**

The post office manager serves as the manager of the central mail room and reports to the vice president for financial administration.

Figure 1-11  
Major Relationships for  
Director, Facilities Management



<b>Director, Student Financial Services</b>	<b>1:440:20</b>
The director of student financial services is responsible to the vice president for financial administration for the fiscal functions of the department and responsible to the vice president for enrollment management for the enrollment and recruitment functions of the department.	
<b>University Chaplain</b>	<b>1:440:23</b>
The University Chaplain reports to the vice president for student life and is a member of the pastoral staff of Pioneer Memorial Church.	
<b>Director, Counseling and Testing</b>	<b>1:440:25</b>
The director of counseling and testing is responsible to the vice president for student life	
<b>Director of International Student Services and Programs</b>	<b>1:440:26</b>
The director of international student services and programs reports to the vice president for student life.	
<b>Director of Social Recreation</b>	<b>1:440:27</b>
The director of social recreation reports to the vice president for student life.	
<b>Directors, Residence Halls</b>	<b>1:440:29</b>
The directors of the men's and women's residence halls are responsible to the vice president for student life for the welfare of all students residing on the campus.	
<b>Internal Auditor</b>	<b>1:440:30</b>
The internal auditor reports to the audit committee of the board of trustees.	

## V. ADMINISTRATION OF AUXILIARY ENTERPRISES AND SERVICE DEPARTMENTS

### **AUXILIARY ENTERPRISES** **1:510**

Auxiliary enterprises are those operations which provide services needed to support campus life. Included in this category are:

- The University Bookstore
- Commercial Leaseholds
- The Farm and Dairy
- The Dining Services
- Residence Halls
- Timber Ridge Manor
- University Housing
- WAUS, Campus Radio Station

Detailed job descriptions for the managers of these enterprises are found in the Office of Human Resources.

#### **Manager of the Bookstore** **1:510:1**

The manager of the bookstore reports to the vice president for financial administration.

#### **Manager of the Farm and Dairy** **1:510:2**

The manager of the farm and dairy reports to the vice president for financial administration.

#### **General Manager, Dining Services** **1:510:3**

The general manager of dining services reports to the vice president for financial administration.

#### **Manager of the Radio Station (WAUS)** **1:510:4**

The university radio station, WAUS, is operated by the board of directors of the Andrews University Broadcasting Corporation. The manager of WAUS radio station is responsible to the Board of the Corporation.

### **SERVICE DEPARTMENTS** **1:540**

Directors of service departments report to the vice president of financial administration or the director of plant administration. Detailed job descriptions for these directors are filed in the office of human resources.

#### **Director of Campus Safety** **1:540:1**

The Director of Campus Safety, who is the life safety code enforcement officer of the university, is responsible for the activities of the campus safety department and its personnel. The director reports to the vice president for financial administration and

coordinates with the vice president for student life in sharing information and implementing safety protection measures.

**Manager of Custodial Services** **1:540:2**

The manager of custodial services reports to the director of plant administration.

**Manager of the Grounds Department** **1:540:3**

The manager of grounds reports to the director of plant administration.

**Manager of Plant Services** **1:540:4**

The manager of plant services reports to the director of plant administration.

**Manager of Transportation** **1:540:5**

The manager of transportation reports to the director of plant administration.

## **VI. UNIVERSITY SENATE, ADMINISTRATIVE AND ADVISORY COUNCILS, BOARDS, COMMITTEES, INSTITUTES AND CENTERS**

### **INTRODUCTION**

**1:600**

The president may appoint standing councils, committees, and advisory councils to advise him/her concerning the administration of the university. These committees serve any of three functions: policy development, coordination of communication and procedures or coordination of administrative strategies. They either report to the general faculty, specific administrators or to specific schools.

Listed below are the standing councils and committees that serve the university community on an on-going basis. Membership is updated annually in the *University Committee Directory*.

### **ADMINISTRATIVE BOARDS/COMMITTEES/COUNCILS**

**1:601**

#### **Cabinet**

**1:601:1**

The Cabinet is the highest coordinating and deliberative body in the university with respect to ongoing administrative matters.

The Cabinet is composed of administrative officers with whom the president may counsel regarding matters relating to the faculty, staff, and administrative units of the university. Membership includes the vice presidents, the director of human resources, the Chief Information Officer, and the chair of the Andrews University Senate. The president is the chair of the cabinet.

#### **Strategic Planning Committee**

**1:601:2**

The Strategic Planning Committee is a combined board, administration and faculty committee. It recommends major strategic initiatives to the Board of Trustees and seeks to ensure a cohesive approach to planning throughout the institution. The committee ensures the operation and regular updating of institutional plans as reports are received from the sub-committees and other University entities. The sub-committees are organized around the major divisions of the institution and include academics, the student experience, facilities, advancement, faculty, marketing and enrollment.

#### **The Andrews University Senate**

**1:601:3**

As a broad-based, representative body of university faculty, staff; and administrators; the Andrews University Senate is the forum in which all major issues of general concern are addressed and in which all changes affecting the university as a whole are deliberated before implementation. The work of the Senate is to advance the mission of the university by ensuring that these matters have been adequately analyzed and discussed, and that subsequent decisions have received general support. Through the Senate Chair's



membership on the President's Cabinet, the Senate has access to all reports and recommendations of any committee (standing, ad hoc, or otherwise) that deal with matters of university-wide impact. The Senate holds the prerogative to initiate discussion of these matters or of any similar or related issues that come to the attention of its constituency by any other means (See Appendix 1-F). After thorough review at regular, duly-called Senate meetings, the Senate's voted, non-binding recommendations are sent simultaneously to (1) the chair of the committee involved, (2) the vice-president to which the committee reports, and (3) the university president.

**Note:** The reader is referred to Figure 1-12 for an organizational chart that reflects the major relationships of the University Senate.

### **Compliance Committee**

**1:601:4**

The Compliance Committee is responsible for oversight of all compliance and regulatory requirements across the institution, usually those expected by external bodies. It maintains an inventory and ensures compliance is maintained. Chaired by the President, it includes selected administrators who have been charged with the responsibility of maintaining compliance with various regulations and laws. The committee requires periodic reports from those responsible for ensuring compliance, identifies institutional training needs to meet requirements, identifies deficiencies in compliance and expects relevant departments to identify plans to correct deficiencies.

### **Compensation Committee**

**1:601:5**

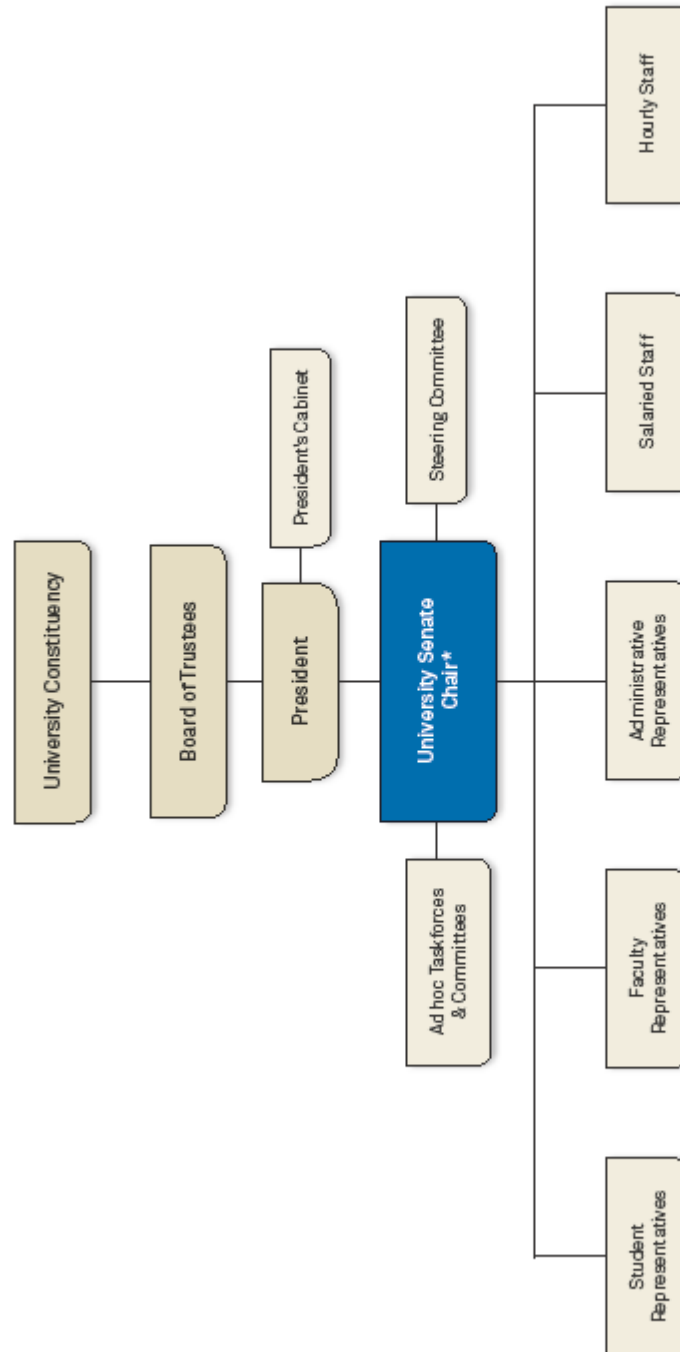
The Compensation Committee is responsible for overall oversight of the Compensation program of the University. In that role, it reviews and makes decisions regarding compensation and benefits, ensuring that procedure and policy are followed in both areas. It also reviews requests for exceptions to the compensation or benefit policy. Recommendations for policy changes must be approved and forwarded to the Financial Management Committee. Chaired by the President, the committee includes the chief academic officer, chief financial officer, controller, a dean, and the human resources director and assistant director. It meets as needed.

### **Administrative Computing Committee**

**1:601:6**

This committee advises, reviews and makes recommendations for plans, priorities and policies relating to information technology as it affects the administrative functions of the University. It reports on the work of the Information Technology Services (ITS) Administrative Systems area, including issues with Banner upgrades and compliance requirements. The committee advises ITS about projects and their priorities, recommended changes in policies, and establishes working groups to analyze and recommend solutions to the committee. Membership includes the Chief Information Officer, the director of administrative computing, Banner support specialists, the Controller, and representatives from Student Financial Services, Human Resources, Financial Records, Academic Records Office, Undergraduate Admissions, Advancement, and the James White Library.

**Figure 1-12**  
*The Organization of the University Senate*



\*Member of President's Cabinet

**Council on University Honors and Awards** **1:601:7**

The purpose of this council shall be to coordinate the awarding of honors to worthy recipients. Its specific function is to identify suitable candidates and recommend them for awards to the president. It also counsels the president regarding appropriate policies to govern the awarding of honors and awards.

The types of awards that may be recommended by this council to the president include honorary degrees, medallions and any other means of honor that the university may devise from time to time. For this reason it may appoint sub-committees to assist in identifying suitable candidates for the various types of honors as well as naming of buildings/facilities after individuals.

**Andrews University Press Board** **1:601:8**

Andrews University Press Board, chaired by the president or a designate, is responsible for the supervision of the operation of a University Press that publishes or assists in the publication of scholarly books, journals, research and other selected university publications.

**Capital Expenditures Committee** **1:601:9**

Chaired by the Vice President for Financial Administration, the Capital Expenditures Committee approves and maintains the spending of funds for capital improvements of the University. Departments must make presentations to the committee before expenditure of funds is authorized.

**Computer Purchasing Committee** **1:610:10**

The Computer Purchasing Committee, in consultation with Information Technology Services (ITS) approves all computer purchases for all departments of the University on an annual basis. The committee is chaired by the Vice President for Financial Administration.

**ACADEMIC ADMINISTRATIVE BOARDS/ COMMITTEES/  
COUNCILS** **1:610**

**Dean's Council** **1:610:1**

The Deans' Council serves as an executive advisory council to the Provost. The Council reviews proposals for administrative academic initiatives, advises on proposed administrative policy or procedure changes affecting the academic community, hears reports from deans on plans or actions that will have wide campus impact, advises the Provost on the academic directions of the institution, serves as the executive planning and strategy team, and initiates academic plans with wide campus impact.

The members of the Deans' Council include all the deans of schools, Associate Provost(s), the Dean of the School of Graduate Studies and Research, the Dean of the School of Distance Education and the Dean of Libraries.

## **Academic Administration Council**

**1:610:2**

The Academic Administration Council serves as a planning and coordinating group for the members of the Deans' Council (see policy #1:610:1) and the directors of the various academic offices of the University.

The Council reviews proposals for academic initiatives that affect academic support services, approve processes to coordinate academic activities, hear reports about actions of academic support activities having wide campus impact, and to initiate such plans of academic support services. In addition, the Council serves as the core membership of the Academic Master-Planning Committee and develops campus-wide academic strategy to recommend to the General Faculty and the Strategic Planning Committee.

The members of the Academic Administration Council include the members of the Deans' Council (see policy #1:610:1), the associate and assistant provosts, the associate deans, the Registrar, the director of General Education, the director of Student Success, the director of the Honors Scholars program, and the vice president for Enrollment Management. The Provost is the chair; the Registrar serves as the Secretary. The Council meets monthly.

## **Institutional Assessment Committee**

**1:610:4**

The Committee for Institutional Assessment is responsible for promoting sound assessment practices across campus as a means for continuous quality improvement. The committee reviews institutional assessment instruments, data, policies, and procedures; assists in the development of goals, outcomes, criteria, and assessment tools as needed; determines how data should be used and who needs to see it; and makes recommendations for follow-up.

## **Off-Campus Programs Committee**

**1:610:5**

Chaired by the Provost and including representatives from the various schools and distance education programs, this committee gives guidance to the development of alternative educational delivery, develops coordinating mechanisms to recommend to appropriate authorities, and recommends academic policies for distance education to support academic integrity and the mission of the University.

## **Tours Committee**

**1:610:6**

Chaired by the Associate Provost and comprised of representatives from Enrollment Management, Student Financial Services, Academic Records, Retention, and deans and faculty from schools and colleges, the Tours Committee establishes policies and guidelines for academic, promotional, and service tours; approves all proposed tours; and oversees a central reporting system for all tour matters. See Policy 2:420.

[The tours committee and its responsibilities are under review.](#)

## **Distance Learning Technology Committee**

**1:610:7**

Chaired by the Dean of the School of Distance Education and including representatives from the various schools and distance education programs, this committee gives guidance to the development of alternative educational delivery systems including online courses; develops policies for development, delivery and assessment of such courses; develops and

communicates distance learning policies and expectations; identifies and plans to meet faculty training needs; develops coordinating mechanisms for delivery of distance education courses and programs; and seeks to maintain currency in technologies and systems for delivery of distance education.

### **Academic Integrity Committee**

**1:610:8**

A standing committee on academic integrity appointed by the provost shall consider and decide cases of repeated and/or more serious academic dishonesty. This committee shall include faculty representatives from the schools of the university. The Vice President for Student Life or his/her appointee shall be a regular member of the committee, which shall also include student representation.

The committee on academic integrity shall develop and maintain a table of levels of infractions and potential penalties or a set of principles and guidelines to direct their work. See policy #2:444 for details and procedures.

### **Andrews University Library Council**

**1:610:9**

The membership of the Council includes dean and faculty representatives, and is chaired by the provost or the provost's designate. The director of the library acts as secretary. The council recommends strategic initiatives affecting the library, advises on appropriate benchmarking and assessment processes, considers financial needs and makes recommendations to university administration, and refers concerns of administration or faculty to the Library Administration Committee.

### **Archives Committee**

**1:610:10**

The University Archives Committee oversees strategic management of the Andrews University Archives and its operating policies, and provides guidance for the functions of the University Archives Executive Committee, which oversees the day-to-day operations of the Archives. See policy #1:736.

## **Faculty Boards/Committees/Councils**

**1:620**

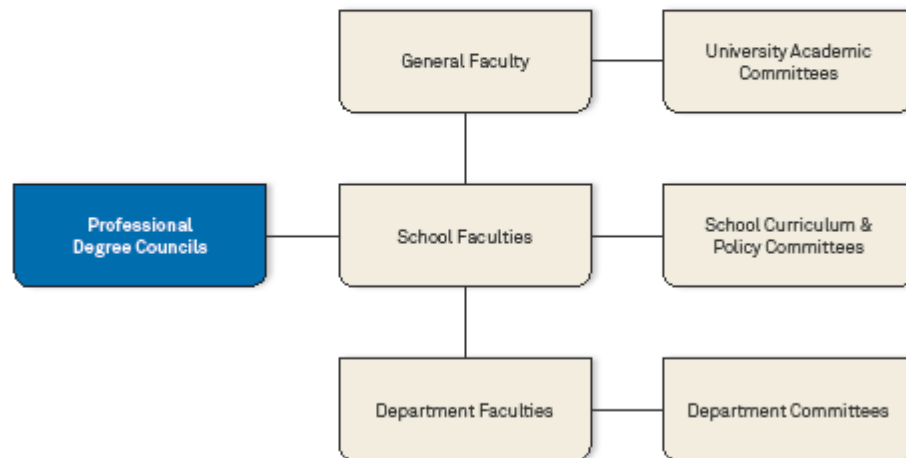
### **General Faculty Meeting**

**1:620:1**

The General Faculty is the highest deliberative body responsible for formulating and recommending all academic programs and policies on behalf of the constituent schools of the university. When business is to be done, all members of the General Faculty meet to deliberate and take action under the chairship of the provost. (See also #2:126). It also gives counsel on financial and personnel matters relating to academic matters.

**Note:** The reader is referred to Figure 1-13 for an organizational chart that reflects the major relationships of the faculty and academic committees.

**Figure 1-13**  
**Major Relationships of Faculty and Academic Committees**



### **Undergraduate Council**

**1:620:2**

The Undergraduate Council serves as a coordinating, policy-making, consulting, quality control, and advisory council to the president and university administration on behalf of the undergraduate faculty. Members are expected to seek what is best for the University rather than represent specific schools within the University. Appendix 1-H provides more detail.

The Honors Council and the General Education Committee report to the Undergraduate Council. In addition, the Council has subcommittees for Academic Policies, Admissions, and Program Development and Review.

### **Graduate Council**

**1:620:3**

The Graduate Council serves and acts on behalf of the Graduate Faculty and the graduate students who are in graduate programs under its jurisdiction. The members of the Council consider and recommend policies and standards which will benefit the entire University rather than representing specific schools or colleges. The Graduate Council is chaired by the dean of the school of graduate studies and research. It comprises appointed and elected graduate faculty members and graduate students according to criteria and procedures outlined in the *Andrews University Working Policy* (Appendix 1-G).

Subcommittees of the Graduate Council include program development and review, admissions and academic standards, and graduate faculty membership and peer review.

**Faculty Development Committee** **1:620:4**

The Faculty Development Committee is chaired by the Associate Provost and is tasked with developing and organizing faculty development opportunities through the Faculty Institute. The chairs of the Effective Teaching Council and Institute for College Faith will be members of this committee, along with other faculty and academic leaders in the areas of technology in education, teaching and learning, and assessment.

**Rank & Tenure Committee** **1:620:5**

The function of the Committee on Rank and Tenure is to recommend specific faculty members who qualify for advancement in rank and tenure according to criteria published in the Andrews University Working Policy (see policies #2:310 and 2:320) after review of the appropriate faculty portfolio, including chair and dean recommendations. See also Appendix 2-G.

**Scholarly Research Council** **1:620:6**

Serving as the Executive Committee of the Office of Research and Creative Scholarship, the Scholarly Research Council has been established to promote, coordinate and develop policy regarding research and creative scholarship at the university and the activities of organizational entities involved with research and creative scholarship. As such it serves to advise the director of the office of Research and Creative Scholarship and creative scholarship and the provost or the provost’s designee. The dean of the school of graduate studies and research is the chair, and the associate dean of research is the secretary. The Council oversees the work of the Institutional Review Board, the Institutional Animal Care and Use Committee, and the Faculty Peer Review Committee for awarding internal faculty research grants.

**Faculty Policy Committee** **1:620:7**

The Faculty Policy Committee reviews, initiates, develops, and proposes to the General Faculty appropriate policies to coordinate and promote quality teaching and faculty performance. Such policies may include matters relating to faculty employment; teaching strategies and processes, including instructional technology developments; and teaching facilities and equipment.

**INSTITUTES AND CENTERS** **1:650**

Andrews University operates several centers, museums and institutes for the purpose of promoting research and/or providing specialized services to the church and community. These entities are usually associated with a department or school, but where they serve the entire university, the entity reports to the Provost or the dean of the school of Graduate Studies and Research.

<b>Name of Institute/Center</b>	<b>Reports to</b>	<b>WP Appendix</b>
This center has been phased out		1-M
This center has been phased out		1-N
Institute of Archaeology	Dean, SDA Theological Seminary	1-O
Institute for Prevention of Addictions	Chair, Department of Behavioral Sciences	1-P
Institute of Church Ministry	Dean, SDA Theological Seminary	1-Q
Institute of Hispanic Ministry	Dean, SDA Theological Seminary	1-R
Institute of Jewish-Christian Studies	Dean, SDA Theological Seminary	1-S
This center has been dissolved and the responsibilities reassigned.		1-T
Christian Leadership Center	Dean, Theological Seminary	1-U
University Center for Reading, Learning & Assessment	Dean, School of Education	1-V
Greek Manuscript Research Center	Dean, SDA Theological Seminary	1-W
Andrews International Center for Educational Research	Dean, School of Education	1-X
Center for Research and Creative Scholarship	Dean, Research and Creative Scholarship	1-Y
International Religious Liberty Institute	President	1-Z
Center for Continuing Education for Ministry	Dean, SDA Theological Seminary	1-AA
Center for College Faith	Associate Provost	1-BB
The Professional Undergraduate and Graduate Faculty	Provost	1-CC



## **VII. MISCELLANEOUS ADMINISTRATIVE POLICIES**

### **AVAILABILITY FOR DUTY: ADMINISTRATORS 1:710**

Officers of the university and its schools, and associates and assistants in administration, are expected to be available for duty regularly except during their annual vacations and on the regular staff holidays, unless they have made other arrangements with the president.

### **ATTENDANCE AT UNIVERSITY CONVOCATIONS 1:711**

From time to time the president of the university calls for the attendance of university personnel at special convocations. For certain of these convocations, the president may prescribe the wearing of academic garb.

### **TENURE: ADMINISTRATORS 1:712**

Officers of the university and its schools, and associates and assistants in administration, are not eligible for tenure in their administrative positions. Administrators who teach, however, may obtain tenure status as faculty on the conditions outlined in policies #2:135 and 2:320.

### **LEAVES FOR ADMINISTRATORS 1:714**

Officers of the university and its schools, associates and assistants in administration, who engage in instruction or research or who are active in academic service, may be granted a sabbatical leave (see policy #2:346:2) or advanced study leave (see policy #2:346:1). Application is made to the president (See policy #2:348).

### **CONFLICT OF INTEREST 1:715**

Andrews University requires its officers and employees to be in harmony with the denominational policy (NAD P35 & GC E85) on conflict of interest. Annually, officers and employees with fiduciary obligations associated with university funds and resources are expected to sign and abide by a declaration of compliance with the policy.

### **PERSONNEL DECISIONS: HIRING, PROMOTION IN RANK, DISMISSAL, CURRICULUM COORDINATORS 1:716**

1. Appointments of new faculty or dismissals of faculty in the constituent schools of the university, the Andrews Academy and the Ruth Murdoch Elementary School are proposed to the Board of Trustees by the president. Before the president makes a decision, at least the following are consulted: the provost, the dean of the school (including the dean of the school of Graduate Studies and Research where appropriate) or the director of the James White Library, the chair and the faculty within the department (via search committees), and, where appropriate, the operating boards of the Andrews Academy and the Ruth Murdoch Elementary School. Dismissal of a tenured faculty member must follow the procedures outlined in policies #2:175 and #2:180).

2. Promotion of teachers in regular, temporary or special academic rank is proposed to the Board of Trustees by the president. Before the president makes a decision, at least the following are consulted: the provost, the dean of the school (including the dean of the school of Graduate Studies and Research where appropriate), the department chair and the rank and tenure committee of the university.
3. Appointment of chairs of instructional departments and curriculum coordinators is proposed to the Board of Trustees by the president. Before the president makes a decision, all members of the department, as well as the dean of the school in which the department functions and the provost, are consulted.
4. Appointments of officers of schools of the university and principals for the Andrews Academy and the Ruth Murdoch Elementary School is proposed by the president to the Board of Trustees after consultation as outlined in policy #2:142:6:4 or by the operating boards of the Andrews Academy and the Ruth Murdoch Elementary School.
5. Appointment of a president is made by the Board of Trustees after consideration by a search committee appointed by the trustees as per policy #2:142:6:5.
6. Although the Board of Trustees has final authority to make appointments of all university personnel (non-faculty and faculty), it has delegated to the president and the operating boards of the Andrews Academy and the Ruth Murdoch Elementary School the appointment of all hourly-paid employees. (See also policy #1:310)

## **SEARCH COMMITTEE PROCEDURES FOR SALARIED STAFF 1:717**

When a salaried staff vacancy is anticipated within a given vice presidential area, the relevant vice president shall review the job description and advertise the position for a minimum of fifteen (15) days through the Office of Human Resources. The vice president shall authorize the relevant school and/or department(s) to appoint a search committee using the considerations below. (See also #2:142).

1. Maintain a small committee membership, normally 3-7 persons.
2. Consult with the following:
  - a. those who work under the person whose position is vacant or is becoming vacant.
  - b. academic and non-academic peers who work closely with the person whose position is becoming vacant.
  - c. supervisors of the person whose position is vacant or is becoming vacant.
  - d. the vice-presidents who work closely with the person whose position is vacant or is becoming vacant.

The search committee shall report its recommendations to the relevant vice president. The vice president shall then review and verify the recommendations, consulting with the other vice presidents of the university (if appropriate). When a decision has been reached, the vice president will convey the decision on the recommendations to the search committee with reasons where appropriate, and recommend the appointment to the president. The Andrews University Board of Trustees, at the recommendation of the president, votes appointments of salaried staff.

## POSTING OF ANNOUNCEMENTS AND NOTICES IN PUBLIC PLACES

1:718

Posters and announcements may be displayed only in areas designated (such as bulletin boards) by the person(s) in charge of the relevant building or section of the building.

Permission to place posters and announcements on or in any building must be obtained from this person. Posters or announcements by students should also carry the stamped approval of the vice president for student affairs. The same designated officials in charge of a building may remove posters and outdated announcements. The maximum size of posters is 14" x 22".

For supervisory purposes the various Andrews University buildings have been assigned as follows:

<b>Building</b>	<b>Supervisor</b>
Administration Building	Vice President for Financial Administration
Agriculture Buildings	Chair, Department of Agriculture
Alumni House	Director of Alumni Services
Andrews Academy	Principal, Andrews Academy
Architecture Building	Dean, School of Architecture
Art and Design Center	Chair, Department of Art
Bell Hall	Dean, School of Education; Department chairs who have their own bulletin boards
Bookstore Building	Bookstore manager
Buller Hall	Department chairs who have their own bulletin boards
Burman Hall	Dean in charge
Campus Center Building	Vice President for Student Life; Director of Dining Services (top floor)
Chan Shun Hall	Dean, School of Business Administration; Department chairs who have their own bulletin boards
Chiller Building	Director of Plant Service
Custodial Building	Chief custodian
Forsyth House	Director of the Honors Program
Gymnasium and Beaty Pool	Chair, Department of Nutrition & Wellness
Halenz Hall	Chair, Department of Chemistry
Harrigan Hall	Dean, School of Health Professions; Department chairs who have their own bulletin boards
Haughey Hall	Chair, Department of Physics
Horn Museum	Curator, Horn Museum
Howard Performing Arts Center	Manager, Howard Performing Arts Center
Information Services Building	Director of Computer Services
James White Library	Dean of Libraries
Lamson Hall	Dean in charge
Marsh Hall	Chair, Department of Nutrition & Wellness (for top floor); Chair, Department of Nursing (middle floor);

<b>Building</b>	<b>Supervisor</b>
	Director, Crayon Box (lower floor)
Meier Hall	Dean in charge
Music Building	Chair, Department of Music
Nethery Hall	Dean, College of Arts and Sciences; Department chairs who have their own bulletin boards
P.R. Building	Director of Integrated Marketing & Communication
Physical Therapy Building	Chair, Department of Physical Therapy
Plant Services Building	Director of Plant Service
Price Hall	Chair, Department of Biology
Ruth Murdoch Elementary School	Principal, Ruth Murdoch Elementary School
Seminary Hall	Dean, SDA Theological Seminary; Department chairs
Smith Hall	Chair, Department of Agriculture
Sutherland House	Department of Safety

## **UNIVERSITY HOSPITALITY**

**1:720**

*Official Guests:* The president, the provost, the vice presidents and the Vice President of Integrated Marketing and Communication are authorized to identify the official guests of the university.

The following categories of persons qualify as official guests: (a) trustees of the university; (b) parents of residence hall students on a once per year basis; (c) prospective students and their escorts; (d) persons coming to campus to interview students for possible employment, (e) official representatives from partner institutions and (f) speakers who are invited to the campus. Official guests of the university are given complimentary lodging

## **LOST AND FOUND**

**1:722**

The custodian in the custodian's office administers the lost and found service. Lost articles are held until claimed; articles not claimed before May 15 annually are disposed of by sale if they have been in the office at least one month. The proceeds accrue to the custodian department under the direction of the controller.

## **DISASTER RESPONSE PLAN**

**1:724**

The university maintains a Disaster Response Plan, which details the university's readiness for a disaster. The plan defines a disaster as any accident or incident that would interrupt a significant portion of the university's normal operation.

The plan seeks to minimize the immediate adverse effects of a disaster. It seeks to protect life and property of the university and its faculty, staff and students. It encompasses the establishment of an emergency control center, emergency warning and communication, temporary shelter and Dining Services, emergency medical services and emergency maintenance.

Copies of the plan may be obtained from the office of human resources, the safety department, or the vice president for financial administration.

## **CLOSURE OF UNIVERSITY DURING EMERGENCIES** **1:726**

This section is under revision.

### **Purpose** **1:726:1**

The purpose of this policy is to establish the conditions under which the university may be closed in whole or in part to identify who are authorized to declare such a closure and to establish a remuneration policy for staff to apply during periods of closure. See also policy #2:40:2.

### **Conditions for Closure** **1:726:2**

Conditions, which might indicate a delay in beginning the school and/or workday or a closure during the day, include

*Weather Related and Natural Disasters:* When travel to and from the campus is or is predicted to become impossible or dangerous or when highways are declared closed by the police.

When any weather-related condition either is or is anticipated to be so severe as to make residing on the campus or traveling to and from it a danger that should be avoided to the maximum extent possible.

*Disruption of Campus Services:* When a utility service vital to the conduct of affairs is disrupted for a prolonged period. (The disruption could involve electric, water, heating, cooling or any other vital utility.)

Conditions that might indicate closing activities in specific buildings, while not at the same time closing the entire campus, include

*Weather Related and Natural Disasters:* When a condition has left a building(s) in uninhabitable condition or in a condition of questioned safety.

*Disruption of Campus Service:* When a disruption of a utility is such as to make the use of a building(s) impractical for a significant period of time.

### **Authority for Closure/Class Cancellation** **1:726:3**

*When the university is in session,* the decision to close the University or cancel classes is made by the president (or the designated office in his/her absence) in consultation with the provost or the one designated to operate in his/her absence.

*When the university is not in session,* the decision to close the university is made by the president (or the designated office in his/her absence) in consultation with the vice president for financial administration or one designated to operate in his/her absence. (This includes weekends, holidays and vacations.)

**Announcement on Closure/Cancellation of Classes** **1:726:4**

The decision to close the university will most frequently be relayed by telephone to principal offices, which may be asked to notify the departments reporting to them (see also policy #1:724). The office of the vice-president involved in the closure decision will arbitrate any problems the closure may create.

Decisions to close the university will be announced on WAUS. If WAUS is not broadcasting during inclement weather employees should call 471-7660. If it is anticipated that the campus can be re- opened during the day the closure is declared, that fact will be included in the announcement. Instructions will be given as to how and when the re-opening can be verified.

For purposes of remuneration, non-weather-related closure will be considered to have been made after the beginning of the workday. (See also Remuneration below in policy #1:726:6).

**Essential Workers** **1:726:5**

When the closure/cancellation of classes involves the entire campus, certain essential workers may be required to continue working. Most frequently this would involve the physical plant department, public safety, Dining Services and residence hall workers. Under certain circumstances the university may provide transportation to essential workers.

**Remuneration** **1:726:6**

**Closure After Work Begins** **1:726:6:1**

If closure is announced after an hourly rated employee has reported for his/her regular shift, he/she may be paid for all the hours he/she would have normally worked on that day. That time should be reported on the regular time card or by such other method as may be used in the employee's department. If the closure is announced to terminate during an employee's shift the hours of the closure may be reported.

If the closure is continued on a subsequent day(s), an employee entitled to paid leave may report the hours he/she would have worked on the application for paid leave form, provided there is sufficient time in the paid leave bank.

See Announcement on Closure above for remuneration during non-weather related closure.

**Closure Before Work Begins** **1:726:6:2**

If closure is announced on the previous day, or by not later than 7:00 a.m. on the day of the closure, an hourly rated employee who would normally work on that day may report the hours he/she would have worked on that day on the application for paid leave form, provided sufficient time remains in the paid leave bank. Non-weather related closure will be considered to have been made after work is begun.

**Salaried Employees** **1:726:6:3**

Salaried employees' wages will not be reduced for the time lost because of a closure.

## **Leniency in Class Assignments**

**1:726:7**

Recognizing that the university may be open when travel to and from the campus is hazardous for some students, faculty should exercise leniency in rescheduling of tests and submission of assignments during such times.

## **ACCREDITATION**

**1:728**

The university seeks or maintains accreditation with appropriate national, regional, and professional accrediting associations that respect the objectives and ideals of Andrews University. Decisions regarding accreditation are made by the Andrews University Board of Trustees upon the recommendation of the president after consultation with the provost and appropriate deans and faculties with respect to the need for accreditation and its advantages to the university.

The provost shall coordinate accreditation self-studies or, after appropriate consultation with the president, delegate the same to appropriate deans, associates in academic administration, departments or individuals.

Compliance with professional accreditation standards is monitored by the appropriate dean and department faculty and includes timely submission of required fees and documentation. In the event that substantive changes occur or are anticipated to occur in a program which has been accredited, or in the legal authority or accreditation status of the institution, timely notification will be provided to the accrediting organization. Changes required to bring a program into compliance with accreditation standards will be made within the timeframe required by the accrediting organization. Changes creating significant mission or fiscal impact will be subject to approval of the Board of Trustees.

## **FLAG POLICY**

**1:730**

### **Responsibility for Flags**

**1:730:1**

The Facilities Management Committee develops and maintains policies and procedures concerning the use of flags on campus.

The Office of Campus Safety is responsible for raising or lowering the United States flag; Integrated Marketing and Communication raised and lowers the international flags on campus.

### **United States Flag**

**1:730:2**

The flag code adopted by Congress in 1942 and subsequently amended governs the use of the United States flag on campus. This code specifies conditions, days and times for raising and lowering the flag. A copy of this code is available for review at the Office of Campus Safety.

### **Andrews University Ceremonial Flag**

**1:730:3**

The current 4' x 6' Andrews University ceremonial flag, which is double-sided, gold-tasseled and gold-fringed, is used as determined by the president. At such times, appropriate

standard bearers and flag-stands are employed under the supervision of the Office of Integrated Marketing and Communication.

### **Andrews University International Flags**

**1:730:4**

Andrews University annually flies the flags of its international students in the flag quadrangle on occasions such as the following:

1. College days
2. Graduation weekends
3. Inauguration of the president
4. Alumni weekend
5. Convocations
6. International week
7. Other special occasions declared by the president

### **Custody of Flags**

**1:730:5**

The Office of Integrated Marketing and Communication is responsible for the custody and care of all Andrews University ceremonial flags and its collection of international flags.

## **THE ANDREWS UNIVERSITY BUDGET**

**1:732**

The annual financial operations of Andrews University extend from May 1 through April 30 on the basis of a budget recommended by the president and voted by the Board of Trustees.

Once the Board of Trustees has voted the budget, implementation becomes the domain of the vice president for financial administration assisted by the controller and the treasurer and in consultation with the president.

The proposed budget is normally put together for the president by the controller, after the president had been advised by the vice presidents, deans, and such other associates with respect to the areas they have responsibility for and had taken due cognizance of the various academic and other related programs and projects of the university.

## **GIFTS TO THE UNIVERSITY**

**1:734**

### **Authority for Accepting Gifts, Donations and Bequests**

**1:734:1**

Only the president may accept gifts, donations, endowments and bequests to the university. He/she may delegate this responsibility to the vice president for university advancement or his/her designee. Gifts of any kind that commit the university in ways, which would be out of harmony with the principles of the university, may not be accepted.

### **Fund-raising Controls for the University**

**1:734:2**

The vice president for university advancement initiates, coordinates and supervises all fund-raising activities for entities or functions of the university.

No university employee, department, school or entity may raise funds or solicit gifts from any individual, corporation, foundation, institution or private sector entity without prior consultation with the vice president for university advancement or his/her designee.



After such consultation the vice president for university advancement or his/her designee may authorize private sector solicitation. Collaboration to assist with grant writing is available from the office of development.

The offices of University advancement and Research and Creative Scholarship will coordinate their approaches in raising funds to optimize the chances of successful fund-raising.

## **GUIDELINES FOR NAMING UNIVERSITY FACILITIES** **1:735**

### **Recognition of Persons and Organizations** **1:735:1**

In naming its buildings, special rooms and campus areas, Andrews University recognizes persons and organizations for their philanthropy or professional service and personal contributions to society and the university.

### **Committee for Naming University Facilities** **1:735:2**

*A Sub-committee for Naming University Facilities*, appointed annually by the president, has responsibility for naming facilities. The sub-committee consists of five (5) members with the president as chair and the vice president for university advancement as secretary. The president who may select from among faculty, staff, administration, students or alumni determines the other three (3) members of the sub-committee. Membership is for duration of three (3) years with one retiring annually. No more than three (3) consecutive terms are allowed. The sub-committee reports to the Committee on University Honors and Awards.

### **Guidelines for Naming University Facilities** **1:735:3**

The following are used as guidelines for naming of university facilities:

#### **Monetary Donation** **1:735:3:1**

A new, unnamed existing building or newly renovated building may be named after a person/ organization if at least one half of the total funding needed (excluding the endowment amount) for the building, the current value of the existing building or at least half of the funding needed for the renovation of an existing building is donated by the donor person/organization.

A room or campus area may be named after a person/organization if the total funding needed for it is donated by a donor person/institution or if a dollar amount considered significant is donated.

An unnamed existing building may be named after a particular person/organization if the person/organization shall have paid all of the remaining debt on it or paid at least half the total renovation of it, or paid an endowment amount equal to 30% of the current value of the building in order to ensure its future maintenance without university capital/operating funding.

## **Contribution to the Mission and Objectives of the University**

**1:735:3:2**

A new facility or unnamed existing facility may be named after a person or organization on the basis of an acknowledged and sustained contribution to the ideals, mission and objectives of the university even if such person is not, or has not been, an employee of the university. In such cases the following considerations may be taken into account:

1. General appreciation of the university family and alumni for the reputation and contributions of the person/organization to the welfare of society, the church or the university;
2. General societal appreciation for the services of the said person/organization;
3. Whether the service to the mission and objectives of the university has been largely philanthropic and humanitarian to society, the church and the university rather than for gain or remuneration;
4. Whether the service to the mission and objectives of the university has been sustained over a number of years;
5. Whether the act of recognizing the person/organization might prompt for additional financial contributions or fund-raising; and
6. Whether the person is alive or deceased. (It is customary to name buildings only posthumously).

## **Past Service to the University**

**1:735:3:3**

A university facility may be named after a person on the basis of past service to the university. In such cases the following considerations may be taken into account:

1. Length of service rendered;
2. Quality, importance, sacrificiality, and uniqueness of the service rendered;
3. General student, alumni and faculty appreciation of the service rendered;
4. Whether the building, room or campus area can be easily associated with the honoree by virtue of past service;
5. Whether the person is deceased. (Generally, buildings are named after a person posthumously but rooms and campus areas may be named after persons who are still living.)

## **DOCUMENTS, RECORDS AND ARCHIVES**

**1:736**

### **Legal Documents of the University**

**1:736:1**

The legal documents of the university such as the charter, titles, deeds, and seal, rest in the custody of the president who may delegate responsibility for protection of these items to other officers of the university.

### **Archives and Records of the University**

**1:736:2**

The Andrews University Archives (AUA), located at the Center for Adventist Research in the James White Library, manages all university records and protects the archives of the university. The University Archives Committee (see policy #1:610:10) establishes policies for management of records and archives in harmony with generally recognized standards.

## **University Records**

**1:736:3**

*University records* are defined as all official administrative records, regardless of their form or format, whether published or unpublished, paper, audio visual or electronic, that are created, owned, used, in the possession of or retained by the executive officers and staff of central administrative offices, deans and staff of the respective colleges, schools, departments, administrative offices, centers, institutes, museums, the library and any other university entity. Faculty teaching materials and class records are not considered university records.

All university records belong to Andrews University and are managed according to established Andrews University policies.

Retention and disposition of records generated by university entities follow the procedures outlined in the *Andrews University Archives and Records Management Manual*. The above mentioned university administrators, faculty and staff in cooperation with the Andrews University Archives are responsible to ensure that these records are properly managed and transferred to the AUA for retention in accordance with the established records retention schedules (see Appendix 2-E).

## **Access to Records**

**1:736:4**

All university records are closed to users outside the office of origin unless specifically opened by the originating office. Closure decisions and closure durations are subject to compliance with university policy and applicable laws. The University Archivist supervises closure and release of University records.

## **AUDITING OF FINANCIAL RECORDS**

**1:738**

The auditor of the General Conference of Seventh-day Adventists (or one of the associates designated by him/her) and a public auditing firm annually audit the financial records of Andrews University. The University Retirement Center, a subsidiary corporation, is audited by an independent auditing firm.

## **UNIVERSITY CAMPUS FACILITIES**

**1:740**

The president allocates available space for all activities of the university. This responsibility may be delegated to a vice president. Classroom and laboratory spaces are allocated to each school of the university through the provost, the dean of the particular school then determines the specific use of such facilities after counseling with the department chairs and faculty concerned. The provost assigns faculty offices after counseling with the dean(s), department chair(s) and faculty. Requests for office and laboratory or similar equipment for schools are made to the capital expenditures committee through the department chair and the relevant dean (see also policies #1:601:9 and #2:748).

## **POLICIES GOVERNING VISITING GROUPS ON CAMPUS**

**1:742**

The university often permits organized groups to hold meetings on campus if their objectives are compatible with those of Andrews University and the Seventh-day Adventist Church. University approval of such meetings does not imply sponsorship by the university,

financially or otherwise. Participation in the meetings by university personnel does not imply approval by them or by the university for actions and resolutions taken by the group.

## **VISITING SPEAKERS**

**1:744**

Andrews University encourages exposure of the university community to the ideas of leading scholars and thought leaders. Invitations do not necessarily imply approval of the viewpoints or positions of such guests.

The president issues invitations to off-campus speakers for general university programs when the purpose of such an invitation is consistent with the standards of the university. Requests by faculty and students for the issuance of invitations, should be made to the president early enough to provide adequate time for review and counsel with various members of the university community. Proposed invitations to off-campus speakers should be discussed with the president before any approach is made to the prospective speaker.

The chair of the department should approve visiting speakers who appear in classes or departmental meetings. If the proposed guest is considered controversial or deals with especially sensitive subjects, counsel and endorsement of the invitation should be obtained from the dean of the school, who may also consult with the provost.

The procedures required regarding off-campus guests are intended to ensure orderly scheduling of facilities, adequate preparation for the event and conduct appropriate to an academic community.

The president may require any or all of the following:

1. That a member of the faculty on tenure chairs the meeting.
2. That the speaker dialog with the audience during the speaker's appearance.
3. That the speaker be paired on the program with a person(s) of contrary views.
4. That the meeting be restricted to members of the university community or to selected groups within the university community.

## **KEYS TO UNIVERSITY BUILDINGS AND ROOMS**

**1:746**

Keys are issued under the general supervision of the director of plant administration. They are issued upon receipt of an authorization signed by the person requesting the key and by an official authorized to approve the issuance of keys as indicated below. Issuance of master keys or sub-master keys requires authorization from the president, a vice president or the director of plant administration.

Administrators, faculty and salaried staff who are assigned an office may receive one or two keys to the office and one key to the building in which the office is located. Keys will be issued upon presentation of an authorization signed for faculty members by the dean or department chair, and for others by the director of plant administration.

Generally, keys to entrance doors of the university buildings will be issued only to faculty members, but secretaries and other non-faculty personnel may be issued keys to entrance doors of buildings in which they work on authorization of the appropriate dean, vice

president and/or the director of the plant administration. Keys to entrance doors will not be issued to students. Student helpers may occasionally be issued a key to the office in which they work, but only upon presentation of an authorization card signed by the department chair. Upon termination of enrollment or employment, a fee will be charged to the student or faculty member for each key not returned to the plant administration office.

Keys may not be duplicated except as authorized by the director of plant administration. A key may not be loaned to a person who is not authorized to work in the office or room or building concerned. Persons to whom keys have been issued may not give them to another person. Keys no longer needed must be returned. A fee is charged for lost keys. The director of plant administration must be notified immediately if a key is lost.

## **THE ANDREWS UNIVERSITY ALUMNI ASSOCIATION 1:748**

The Andrews University alumni association is a self-governing organization, which includes all graduates of Battle Creek College, Emmanuel Missionary College, Clinton Theological Seminary, Broadview College, the Seventh-day Adventist Theological Seminary, Potomac University and Andrews University. Each person who holds a degree or diploma from one of these institutions is a member. The association does not require a membership fee from its members, and the university provides the annual budget for the administrative and other expenses of the association. The Andrews University Board of Trustees appoints the director of the association on the nomination of the president after consultation with the alumni association president and with the vice president for university advancement.

## **EMPLOYEE RESPONSIBILITY AND RELEASE OF INFORMATION RELATED TO UNIVERSITY**

### **EMPLOYEES AND STUDENTS 1:750**

The Family Education Rights and Privacy Act (including the Bullard-Plawecki Act and certain other laws which may also apply) prohibits the release of non-directory information concerning students and employees without their consent and knowledge (see policies #2:151 and 2:152 for details on how the university is to comply).

Confidential information about students, university employees and its operations, to which an Andrews University employee may have access through written material, technology or other means, may not be released without specific authorization. Nor may it be used to personal advantage by any employee of the university. Every employee at the time of employment signs a statement of support for safeguarding university, faculty and student information as described in this policy and policy #2:151. Persons found guilty of misusing information, or of failing to report or act on the misuse of information, may be subject to disciplinary and/or legal action.

In order to prevent unauthorized persons from having access to files, which contain confidential information, and from using computer resources, which allow access to confidential data, employees must guard access to their files, records and passwords.

## **EMPLOYEE POLICIES** **1:751**

The office of human resources administers employee policies. Descriptions of general employee policies are provided in the *Employee Handbook*, which is located on the Human Resources website: [www.andrews.edu/HR/documents.html](http://www.andrews.edu/HR/documents.html). Specific policies applying to faculty are given in Section 2, the *Faculty Handbook*.

### **Personal Property** **1:751:1**

An employee may apply for insurance of personal property that must be kept on university premises and is mandatory to fulfill an employee's job responsibilities. The university does not insure personal property that is not essential to an employee's job against loss or damage. Employees are advised not to bring personal property of value to their workplaces unless it is covered by personal insurance.

## **MINIMUM RULES GOVERNING OFFICIAL UNIVERSITY MEETINGS** **1:752**

### **Rules of Order** **1:752:1**

*Robert's Rules of Order* shall be used as a guide for the conduct of all university meetings unless otherwise agreed.

### **Quorum** **1:752:2**

A quorum of the membership must be obtained before a meeting, council or committee can take official actions. Each constituent school, council or committee annually at the first meeting of the year (unless provisions are in place) defines its quorum for regular and special meetings. The usual quorum adopted for doing business is fifty (50%) percent plus one person of the total membership but the quorum rule adopted for a specific committee may require more than fifty percent plus one person number.

### **Minutes** **1:752:3**

Minutes shall be kept of all official meetings of schools, departments, councils, committees, institutes, research centers and advisory councils. Copies of such minutes should be sent to the president, the provost, deans of the relevant schools and to the relevant vice presidents and upon request made available to the University Senate. Minutes will be transferred to the Archives and Records Center according to the established records retention schedules (see Appendix 2-E).

### **Special Meetings** **1:752:4**

Special or emergency meetings are meetings called outside of the regularly scheduled meetings. If possible, they should be called with at least three days' notice. At special or emergency sessions only the matters of business for which the meeting was called may be transacted.

## **VOTING OF ACADEMIC POLICIES** **1:754**

Academic policies are voted by the undergraduate and graduate councils and the relevant faculties on the basis of recommendations from committees, councils or officers. The

president, or other officer or an associate charged with the application of policies, may issue procedures to be followed by students and faculty and staff members in adhering to the implementation of academic policies.

## **AMENDMENTS TO THE ANDREWS UNIVERSITY WORKING POLICY** **1:756**

### **Publication of Revisions** **1:756:1**

The university publishes the *Andrews University Working Policy* approximately every five years in order to incorporate voted revisions. Publication of the *Andrews University Working Policy* occurs after approval by the Andrews University Board of Trustees.

Revisions to the Andrews University Working Policy are recommended by the president after having been advised by any or all of the following: the General Faculty, the President's Cabinet and the Andrews University Senate. Revisions to the Andrews University Working Policy include rearrangement of content material, editorial corrections, addition of descriptive information and substantive policy changes. Revisions regarded by the president and the Andrews University Board of Trustees' as non-substantive may be made without formal action of the Andrews University Board of Trustees. Substantive is defined here as proposed policy or the deletion or replacement of existing policy.

### **Origin of Policy Revisions** **1:756:2**

Proposals for amendments to the Andrews University Working Policy may arise with a faculty member, administrator, university committee, or from the Andrews University Board of Trustees at any time between publication dates. Normally such proposals will be channeled to the appropriate university committee for study and recommendation to the General Faculty for consideration prior to being read by the Board of Trustees' Governance Committee and voted by the Andrews University Board of Trustees. A motion to amend that would reverse existing university policy may not be voted in the session of the General Faculty at which the motion is made. For passage such a motion requires a two-thirds majority of those voting.

### **Implementation Date for Policy Revisions** **1:756:3**

New policies take effect from the time they are voted by the Andrews University Board of Trustees.

## **INTERPRETATION OF THE ANDREWS UNIVERSITY WORKING POLICY** **1:750**

Where differences arise over the interpretation of the *Andrews University Working Policy*, the ruling of the university president shall prevail.

## **CHANGES AND AMENDMENTS TO ADMINISTRATIVE POLICY**

**1:760**

The President's Cabinet, except where a referral to the faculty is appropriate, may make changes and amendments to the Administrative section of the Andrews University Working Policy.

## **COMPUTERS AND NETWORKS USAGE POLICY**

**1:762**

### **Introduction**

As a part of its educational mission, Andrews University provides data communications and computing services to University students, faculty, administration and staff. The following policies and guidelines are established to maximize the educational benefit realized from the resources necessary to operate and maintain these facilities. Non-compliance with these policies and guidelines may result in penalties of varying degree. (See policy #1:762:6:5 below for procedures for making an appeal).

### **General Expectations**

**1:762:1**

University-owned personal computers are to be used for university business. In computing laboratories, academic work of students and faculty takes precedence over personal use. Use of university computers for personal commercial activities is prohibited. The dial-up lines may also be used for personal communications, but other university policies apply, and available resources may restrict personal use.

Generally, university work should be done on computer or communications equipment provided by the university. Where personally owned equipment is used for university business, the university assumes no obligation to maintain or replace this equipment unless arrangements are made in advance.

Individual access passwords should be carefully guarded, changed frequently, and treated as a signature (not shared with anyone else, including fellow employees or family members).

### **Services Provided**

**1:762:2**

Providing and financing computing and data communication services on the Andrews University campus is shared by different groups and individuals:

1. Information Technology Services (ITS) provides and maintains the university-owned data network and building connections, administrative and academic computing servers, email and Web servers, and general computing laboratories. ITS organizes additional services for the campus for which the consumers pay, including sales of computing hardware and software and the installation and maintenance of university-owned computers and software.
2. Administrative and academic departments must work with the Computer Purchasing Committee (see policy #1:610:9) to arrange computer purchases each year.



3. ITS sets policies for the installation and maintenance of standard and non-standard software packages on university-owned computers. These policies are described on the ITS-Client Services web site (<http://www.andrews.edu/ITS/CS>).
4. To avoid duplication of administrative data and/or systems, to ensure data and network compatibility, and to maximize opportunities for technical support; all software that uses or interfaces to institutional data must be approved by the Director of Administrative Systems in ITS prior to purchase or development. The term "institutional data" includes data held at the school or departmental level as well as data on the central server. Schools or departments where a violation of this policy is found will be asked to convert to an approved system.
5. To ensure compatibility with our environment, and the availability of on-campus support, schools and departments should consult with the Director of Client Services in ITS prior to the purchase of all other software.
6. All students have access to computers and data communication through general and departmental laboratories on campus. Access to the campus network through direct or dial-up connections is made available to students with personal computers who live in university facilities. Help desk assistance and maintenance are not provided for student-owned computers unless they were purchased through ITS.
7. A limited number of dial-up lines are provided by ITS for the use of off-campus students and university employees. Although there is no charge for using these lines, availability is not guaranteed. University policies governing computing on campus apply to the use of these lines.

## **Usage Policies**

**1:762:3**

## **Prohibited Activities**

**1:762:3:1**

Prohibited activities on campus computers and networks, some of which may constitute criminal activity, include but are not limited to the following:

1. Unauthorized access to or use of other users' accounts, system software, university data, or other computer systems.
2. Unauthorized decryption of coded information such as passwords.
3. Attempts to "crash" computers or network services.
4. Storage or transmission of copyrighted materials without the owner's permission.
5. Willful introduction of viruses or other disruptive/destructive programs.
6. Attempts to evade or bypass system administration policies, such as resource quotas, firewall and web filter settings.
7. Forgery or attempted forgery of documents or email.
8. Excessive use of resources, such as network bandwidth or disk storage.
9. Unsolicited broadcasting' of email (spam or electronic junk mail).
10. Generating or forwarding chain letters, or participating in any kind of multilevel or pyramid scheme.
11. Harassment or intimidation of other users, including sexual harassment.
12. Accessing or downloading any kind of pornographic material.

## **Unacceptable Materials**

**1:762:3:2**

Information transmitted over the network or made available to others (e.g. through Web page or bulletin boards) should be representative of a Christian university. For example, materials—text or graphics—should not contain: materials characterized by profanity or obscene language; defamation of any individual or group; materials promoting hatred of cultural, ethnic, or religious groups; advocacy of lifestyles contrary to university policy; pornography and other sexually-oriented material. Illegal materials such as child pornography should not be accessed by or stored on any computer while connected with the university, whether private or university owned.

## **Privacy and Confidentiality**

**1:762:4**

Andrews University cannot guarantee the confidentiality or privacy of electronic mail messages and other documents stored on university computers, and the university makes no promises regarding their security. Such messages should be written with this in mind. The ease of saving, forwarding, and printing electronic mail messages and documents makes them more akin to formal letters and memoranda than to verbal communications. The following guidelines relate to confidentiality:

1. Andrews University reserves the right to conduct routine maintenance, track problems, and maintain the integrity of its systems. As is the case with all data kept on university computer systems, the content of electronic mail may be revealed by such activities.
2. Andrews University does not routinely monitor the contents of email. However, such monitoring may be conducted when required to protect the integrity of the systems or to comply with legal obligations.
3. Andrews University reserves the right to inspect the contents of electronic mail and all disk files in the course of an investigation into alleged impropriety or as necessary to locate substantive information not readily available by other means.
4. Authorization to investigate the contents of user files must be given by the Chief Information Officer on the basis of instructions from university administration.

## **Security of Equipment and Data**

**1:762:5**

Unlocked computers are not insured. Therefore, every effort should be made to preserve the physical security of personal computers. For example, a physical locking device and locking access doors (where applicable) should be maintained. Portable computers should be kept under personal supervision, in a locked space, or secured with a locking device at all times--especially when traveling. Users are responsible for the security of data on their personal computers. Where sensitive information is stored on a personal computer, access to internal storage should be limited by a password. Centralized backup may be implemented for some personal computers; for all other machines, the user should carry out regular backups onto removable disks or tapes. Storage media containing sensitive information (backup or otherwise) should be kept in a locked space. A personal computer connected to sensitive information (local or through the network) should not be left unattended.

## **Networking and Data Communications**

**1:762:6**

### **Access**

**1:762:6:1**

The university provides a data network connection for most computers connected with the university. This connection gives access to other computers and services both within and outside the campus. Every employee and student can request an account on at least one central computer to permit access to email, the World Wide Web, and other local and national/international services. ITS takes steps to protect server-based user files from unauthorized access from on or off campus. It is the responsibility of the user to protect locally stored files.

### **Standards**

**1:762:6:2**

In cooperation with various campus committees, ITS sets technical and operational standards for data networking and computing on campus. Anyone connecting a computer to the campus network, whether student or employee, must abide by the standards set by ITS. In addition, help desk assistance is available only for software on a supported list.

### **Campus Network**

**1:762:6:3**

Connections to the campus data network may be made or changed only by personnel from ITS. While workgroup sharing of files and printers is discouraged for security reasons, file and print services do not require approval.

Andrews University will, as needed, filter objectionable email such as unsolicited commercial email, email spreading viruses, and email containing inappropriate references to pornography. Decisions regarding the methods and criteria to be used to filter email shall be made by the Chief Information Officer (CIO) or his/her designee and communicated to the Academic and Administrative Computing Committees.

### **Servers**

**1:762:6:4**

Any computer on the campus network that is configured to be a server must permit administrative access by university network administrators. From time to time, university network administrators will make arrangements with departmental server administrators and their users to determine the level of vulnerability to attack by hackers or other threats to security or service. Servers found to be vulnerable will be required to be brought into compliance or be removed from the Andrews network.

### **Appeals**

**1:762:6:5**

Appeals to decisions made regarding any Computer and Networks Policy shall first be taken through the appropriate managerial levels up through the CIO. Issues that cannot be resolved through this method may be brought to an ad hoc appeals committee composed of three members from the Academic Computing Committee and three members from the Administrative Computing Committee. This ad hoc committee shall have authority to reverse decisions made and recommend policy changes. The appeals committee shall elect

its own chairperson. The appeal process begins with a request to the chairperson of either computing committee.

## **Email, Web Email, and Web**

**1:762:7**

The accepted etiquette for the Internet and Web use should always be observed. For example, email should not be sent to users, lists, or newsgroups where the subject is not appropriate, where the email is not welcome, or when the document size or number of destinations is excessive. University employees and students may set up a home page on the World Wide Web containing personal as well as university information. Such pages must follow guidelines established by the Web Committee. The owner of a Web site is responsible for the content of all pages in the site that appear on computers connected to the university network and for all first-level links from these pages.

## **Software and Intellectual Property**

**1:762:8**

### **Software Licenses**

**1:762:8:1**

All software on university or personal computers, whether on campus or connected to the campus network, must be legally licensed by the owners of the software or copyrights. Users must observe license and copyright restrictions of all software and documentation. Generally this means that commercial software may not be copied to other machines and that documentation should not be copied. The university purchases site licenses for selected widely used programs. ITS personnel must install these programs, and users may not copy or move them to other machines. Users may install other copyrighted programs on personal computers provided an appropriate license has been purchased.

ITS sets policies for the installation and maintenance of standard and non-standard software packages on university-owned computers.

### **Copyright Compliance**

**1:762:8:2**

Copyright laws must be observed for documents (text, graphics and all multimedia) as well as for computer software.

Copyrighted materials should not be used in Web pages (departmental or personal) or instructional materials unless the use falls under the educational fair use clause as defined by the United States Copyright Act.

In addition to fair use, copyrighted material may also be used if the material lies in the public domain. Items in the public domain (for example, items for which copyrights have expired) are no longer subject to copyright and do not require permission from the copyright owner. For more information on public domain works, consult the following Web site:  
<http://www.unc.edu/~uncInq/public-d.htm>

The following Web resources may be helpful to users with questions regarding copyright and fair use:

<http://www.copyright.gov/faq.html>

<http://fairuse.stanford.edu>

## **Use of Software Games**

**1:762:8:3**

Except for academic or administrative purposes, employees' use of games on university-owned computers is prohibited during work hours

## **WEB SITE MANAGEMENT**

**1:765**

Andrews University is represented to the public through a university web site. This site is managed jointly by Information Technology Services (ITS) and the Office of Integrated Marketing & Communication. Its purposes are to:

1. Project a positive image for Andrews University;
2. Assist in the marketing of the university to various entities;
3. Provide resources that support the educational mission of Andrews University.
4. Improve internal communication for Andrews' immediate and extended campuses.

Procedures for the management of the web site are found on the web at:

<http://www.andrews.edu/siteinfo/>

A Web Committee reporting to and chaired by Integrated Marketing & Communication director provides guidance in such management.

## **Responsibility for University Web Pages**

**1:765:1**

Centrally supported pages are designed to provide positive imaging for the entire university. Maintenance of these pages is the responsibility of the Web Coordinator(s) in the Office of Integrated Marketing & Communication in consultation with ITS.

Schools, academic departments and service departments create departmentally supported pages in order to provide information and resources. Maintenance of these pages is the responsibility of the dean or director of such entities.

## **Personal Home Pages**

**1:765:2**

Personal home pages are provided as a web service for faculty, staff and students. As an educational service, these pages are subject to the university standards for the content of pages stored on the university server (see policies #1:765:2:1 below, #1:762:3:1 and #1:762:3:2).

## **Content**

**1:765:2:1**

Content on personal web pages must comport with the ideals and mission of the university, as well as the spirit and specific content of the Code of Student Conduct in the *Student Handbook*. Such communication as intentional misrepresentation, racial or sexual harassment, profane or obscene language and sexually explicit material are prohibited. Personal web pages must not depict, describe or advocate that which is illegal or contrary to university standards. Links to other web sites and computers are also covered under this provision. Thus, a page may be judged in violation if it contains links to a page that is found in violation. All pages are subject to existing Andrews University policies as well as local, state and federal laws.

**Intellectual Property Rights****1:765:2:2**

The content of all pages must respect intellectual property rights. For example, no copyrighted material may be shown on pages unless permission has been obtained in writing.

**Commercial Business****1:765:2:3**

No commercial business endeavors are to be conducted through personal pages on the university system.

**Parallel Organizations' Home Pages****1:765:3**

The university server may host supporting organizations provided they meet the standards described on the web at <http://www.andrews.edu/resources> Such sites must be registered with the Office of Information Technology Services (ITS). If the established criteria are not met, the site will not be hosted on the university server.

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## **APPENDIX 1—A**

### **ARTICLES OF INCORPORATION (ASSOCIATION) OF ANDREWS UNIVERSITY**

**As last amended February 25, 1996.**

See also the Board Policy Manual, adopted March 6, 2012.

ANDREWS UNIVERSITY was incorporated as Emmanuel Missionary College on July 28, 1910, under the provision of Act 39, Public Acts of 1855 (Michigan).

#### **Article I**

The name of this Association shall be ANDREWS UNIVERSITY.

#### **Article II**

The character of the Association shall be that of an institution of learning for general educational purposes.

#### **Article III**

The purposes of this Association (corporation) are to further the educational and spiritual ministries of the Seventh-day Adventist Church by establishing, maintaining and conducting a College or University with organized departments or schools of instruction, and including elementary and secondary schools, as part of the system of educational institutions established and operated by the Seventh-day Adventist Church; to give instruction in religious, moral and industrial lines and in the various academic disciplines; to teach preparatory subjects, the arts, sciences, professions, special occupations and higher learning; to conduct research and render service to the Seventh-day Adventist Church and society; to grant honors, certificates, diplomas and undergraduate and graduate degrees for completion of academic work as required by the Association (corporation); to establish, maintain and conduct, in furtherance of the educational and spiritual purposes of the Association (corporation), industrial activities and enterprises for the instruction of students in business, industrial and trade skills and to provide an opportunity for students to defray, in whole or in part, the cost of their education.

This Association (corporation) is organized exclusively for the purposes defined in Section 501(c)(3) of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Law).

#### **Article IV**

This Association shall be a non-stock and non-profit-sharing corporation and the amount of capital subscribed in behalf of the Association is Seven Hundred Seventy-Two Thousand Twenty-eight and 18/100 (\$772,028.18) Dollars, all of which is paid in.

## **Article V**

The membership of the Association (corporation) shall be prescribed and made up as specified in the Bylaws of the corporation.

## **Article VI**

The Trustees of this Association shall be made up of the number of members specified in the Bylaws, the manner of the election of the Trustees, the conditions of their service and the length of terms which they serve shall be specified in the Bylaws.

## **Article VII**

The schools and colleges of the Association (corporation) and the departments thereof and the principal office and place of business of the Association (corporation) shall be in the township of Oronoko, Berrien County, Michigan.

## **Article VIII**

The Bylaws of the Association (corporation) and the rules and regulations governing the operation of the Association (corporation) may be made, adopted or amended at any regular meeting of the members or at any special meeting thereof called for such purpose, such adoption or amendment to be made by the vote of two-thirds of the members present; any and all Bylaws heretofore filed with any agency of The State of Michigan are hereby rescinded and revoked and the Bylaws currently in effect but not filed shall continue as the Bylaws of the Association (corporation) until amended as here provided.

## **Article IX**

The term of the corporate existence is perpetual.

## **Article X**

No part of the net earnings of the corporation shall inure to the benefit of, or be distributed to, its members, trustees, officers, or private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any provision of these Articles, the corporation shall not carry on other activities not permitted to be carried on (a) by a corporation exempt from Federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Revenue Law). Upon dissolution of the corporation, the Board of Trustees shall, after paying or making provisions for the payment of all of the liabilities of the corporation, transfer all the assets of the corporation to the General Conference Corporation of Seventh-day Adventists, a religious corporation

organized under the laws of the District of Columbia, if it shall at the time qualify as an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue Law). If it does not then so qualify, such assets of the corporation shall be transferred to such other organization or organizations that shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Revenue Law) as the Board of Trustees shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the County in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations as said Court shall determine, which are organized and operated exclusively as Section 501(c)(3) exempt organizations.

## **Article XI**

- A. The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding by reason of the fact that he or she is or was a director/trustee, officer, employee, or agent of the Corporation, to the fullest extent such indemnification is permitted under Michigan law.
- B. The Corporation assumes all liability to any person other than itself and its members for acts or omissions of a volunteer director/trustee incurred in the good faith performance of the volunteer director-s/trustee-s duties.
- C. The personal liability of a volunteer director/trustee to the corporation or its members for monetary damages for breach of the director-s/trustee-s fiduciary duty is eliminated, except for the following:
  - 1. A breach of the director-s trustee-s duty of loyalty to the Corporation or its members.
  - 2. Acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law.
  - 3. A transaction from which the director/trustee derived an improper personal benefit.
  - 4. An act or omission that is grossly negligent
  - 5. Voting for or concurring in any of the following:
    - a. A distribution of assets to members contrary to law or any restriction in these Articles of Incorporation or the Corporation-s Bylaws.
    - b. A purchase of memberships of the Corporation contrary to law or any restriction in these Articles of Incorporation or the Corporation-s Bylaws.
    - c. A distribution of assets to members during or after dissolution of the Corporation without paying, or adequately providing for, all known debts, obligations, and liabilities of the Corporation.
    - d. A loan to an officer, director/trustee, or employee of the Corporation or of a subsidiary thereof contrary to law.
- D. The corporation assumes the liability for all acts or omissions of a non-director/non-trustee volunteer if all of the following are met:
  - 1. The volunteer was acting or reasonably believed he or she was acting within the scope of his or her authority.
  - 2. The volunteer was acting in good faith.

3. The volunteer's conduct did not amount to gross negligence or willful and wanton misconduct.
4. The volunteer's conduct was not an intentional tort.
5. The volunteer's conduct was not a tort arising out of the ownership, maintenance, or use of a motor vehicle for which tort liability may be imposed as provided in section 3135 of the insurance code of 1956, Act No. 218 of the Public Acts of 1956, being section 500.3135 of the Michigan Compiled Laws, as amended.

## APPENDIX 1—B

### BYLAWS OF ANDREWS UNIVERSITY

Revised and Restated ~ June 3, 2007

#### Article I—Name

The name of this Corporation is Andrews University.

#### Article II—Principal Location

The principal office of the Corporation shall be located at Berrien Springs, Michigan. The Corporation may have such other offices, either within or without the State of Michigan, as the Board of Trustees may determine or as the affairs of the Corporation may require from time to time.

#### Article III—Organization, Purposes, and Reserved Powers

**Section 3.1—Organization.** Andrews University, as set forth in its Articles of Incorporation, is an international institution of higher education established by the General Conference of Seventh-day Adventists as part of the educational ministry of the world-wide church. In accordance with the laws of the state of Michigan, Andrews University is organized exclusively for the purposes defined in Section 501(c)(3) of the Internal Revenue Code as a non-profit, non-stock educational corporation upon a membership basis with the number, qualifications, rights, preferences and limitations of the Members of the Corporation set forth in these Bylaws.

**Section 3.2—**The Members of the Corporation adopt bylaws and elect a Board of Trustees. The Board of Trustees leads by providing intellectual, spiritual, reputational, financial, and social capital to ensure the fulfillment of the institution's mission. The Board of Trustees also appoints officers who manage the day-to-day operations of the institution and carry out the Board's strategic priorities, policies and directives.

**Section 3.3—Purposes.** The purposes of Andrews University are to serve the interests of the Seventh-day Adventist church, including:

- 3.3.1 To further the mission of the Seventh-day Adventist church to carry the gospel to all the world;
- 3.3.2 To educate students for generous service to the church and society in keeping with a faithful witness to Christ and to the worldwide mission of the Seventh-day Adventist church;
- 3.3.3 To provide courses of study, based upon a Biblical foundation, which integrate faith, learning and research;

- 3.3.4 To provide an educational experience that recognizes the priority of spiritual life and honors the value of diversity; and
- 3.3.5 To offer its material and human resources to support local, regional, national and global outreach programs of the Seventh-day Adventist church.

**Section 3.4–Reserved Powers.** Any changes in the international scope or essential purposes of the University shall be approved by at least fifty percent (50%) of the entire membership of the Corporation.

## **Article IV–Membership of the Corporation**

**Section 4.1–Membership (Constituency).** The membership of the Corporation shall be comprised of the persons specified in Sections 4.1.1 through 4.1.7. All Members of the Corporation shall be members of the Seventh-day Adventist church in regular standing.

- 4.1.1 Each member of the Executive Committee of the General Conference of Seventh-day Adventists who resides in the North American Division shall serve as an ex officio Member.
- 4.1.2 Each executive officer (president, secretary, and treasurer) of a world division of the Seventh-day Adventist church shall serve as an ex officio Member.
- 4.1.3 Each member of the Executive Committee of the Lake Union Conference of Seventh-day Adventists shall serve as an ex officio Member. The Lake Union Conference executive committee may appoint up to an additional fifteen (15) Members from individuals who serve on local conference executive committees.
- 4.1.4 Each member of the Andrews University Board of Trustees shall serve as an ex officio Member.
- 4.1.5 The president of the Andrews University Corporation shall serve as an ex officio Member.
- 4.1.6 The alumni board of Andrews University, in consultation with the Corporation president or her/his designee, shall appoint up to thirty-five (35) Members, each of whom shall be a graduate of Andrews University, none of whom shall be primarily employed by Andrews University and at least seventy-five percent (75%) of whom shall not be primarily employed by the Seventh-day Adventist church.
- 4.1.7 Thirty-seven (37) employees of Andrews University shall be Members, selected as follows:
  - a. The general faculty of Andrews University shall elect nineteen (19) Members, each of whom shall be employed full-time as a member of the Andrews University faculty and at least ten (10) of whom shall be faculty on tenure.

- b. The general staff of Andrews University shall elect ten (10) Members, each of whom shall be employed full-time by Andrews University and at least seven (7) of whom shall be salaried staff.
- c. The president of Andrews University shall appoint eight (8) Members from the university administration, three (3) of whom shall be academic deans.

**Section 4.2**—All appointments or elections of Members shall be finalized and communicated to the secretary of the Corporation not less than sixty (60) days prior to the quinquennial meeting of the Corporation.

**Section 4.3—Term and Termination.**

- 4.3.1 Term of Membership: The regular term of membership in the Corporation shall be five (5) years unless terminated sooner as specified in Section 4.3.2.
- 4.3.2 Termination of Membership: Membership in the Corporation shall not be transferable (except for ex officio Members whose membership automatically transfers to successors in office) and shall be terminated by death, resignation, expiration of a term of membership or upon failure of a Member of the Corporation to retain the incidents of qualification as described in these Bylaws.
- 4.3.3 Replacement of Members: A terminated Member shall be replaced by the relevant group or individual empowered by these Bylaws to appoint or elect Members of this Corporation. The replacement Member's term shall be the remainder of the original Member's five-year (5) term.

**Section 4.4—Meetings of the Members of the Corporation.**

- 4.4.1 Quinquennial Meetings: The Membership of the Corporation shall hold its regular quinquennial meeting no later than nine (9) months after the conclusion of the regular session of the General Conference of Seventh-day Adventists.
- 4.4.2 Annual Meetings: In any year in which a quinquennial meeting is not held, an annual meeting of the membership of the Corporation shall be held for the purpose of receiving reports and for other purposes as may be set forth in the notice of the meeting.
- 4.4.3 Special Meetings: Special meetings of the Members, which when held may only address items specified in the notice of such a meeting:
  - a. may be called by the Board of Trustees, and
  - b. shall be called upon written request of not less than ten percent (10%) of the Members of the Corporation, delivered to the secretary of the Corporation.
- 4.4.4 Time and Place: The time of the quinquennial, annual, or any special meetings of the Membership of the Corporation shall be set by action of the Board of Trustees. The place of the quinquennial meetings shall be at the

principal location of the Corporation and the place of the annual or special meetings may be at any location either within or without the state of Michigan as determined by the chair of the Corporation in consultation with the president of the Corporation.

- 4.4.5 Notice of Meetings: Notice of all meetings of the Members shall be distributed by the secretary of the Corporation who shall:
- a. give written notice of the time, place and purposes of quinquennial, annual and special meetings of the Members of the Corporation not less than ten (10) nor more than sixty (60) days before the day of the meeting either personally or by electronic or regular mail to each Member of record entitled to vote at the meeting;
  - b. for a quinquennial meeting, publish in the Lake Union Herald and the Adventist Review a notice of the meeting at least four (4) weeks before the date of the meeting; and
  - c. if a special meeting is called in accordance with Section 4.4.3(b), above, give the required notice of the meeting no later than thirty (30) days after the request is delivered to the secretary, or such longer period as the written request from the Members specifies:
- 4.4.6 Quorum: At any meeting of the Members of the Corporation, fifty (50) or more Members present shall constitute a quorum, except that a lesser number shall have power to adjourn the meeting from time to time until a quorum shall be present, and such adjournment and the reasons therefore shall be recorded in the minutes of the proceedings.
- 4.4.7 Parliamentary Authority: The current edition of The General Conference Rules of Order shall govern the proceedings of all meetings when not in conflict with the specific provisions of these Bylaws.
- 4.4.8 Voting: Each Member shall have one (1) vote, and there shall be no voting by proxy. The chair of the membership meeting shall determine the method of any vote, except that a secret ballot shall be used if a majority of the Members present requests it.

#### **Section 4.5–Officers at Corporate Meetings.**

- 4.5.1 *Chair.*
- a. The chair of the Board of Trustees shall serve as chair for meetings of the Members of the Corporation;
  - b. The chair shall consult with the vice chair(s), secretary and president of the Corporation in setting the agenda for each quinquennial, annual and special meeting of the Members;
  - c. The chair shall collaborate with the secretary in the preparation and distribution of the agenda and materials for meetings of the Members; and



- d. The chair, if present and unless the chair designates a vice chair to do so, shall preside at quinquennial, annual and special meetings of the Members.

#### 4.5.2 Vice Chair(s).

- a. The vice chair(s) of the Board of Trustees shall serve as vice chair(s) for meetings of the Members of the Corporation;
- b. The vice chair(s) shall participate in the preparation of the agenda; and
- c. The vice chair(s) shall preside at quinquennial, annual or special meetings of the Members in the absence of the chair or at the chair's request.

#### 4.5.3 Secretary.

- a. The secretary of the Corporation shall serve as secretary for meetings of the Members of the Corporation;
- b. The secretary shall collaborate with the chair in the preparation and distribution of the agenda and materials for meetings of the Members; and
- c. The secretary shall take, prepare, distribute, and be custodian of the minutes of meetings of the Members.

**Section 4.6–Powers and Duties of the Members.** In addition to the powers conferred upon the Members of the Corporation by law, the Members shall have the following powers, functions and duties:

- 4.6.1 At its quinquennial meeting, and after receiving a report from the nominating committee, to elect those trustees who serve under Section 5.3.5 of these Bylaws;
- 4.6.2 At any annual or special meeting, to remove any trustee for any reason deemed sufficient by the Members;
- 4.6.3 To receive reports of the operation of the Corporation;
- 4.6.4 To amend or restate the Articles of Incorporation and/or the Bylaws of the Corporation;
- 4.6.5 To take such other actions as may be necessary and proper to carry out the purposes of the Corporation and to advance its interests.

#### **Section 4.7–Nominating Committee for Election of Trustees.**

- 4.7.1 *Composition of Nominating Committee:* The nominating committee shall consist of twenty- four (24) Members of the Corporation as follows:
  - a. Ex Officio members: The following six (6) individuals shall be members of the nominating committee:
    - i. President of the General Conference of Seventh-day Adventists;
    - ii. Secretary of the General Conference of Seventh-day Adventists;

- iii. Treasurer of the General Conference of Seventh-day Adventists;
  - iv. President of the North American Division of Seventh-day Adventists;
  - v. President of the Lake Union Conference of Seventh-day Adventists; and
  - vi. Chair of the Governance Committee of the Board of Trustees.
- b. Appointed members: Eighteen (18) individuals shall be appointed to serve on the nominating committee as follows:
- i. Six (6) Members who obtained Membership under 4.1.3 shall be appointed to serve on the nominating committee by the executive committee of the Lake Union Conference of Seventh-day Adventists;
  - ii. Six (6) Members who obtained Membership under 4.1.6, shall be appointed to serve on the nominating committee by the alumni board of Andrews University;
  - iii. Four (4) Members who obtained Membership under 4.1.7(a), shall be appointed to serve on the nominating committee by the general faculty of Andrews University; and
  - iv. Two (2) Members who obtained Membership under 4.1.7(b), shall be appointed to serve on the nominating committee by the general staff of Andrews University.
- c. No member of the nominating committee, whether ex officio or appointed, may designate proxies to serve on the nominating committee in her/his place.
- 4.7.2 *Nominating Committee Officers:* The chair of the nominating committee shall be the president of the General Conference of Seventh-day Adventists or such other member of the nominating committee as designated by the General Conference president except that the chair of the nominating committee cannot be a current officer of the Board of Trustees. The secretary of the nominating committee shall be elected from its members.
- 4.7.3 *Nominating Committee Functions:* At the quinquennial meeting of the Members of the Corporation, the nominating committee shall nominate individuals to serve as trustees under Section 5.3.5 of these Bylaws.
- 4.7.4 *Nominating Committee Meetings:* The nominating committee shall meet and accomplish its work in advance of the quinquennial meeting of the Members. The chair shall have the power to designate the time and place of the meetings.
- 4.7.5 *Nominating Committee Quorum:* Fifteen (15) members of the nominating committee shall constitute a quorum.
- 4.7.6 *Nominating Committee Process:* The following process shall be observed during the nominating committee's work:

- a. The secretary of the Corporation or her/his designee shall meet with the committee as a non-voting member to facilitate the committee's work in accordance with the Bylaws.
- b. The committee shall receive from the executive officers of the General Conference, North American Division and Lake Union Conference and/or the Governance Committee of the Board of Trustees, brief biographical information about the ex officio trustees and individuals appointed as trustees under the authority of the respective executive officers.
- c. The committee shall receive and carefully consider the report and recommendations of the Governance Committee of the Board of Trustees, as stated in Section 6.5 of these Bylaws.
- d. In its work and deliberations, the committee shall consider the diversity of race, ethnicity, gender, experience, background and professional expertise of its nominees.
- e. At one or more of its meetings, the committee shall invite as guests the chair of the Board of Trustees and the president of the Corporation to address the committee to share their views on prospective trustees. Invited guests shall not be present during the nominating committee's final determination of nominees.
- f. The committee shall report to the Members its nominees for the Board of Trustees. The committee also shall report the names of ex officio and appointed trustees as received by the nominating committee under Section 4.7.6(b).
- g. If Members reject one or more of the nominees, the nominating committee shall be immediately reconvened for the purpose of considering other nominees.
- h. The Members have the final authority and responsibility to elect the trustees who serve under Section 5.3.5 of these Bylaws.

## **Article V–Board of Trustees**

The new Board Policy Manual, voted in March 2012, supersedes some of the following material.

**Section 5.1–Governance by Board of Trustees.** The Board of Trustees shall ensure that the Corporation is administered properly by the Corporation officers and in accordance with the Board's policies and decisions.

**Section 5.2–Qualification and Term of Trustees.** The trustees shall all be members of the Seventh-day Adventist church and support its mission, goals and strategic objectives. Trustees shall hold office from the time of their election and qualification until the earlier of: (a) the date that their successors are duly elected and shall qualify or (b) the date of their resignation or removal. A trustee shall be qualified as such only after filing a written acceptance of such office after being presented with the acceptance form by the secretary of the Corporation.

**Section 5.3—Membership of the Board of Trustees.** The membership of the Board of Trustees shall consist of up to forty-one (41) persons as follows:

- 5.3.1 *General Conference of Seventh-day Adventists.* The president, secretary and treasurer of the General Conference shall serve as *ex officio* trustees. The General Conference executive officers may appoint up to three (3) additional trustees.
- 5.3.2 *North American Division of the General Conference of Seventh-day Adventists.* The president of the North American Division shall serve as an *ex officio* trustee. The North American Division executive officers may appoint up to four (4) additional trustees.
- 5.3.3 *Lake Union Conference of Seventh-day Adventists.* The president, secretary, treasurer and education director of the Lake Union Conference, and each of the presidents of the five (5) local conferences within the Lake Union Conference, shall serve as *ex officio* trustees.
- 5.3.4 The president of the Corporation shall serve as an *ex officio* trustee.
- 5.3.5 Twenty (20) trustees shall be elected by the Members from persons not primarily employed by the Seventh-day Adventist church and representing a wide range of professional and business interests relevant to the mission of the university. At least five (5) of these twenty (20) trustees must be alumni of Andrews University.
- 5.3.6 In the selection of trustees, appropriate efforts shall be made to achieve diversity and inclusiveness.

**Section 5.4—Officers of the Board of Trustees.** At the first meeting following its election at a quinquennial meeting of Members, the Board of Trustees shall elect the officers of the Board of Trustees. The Board of Trustees shall elect its officers as follows:

- 5.4.1 *Board Chair.* The chair shall be chosen by the Board from among the trustees appointed in accordance with Section 5.3.1. The functions of the chair of the Board of Trustees shall be to:
  - a. Collaborate with the president of the Corporation in the leadership of the University;
  - b. Act as official spokesperson for the Board of Trustees;
  - c. Be fully acquainted with the Board and Corporation's policies and procedures;
  - d. Support the purposes, vision, goals and mission of the University;
  - e. Be knowledgeable of issues in higher education;
  - f. Call and preside at regular and special meetings of the Board of Trustees;
  - g. Prepare agendas in consultation with the secretary and vice chair(s);

- h. With the advice of the secretary, provide for appropriate orientation of new trustees;
- i. Consult with the secretary and vice chair(s) before making recommendations to the Board regarding membership of the committees of the Board of Trustees; and
- j. Act as confidante of, and adviser to, the Corporation president.

5.4.2 *Board Vice Chair(s)*: One or more trustees shall be chosen by the Board as vice chair(s), at least one of whom shall be the president of the Lake Union Conference of Seventh-day Adventists. The functions of the vice chair(s) of the Board of Trustees shall be to:

- a. Support the purposes, vision, goals and mission of the University;
- b. Be knowledgeable of issues in higher education;
- c. Preside at all meetings of the Board of Trustees in the absence of the chair or at the chair's request;
- d. Consult with the chair and secretary in the preparation of meeting agendas; and
- e. Consult with the chair and secretary in making recommendations on membership of committees of the Board of Trustees.

5.4.3 *Board Secretary*: The secretary shall be the president of the Corporation. The functions of the secretary of the Board of Trustees shall be to:

- a. Collaborate with the chair and vice chair(s) in preparing agendas for meetings of the Board of Trustees,
- b. Prepare and distribute to trustees written notices of meetings, together with agendas and supporting materials;
- c. Keep and circulate to trustees a full and complete record of the proceedings of all Board of Trustees meetings;
- d. Correspond on behalf of the Board of Trustees
- e. Maintain all Board of Trustees policy statements, minutes, and other official records;
- f. Consult with the chair and vice chair(s) in making recommendations on membership of committees of the Board of Trustees and
- g. Perform other duties as prescribed by the Board of Trustees.

## **Section 5.5–Meetings of the Board of Trustees**

5.5.1 *Organizational Meeting*. The first meeting of the Board of Trustees following a quinquennial meeting of the Members shall take place not less than thirty (30) days nor more than ninety (90) days from the date of the Members' quinquennial meeting. At this regular meeting, the trustees shall elect the officers of the Board of Trustees, appoint the officers of the Corporation, and conduct such other business as is necessary and desirable.

- 5.5.2 *Regular Meetings.* Regular meetings of the Board of Trustees shall be held at least three (3) times during each calendar year at such time and place as the Board of Trustees may determine.
- 5.5.3 *Special Meetings.* Special meetings of the Board of Trustees may be called by the chair of the Board of Trustees or if the chair of the Board of Trustees is absent or unable or refuses to act, by a vice chair of the Board of Trustees, or upon written request of not less than twenty percent (20%) of all the trustees in office delivered to the secretary of the Corporation.
- 5.5.4 *Notice of Meetings.* Notice of time and place of all meetings of the Board of Trustees shall be given at least seven (7) days before the meeting by written notice delivered personally or sent by electronic or regular mail to each trustee. If mailed, such notice shall be deemed to be delivered when mailed. Notice may be waived if the waiver is accomplished either by an affirmative vote of, or by written waiver from, at least three-fourths (3/4) of the trustees then in office.
- 5.5.5 *Meetings by Teleconference or Videoconference.* Special meetings of the Board of Trustees convened in accordance with Sections 5.5.3 and 5.5.4 above may be held via teleconference, videoconference or other methods that provide for full participation of voting members. Any votes taken by this method must be ratified by written and signed ballots of trustees participating in the meeting and otherwise meeting the quorum and voting requirements of these Bylaws. Ratification ballots must be delivered to the Chair or a Vice Chair within twenty-four (24) hours of a meeting held in accordance with this subsection to sustain the validity of any action taken. If mailed, such ratification ballots shall be deemed to be delivered when mailed.
- 5.5.6 *Voting.* Each trustee shall have one (1) vote, and there shall be no voting by proxy. The chair of the Board of Trustees shall determine the method of any vote, except that a secret ballot shall be used if a majority of the trustees present request it.
- 5.5.7 *Advisors/Observers.* The chair of the Board of Trustees or the president of the Corporation may invite individuals to attend meetings of the Board of Trustees as advisors or observers, except during executive sessions of the Board of Trustees.
- 5.5.8 *Quorum.* Nineteen (19) trustees shall constitute a quorum for the transaction of business at any meeting of the Board of Trustees but if less than nineteen (19) trustees are present at any meeting, a majority of the trustees present may adjourn the meeting from time to time without further notice. The act of a majority of the trustees present at a meeting at which a quorum is present shall be the act of the Board of Trustees, unless the act of a greater number is required by law, by these Bylaws or by previous act of the Board of Trustees.

**Section 5.6–Powers and Duties of the Board of Trustees.** The business, property and affairs of the Corporation shall be governed by its Board of Trustees. In addition to those general powers, and those powers conferred upon Corporations by statute, the Board of Trustees shall have the following powers, functions and duties:

- 5.6.1 Maintain the University as a Seventh-day Adventist institution of higher learning and as an integral part of the Seventh-day Adventist church in fulfillment of its mission;
- 5.6.2 Formulate, establish and/or approve significant University policies;
- 5.6.3 Develop adequate financial support for the operation and development of the University;
- 5.6.4 Adopt annual budgets;
- 5.6.5 Elect the officers of the Board of Trustees,
- 5.6.6 Create committees of the Board of Trustees and appoint and/or remove any member of any Board committee;
- 5.6.7 Remove any trustee with or without cause by an affirmative vote of two-thirds (2/3) of the trustees then in office;
- 5.6.8 Fill any vacancy occurring in the Board of Trustees;
- 5.6.9 Elect honorary trustees;
- 5.6.10 Consistent with Section 7.2, appoint or remove officers of the Corporation;
- 5.6.11 Review, vacate or alter any appointment, promotion, demotion or removal of any administrative personnel, academic department chairs and faculty members. Appointment, promotion, demotion or removal of other personnel is delegated to the officers of the Corporation;
- 5.6.12 Authorize the acquisition and disposition of all real property of whatever value, and authorize the acquisition and disposition of any personal property that exceeds the cost of Two Hundred Fifty Thousand Dollars (\$250,000); and
- 5.6.13 Establish and discontinue schools, departments and degrees.

**Section 5.7–Honorary Trustees.** The Board of Trustees may appoint a former member of the Board of Trustees to the status of Honorary Trustee. Honorary trustees shall assist in the development of the University under the direction of the president of the Corporation. Honorary trustees may attend all meetings of the Board of Trustees and participate therein but shall not have the right to vote.

**Section 5.8–Unanimous Consent Without Meeting.** Any action required or permitted by the Articles of Incorporation or Bylaws or any action required by provision of law to be

taken by the Board of Trustees or a committee thereof at a meeting or by resolution may be taken without a meeting if, before or after the action, all trustees or of the committee consent thereto in writing. The written consents shall be filed with the minutes of the proceedings of the Board of Trustees or committee. The consent has the same effect as a vote of the Board of Trustees or committee for all purposes.

### **Section 5.9–Conflict of Interest.**

- 5.9.1 A conflict of interest is considered to exist in those instances where a relationship, responsibility or interest that an individual has or had might influence the individual's actions on a matter which is, or might be, contrary to the best interest of the University.
- 5.9.2 The Board of Trustees shall adopt and apply a conflict of interest policy and procedure designed to ensure that trustees and officers of the Corporation as well as other senior administrators and deans undertake their respective responsibilities with an uncompromised duty of loyalty and fidelity and confidence consistent with their fiduciary relationship to the University. The policy shall require that all such persons make full disclosure of interests which might result in, or have an appearance of, a conflict of interest or of a competing interest.
- 5.9.3 The trustees, officers and senior administrators of Andrews University shall refrain from considering or consummating any transaction involving any conflict of interest until all relevant and pertinent facts regarding the transaction and the conflict of interest have been disclosed, considered, avoided and/or resolved.

## **Article VI–Committees of the Board of Trustees**

### **Section 6.1–Committees of the Board of Trustees.**

- 6.1.1 At its first meeting following its election, the Board of Trustees shall establish the committees provided in this Article VI. The Board of Trustees may designate any number of additional committees, along with terms of reference, to assist the Board of Trustees in the fulfillment of its functions and duties.
- 6.1.2 The Board of Trustees shall have power at any time, consistent with these Bylaws, to change the membership of committees, fill all vacancies in them and discharge them, with or without cause.
- 6.1.3 Unless otherwise specified in these Bylaws, the Board of Trustees may designate, at its sole discretion, the size and composition of its committees. Unless otherwise specified in these Bylaws, the Board may appoint up to one (1) non-trustee Member of the Corporation to serve on each of its committees.
- 6.1.4 Committee meetings of the Board of Trustees may be held via teleconference, videoconference or other methods that provide for full participation. Although



committee members who are not present may participate in all discussions via these methods, binding votes may only be taken by committee members who are present in person.

- 6.1.5 Minutes of each meeting of any committee of the Board shall be kept and filed with the corporate records maintained by the Corporation secretary. The Board may adopt rules for the governance of any committee that are consistent with these Bylaws, or in the absence of rules adopted by the Board, the committee may adopt such rules.

### **Section 6.2–Executive Committee.**

- 6.2.1 The Board of Trustees shall appoint fifteen (15) trustees to serve as an Executive Committee. Eight (8) members of the executive committee shall be trustees by virtue of their appointment under Sections 5.3.1 through 5.3.4 of these Bylaws. Seven (7) members of the executive committee shall be trustees by virtue of their election under Section 5.3.5 of these Bylaws.
- 6.2.2 The chair, vice chair(s) and secretary of the Board of Trustees shall be ex-officio members of the executive committee and shall serve as the chair, vice chair(s) and secretary of the executive committee, respectively.
- 6.2.3 A quorum of nine (9) shall be necessary for the transaction of business by the Executive Committee.

**Section 6.3–Finance Committee.** The Board shall establish a Finance Committee consisting of at least seven (7) trustees. This committee shall serve as a strategic budgetary and financial planning committee with authority to make recommendations to the Board in the development and implementation of financial policies and procedures for the Corporation.

**Section 6.4–Audit Committee.** The Board shall establish an Audit Committee consisting of five (5) trustees, none of whom shall be employees of the Corporation. This committee shall review audit and compliance issues involving the University and make recommendations to the Board regarding policies and actions necessary to address any issues identified in an audit. The Board of Trustees shall select the University’s outside auditor after receiving a recommendation from the Audit Committee.

**Section 6.5–Governance Committee.** The Board shall establish a Governance Committee consisting of at least seven (7) trustees. This committee shall provide leadership and oversight relative to governance issues facing the Board and University. Among other responsibilities, the committee shall: assist the relevant church executive officers and the Members’ nominating committee in identifying and recruiting qualified persons to be appointed as trustees prior to the time of the quinquennial meeting and establish and implement annual performance standards and evaluation tools for individual trustees and the full Board of Trustees.

**Section 6.6–Strategic Planning Committee.** The Board shall establish a Strategic Planning Committee consisting of at least seven (7) trustees. This committee shall work in partnership with the university’s strategic planning efforts to determine priorities and processes that ensures a strategic approach to the University’s future.

## **Article VII–Officers of the Corporation**

**Section 7.1–Officers of the Corporation.** The officers of the Corporation shall be a president, provost, secretary and treasurer. No offices may be held concurrently by the same person.

**Section 7.2–Appointment and Removal of Officers.** All officers serve the Corporation at the pleasure of the Board of Trustees which appoints them. Officers of the Corporation are appointed by the Board of Trustees at the first meeting after a quinquennial meeting of the Members. The Board of Trustees reserves the power to remove any officer of the Corporation at any time. The removal of any officer can be accomplished with or without cause by vote of at least fifty percent (50%) of the trustees then in office.

**Section 7.3–President.** The president shall be the chief executive officer of the Corporation and shall in general supervise and control all of the academic functions, business and affairs of the Corporation. The president may, in consultation with the Board, appoint any and all vice presidents. The president may sign, with any officer of the Corporation or other any other individual authorized by the Board of Trustees, any deeds, mortgages, bonds, contracts, or other instruments, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Trustees, by these Bylaws or by statute to some other officer or agent of the Corporation; and in general shall perform all duties incident to the office of president and such other duties as may be prescribed by the Board of Trustees from time to time.

**Section 7.4–Provost.** The provost shall serve in the capacities of second officer of the university and academic vice president. The provost may also hold the title of chief academic officer. The provost shall report to, and be accountable to, the president of the University and shall act on the president’s behalf during any absence of the president. Any vice presidents shall report to, and be accountable to, the provost. The provost shall work collaboratively with the president, vice presidents, college/school deans, faculty, and student leadership to maintain and improve the quality of undergraduate, graduate, and professional education programs. In addition, the provost shall be the principal participant in collaborative decision-making involving strategic planning and budget development, management of auxiliary enterprises and the conduct of research and scholarship. The provost shall perform such other duties as assigned or delegated by the president or by the Board of Trustees.

**Section 7.5–Secretary.** The secretary shall: maintain the minutes of the meetings of the Members of the Corporation and of the Board of Trustees in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these

Bylaws or as required by law; be custodian of the corporate records and of the seal of the Corporation and see that the seal of the Corporation is affixed to all documents the execution of which on behalf of the Corporation under its seal is duly authorized in accordance with the provisions of these Bylaws; keep a register of the post office address of each Member which shall be furnished to the secretary by such Member; and in general perform all duties incident to the office of secretary and such other duties as from time to time may be assigned by the president.

**Section 7.6–Treasurer.** The treasurer, who shall also be the chief financial officer, shall: be responsible for all funds and securities of the Corporation; receive and give receipts for moneys due and payable to the Corporation from any source; and deposit all such moneys in the name of the Corporation in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of Article VIII of these Bylaws. In general the treasurer shall perform all the duties incident to the office of treasurer and such other duties as from time to time may be assigned by the president. If required by the Board of Trustees, the treasurer shall give a bond for the faithful discharge of the treasurer’s duties in such sum and with such surety or sureties as the Board of Trustees shall determine.

**Section 7.7–Officer Vacancies.**

- 7.7.1 A vacancy in any office because of death, resignation, removal, termination, disqualification or otherwise, shall be filled by the Board of Trustees.
- 7.7.2 In the event of a vacancy in any corporation office, the Board of Trustees shall appoint a search committee consistent with the university’s working policy.

**Article VIII–Contracts, Checks, Deposits, and Gifts**

**Section 8.1–Contracts.** The Board of Trustees may authorize any officer or officers, agent or agents, to enter into any contract, to execute and deliver any instrument, or to acknowledge any instrument required by law to be acknowledged in the name of and on behalf of the Corporation. Such authority may be general or confined to specific instances, but the appointment of any person other than an officer to acknowledge an instrument required by law to be acknowledged should be made by instrument in writing. Unless otherwise specifically determined by the Board of Trustees or otherwise required by law, contracts of the Corporation, deeds, conveyances, leases, bonds and other papers, instruments and documents of the Corporation shall be executed, signed or endorsed by the president, provost or treasurer, together with the secretary, who may affix the corporate seal thereto.

**Section 8.2–Checks, Drafts, etc.** All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Trustees. In the absence of such determination by the Board of Trustees, such instruments shall be signed by the treasurer, and countersigned by the president, the provost, or the secretary of the Corporation.

**Section 8.3–Deposits.** All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the president and treasurer may select, provided that the Board of Trustees has not otherwise directed.

**Section 8.4–Gifts.** The Board of Trustees may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Corporation.

### **Article IX–Audit**

The financial statements and records of Andrews University shall be audited annually by an independent firm of certified public accountants as the Board directs. This audit shall not preclude any services requested by the General Conference Executive Committee, or required by denominational policy, to be performed by the General Conference Auditing Service.

### **Article X–Indemnification**

The Corporation shall indemnify any trustee or officer, or former trustee or officer of the Corporation or any person who may have served at its request as a trustee or officer of another Corporation which it controls or in which it owns shares of capital stock, or of which it is a creditor, against reasonable expenses, including reasonable attorney’s fees, in connection with the defense of any civil, criminal or administrative action, suit or proceeding in which s/he is made a party or with which s/he is threatened by reason of being or having been or because of any act as such trustee or officer, within the course of her/his duties or employment, except in relation to matters as to which s/he shall be adjudged in such action, suit or proceeding to be liable for gross negligence or intentional misconduct in the performance of her/his duties. The Corporation may also reimburse any trustees or officer for the reasonable costs of settlement of any such action, suit or proceeding, if it shall be found by a majority of a committee composed of the trustees not involved in the matter in controversy (whether or not a quorum) that it was to the interests of the Corporation that such settlement be made and that such trustee or officer was not guilty of gross negligence or intentional misconduct. The right of indemnification provided in these Bylaws shall extend to the estate, executor, administrator, guardian and conservator of any deceased or former trustee or officer or person who her/himself would have been entitled to indemnification. Such rights of indemnification and reimbursement shall not be deemed exclusive of any other rights to which such trustee or officer may be entitled under any statute, agreement, vote of Members, or otherwise.

### **Article XI–Non-discrimination**

The Corporation shall be committed to equal educational and employment opportunities for men and women, and shall not unlawfully discriminate on the basis of race, color, sex, national origin, age, disability (if otherwise qualified), or other legally-protected characteristics not otherwise inconsistent with the values and teachings of the Seventh-day Adventist church.

## **Article XII–Waiver of Notice**

Whenever any notice is required to be given under the provisions of the Michigan Nonprofit Corporation Act or under the provisions of the Articles of Incorporation or the Bylaws of the Corporation, a waiver thereof in writing signed by all persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice in a timely manner.

## **Article XIII–Amendments**

These Bylaws may be amended or repealed and new Bylaws adopted by a two-thirds (2/3) vote of the Members of the Corporation present and voting at any quinquennial, annual or special meeting at which a quorum is present. Any proposed amendments shall not conflict with federal or state laws or with the Articles of Incorporation. When it is proposed to change the Bylaws at any meeting of the Corporation, notice shall be given to that effect in the notice of the meeting.

## APPENDIX 1—C

### ORGANIZATION AND WORKING POLICY FOR THE GOVERNING BOARD OF ANDREWS ACADEMY

#### Article I—Name

The school whose governance is described in this document is located in Berrien Springs, Michigan, and shall be known as “Andrews Academy” (in this document, either “Andrews Academy” or “Academy”). The governance entity described in this document shall be known as the “Governing Board of Andrews Academy” (in this document, the “Governing Board”). This document shall be known as the “AA Working Policy.”

#### Article II—General Governance of Andrews Academy

The Academy is a secondary school of Andrews University and, as such, it operates under the provisions of the Articles of Incorporation and Bylaws of Andrews University, as periodically amended, and under the jurisdiction of the Andrews University administration, Board of Trustees, and Corporation membership. Andrews University owns the Academy property, facilities and equipment and it employs the Academy staff. By action 91-45, dated February 25, 1991, the Andrews University Board of Trustees delegated governance powers and authority to the Governing Board under the provisions of the Andrews University Bylaws. By action 12, dated March 6, 2012, the Andrews University Board of Trustees approved the amended and restated AA Working Policy outlined in this document. These actions, including the conversion of the Governing Board from a representative model to a hybrid trustee model, are an attempt to improve governance efficiency and model best practices in governance. The daily administration of the Academy shall be in the hands of approved officers and supporting staff.

If deemed in the best interests of the University and/or Academy, the Andrews University Board of Trustees and/or its Executive Committee, may temporarily suspend any of the provisions contained in the AA Working Policy. Before doing so, wherever possible and practicable, the Andrews University Board of Trustees and/or its Executive Committee shall consult with the Governing Board chair and/or the Governing Board.

#### Article III—Membership of the Governing Board

Section 3.1—Governing Board Membership. The Governing Board shall consist of fourteen trustees, one of whom shall be *ex officio*, four of whom shall be appointed, and nine of whom shall be elected. Each trustee shall be a member of the Seventh-day Adventist church in regular standing and support the Adventist Church’s mission, goals, beliefs, and strategic objectives.

Section 3.2—Diversity of Governing Board. Andrews Academy values diversity and expects that its Governing Board will reflect that value. The desired diversity goes beyond narrow, immutable characteristics and includes such things as perspectives, personal and professional backgrounds, and breadth of involvement in church and community life.

Andrews Academy does not expect diversity to be elevated above other needs and interests of the Academy—Governing Board trustees should be selected first and foremost based on the contributions they can make to the Academy through board service—but this statement emphasizes the Academy’s general belief that a diverse Governing Board best serves its interests.

Section 3.3—*Ex-officio* Trustee. There shall be one *ex-officio* trustee on the Governing Board. This *ex-officio* trustee shall be the Andrews Academy principal. The *ex-officio* trustee shall have full speaking and voting privileges.

Section 3.4—Appointed Trustees. Four individuals shall be appointed to serve as trustees on the Governing Board. Before making the appointments, the individual with the responsibility to make the appointment shall consult with the provost of Andrews University, the chair of the Governing Board’s Governance Committee, and any other individual or group deemed appropriate. The appointing individual may appoint her or himself.

- 3.4.1. The president of Andrews University shall appoint one individual to serve as a trustee and that individual will serve as chair of the Governing Board.
- 3.4.2. The director of education of the Lake Union Conference shall appoint one individual to serve as a trustee on the Governing Board.
- 3.4.3. The educational superintendent of the Michigan Conference shall appoint one individual to serve as a trustee on the Governing Board.
- 3.4.4. The senior pastor of the Pioneer Memorial Church shall appoint one individual to serve as a trustee on the Governing Board.

Section 3.5—Elected Trustees. Nine individuals shall be elected to serve as trustees on the Governing Board; seven trustees shall be elected by the Academy Council and two trustees shall be elected by the President’s Cabinet of Andrews University. Prior to electing these trustees, the Academy Council’s nominating committee and President’s Cabinet shall receive a report from the chair of the Governing Board’s Governance Committee.

Section 3.6—Terms of Trustees. The term for trustees who are (a) appointed under Sections 3.4.2 through 3.4.4 or (b) elected under Section 3.5 is three years. The membership year shall extend from July 1 through June 30. The elected trustees’ terms shall be staggered so that one-third of elected trustees’ terms shall expire in any given year.

Section 3.7—Term Limits. Trustees elected under Section 3.5 shall serve for a maximum of two full, consecutive terms. After a trustee reaches her/his term limit, s/he shall be eligible to once again be elected after a period of three years. *Ex officio* and appointed trustees are not term limited.

Section 3.8—Remuneration for Trustees. Trustees receive no remuneration for serving on the Governing Board.

Section 3.9—Removal of Trustees. Appointed or elected trustees shall be removed prior to the expiration of their term upon: (a) missing three consecutive meetings of the Governing Board, (b) violating any of their responsibilities (see Section 3.10, below), or (c) a two-thirds vote of all other Governing Board trustees then in office. If any appointee is removed, the person occupying the office of the individual who made the appointment shall appoint a successor trustee to complete the removed trustee's term. If any elected trustee is removed, the Academy Council shall elect a successor trustee at its next regularly scheduled meeting.

### Section 3.10—Responsibilities of Individual Trustees

#### 3.10.1 General Responsibilities

- a. Know the Academy's mission, philosophy and objectives, programs, services, strengths and needs;
- b. Serve the Academy as an ambassador of good public relations;
- c. Support the Governing Board and the Academy according to personal knowledge, experience, interests and skills;
- d. Assist the Governing Board's Governance Committee in identifying future possible Governing Board trustees. These possible nominees to the Governing Board are to be women and men of achievement and distinction who can make significant contributions to the work of the Governing Board and to the progress of Andrews Academy;
- e. Give positive assistance in the resolution of problems, grievances and misinformation by referral to established policies, procedures and protocols and by calling to the attention of the principal or chair of the Governing Board all matters of potential significance as appropriate;
- f. Be informed on current issues and trends in the field of education; and
- g. Support and counsel the principal as appropriate in relationships with groups or individuals.

#### 3.10.2 Ethical Responsibilities

- a. Avoid asking special favors of the Academy staff based on the position as a trustee of the Governing Board;
- b. Endeavor to maintain a position of independence and objectivity with respect to special interest groups or constituencies;
- c. Avoid the appearance of any conflicts of interest that might embarrass the Governing Board, Andrews Academy or Andrews University and disclose any possible conflicts to the Governing Board;
- d. Provide public support for all decisions of the Governing Board, even those decisions with which the trustee personally disagrees; and
- e. Maintain confidentiality and speak for the Governing Board or the Academy only when specifically authorized to do so.

#### 3.10.3 Financial Responsibilities



- a. Make direct financial contributions to the Academy in amounts which are significant relative to the Governing Board trustee's resources;
- b. Assist the Governing Board's Finance Committee in securing adequate resources for conducting the Academy's programs and services;
- c. Faithfully examine and evaluate the Academy's financial statements;
- d. Adopt policies which protect the resources and improve the financial stability of the Academy;
- e. Help the Governing Board fulfill its financial monitoring responsibilities;
- f. Support the Academy's financial stability and advancement through solicitation and encouragement of gifts, and
- g. Assist the Academy's development efforts through personal influence with others.

#### 3.10.4 Leadership responsibilities

- a. Serve in leadership and committee positions and undertake special assignments when asked;
- b. Prepare for and participate in Governing Board and committee meetings, including appropriate organizational activities;
- c. Present informed observations and ask timely and substantive questions at Governing Board and committee meetings consistent with personal conscience and convictions;
- d. Assure sufficient opportunity for the Governing Board to hear about responsible minority opinions, while supporting the majority decision on issues decided by the Governing Board; and
- e. Suggest agenda items for Governing Board and committee meetings as needed to ensure that significant policy-related matters are addressed.

Section 3.11—Advisors to the Governing Board. The following individuals, if they are not otherwise appointed/elected as a trustee, shall be invited to serve as advisors to the Governing Board: (a) the Parents Positively Involved president; (b) one member of the Academy faculty, chosen by the faculty; (c) one Academy student, chosen by the Student Council from among its members; (d) the Lake Union Conference director of education; (e) the Michigan Conference education superintendent; (f) the Andrews University chief academic officer; (g) the Andrews University chief financial officer; and (h) the dean of Andrews University's School of Education. Although advisors do not have a vote on the Governing Board, the advisors shall be given the opportunity to speak at Governing Board meetings on the same basis as Governing Board trustees, except during executive sessions of the Governing Board.

### **Article IV—Power, Structure and Duties of the Governing Board**

Section 4.1—Corporate Power of the Board. The power and authority of the Governing Board belong only to the trustees as a group, acting in a properly called meeting. No

individual trustee has any legal right to act for the Governing Board unless designated to do so by the AA Working Policy or by specific Governing Board action.

Section 4.2—Authority of the Board. Subject to the exceptions described below, the Andrews University Board of Trustees has delegated to the Governing Board the authority to make all necessary and appropriate decisions regarding the operation of the Academy, provided that such decisions are taken in harmony with the *Andrews University Working Policy* and the educational codes of the Seventh-day Adventist church (Michigan Conference, Lake Union Conference and North American Division). The Andrews University Board of Trustees has reserved for the University president the authority to terminate the Academy principal and override decisions of the Governing Board when, in the judgment of the president, the Governing Board's action (a) is inconsistent with the University Working Policy or the University's legal obligations or (b) would negatively influence the University's ability to carry out its mission. The Andrews University Board of Trustees has reserved for itself the final authority for hiring and promoting salaried administrators, faculty and staff, approving the budget and amending the AA Working Policy. For these three reserved powers, the Andrews University Board of Trustees generally will look to a voted recommendation/action from the Governing Board.

Section 4.3—Administration of Policies. The Governing Board exercises jurisdiction and formulates policy in matters pertaining to the Academy as stated in Section 4.2, above; the execution of those policies is delegated to the principal, who acts under the Governing Board's general supervision and continues to serve at the pleasure of the University president.

Section 4.4—Officers of the Governing Board. The officers of the Governing Board shall be a chair, vice chair and secretary.

#### 4.4.1 Chair.

- a. Appointment. The chair of the Governing Board shall be appointed by the Andrews University President. The chair serves at the pleasure of the Andrews University president and the president may make a change in the Governing Board chair at the president's discretion.
- b. Duties. The chair's duties shall be to:
  1. authorize the official calling of regular and special meetings of the Governing Board;
  2. provide leadership to the Governing Board;
  3. serve as a liaison between the Governing Board and the Andrews University president and provost (or, in the absence of a provost, the chief academic officer);
  4. preside at all regular and special meetings of the Governing Board and to conduct these meetings according to *Robert's Rules of Order* or some other agreed upon method;
  5. with the assistance of the vice chair and secretary, prepare the agenda; and

6. act as confidante of, and advisor to, the Academy principal.

#### 4.4.2. Vice Chair.

- a. Election. The vice chair of the Governing Board shall be elected by the Governing Board for a one-year term from among its trustees at the Governing Board's first meeting of a new board year. A vice chair may be removed from office and replaced by the Governing Board at its discretion by majority vote.
- b. Duties. The vice chair's duties shall be to:
  1. preside at meetings of the Governing Board in the absence of the chair or as designated by the chair;
  2. assist the other officers of the Governing Board in drawing up the agenda; and
  3. perform such other duties and responsibilities as assigned by the chair.

#### 4.4.3. Secretary.

- a. *Ex Officio*. The secretary of the Governing Board shall be the Andrews Academy principal.
- b. Duties. The secretary's duties shall be to:
  1. prepare the agenda in consultation with the chair and vice chair;
  2. prepare, maintain and circulate to trustees minutes of all regular and special meetings of the Governing Board;
  3. ensure that documents, reports and appropriate sub-committee minutes are properly brought before trustees of the Governing Board;
  4. maintain records of the Academy and the Governing Board; and
  5. carry out as secretary of the Governing Board the will and policies of the Governing Board through the usual channels of protocol in the interim between meetings of the
  6. Governing Board. As such s/he shall officially represent the Governing
  7. Board to accrediting associations as authorized.
- c. Recording Secretary. At the secretary's discretion, s/he may bring in a recording secretary of her/his choice to record the transactions of the Governing Board in session, except during executive session. The recording secretary shall not have a vote.

Section 4.5—General Powers of the Governing Board. The general business and affairs of Andrews Academy shall be the responsibility of the Governing Board. The Governing Board may exercise authority for the total effectiveness of the Academy program in relation to the fulfillment of stated objectives, but becomes directly active in the administrative domain only if the school is confronted with extraordinary circumstances.

Section 4.6—Financial Responsibility. The Governing Board shall secure the funds necessary for the Academy to properly fulfill its mission and purposes. The Governing Board shall regulate the ways in which the Academy’s funds are to be allocated through the adoption of an annual budget. The Andrews University Board of Trustees approves the budget for the Academy on recommendation from the Governing Board after the Governing Board has been advised by the Finance Committee. Any major change in the Andrews University Board of Trustees' approved budget shall require a recommendation from the Governing Board’s Finance Committee, an action of the Governing Board and a concurrence of the Andrews University Financial Management Committee.

Section 4.7—Personnel Responsibility. All appointments, reappointments and promotions of salaried personnel, including administrators and faculty, shall be made by the Andrews University Board of Trustees after receiving recommendations from the Andrews University president, Andrews University provos (or, in the absence of a provost, the chief academic officer) and Governing Board. The recommendation of the Governing Board generally shall be acted on after the Governing Board has been advised by its Personnel Committee. The Andrews University Board of Trustees has delegated to the Governing Board the termination of salaried personnel (except for the principal) and/or the hiring and termination of hourly-paid personnel provided that such decisions are made within the budget and consistent with the provisions of the *Andrews University Working Policy*. The Governing Board has further delegated to the principal the authority to hire or fire hourly-paid personnel provided that such decisions are made within the budget and consistent with the provisions of the *Andrews University Working Policy*.

Section 4.8—Specific Powers and Duties. In harmony with the general powers stated above, the Governing Board shall have the following specific powers, functions and duties:

- 4.8.1 To maintain the Academy as a Seventh-day Adventist educational institution in fulfillment of the church's teaching ministry;
- 4.8.2 To formulate and adopt the Academy’s mission and purposes;
- 4.8.3 To ensure effective, comprehensive and forward-looking organizational planning, making assumptions about the school's future and using those assumptions for strategic planning;
- 4.8.4 To formulate and adopt policies for the operation of the Academy;
- 4.8.5 To provide oversight to ensure that policies are appropriately implemented and followed and that, when implemented and followed, the desired ends are achieved;
- 4.8.6 To adhere to the highest ethical and moral standards of organizational behavior;
- 4.8.7 To develop and ensure adequate financial resources in order that the Academy’s purposes may be met;

- 4.8.8 To recommend to the Andrews University Board of Trustees the Academy's annual budget;
- 4.8.9 To monitor compliance with local, state and federal laws and regulations;
- 4.8.10 To approve, monitor, and discontinue school programs and services in consultation with the principal and the faculty;
- 4.8.11 To recommend to the Andrews University Board of Trustees the appointment of the principal, vice principal, faculty and salaried staff of the Academy;
- 4.8.12 To terminate any salaried administrator (except the principal), faculty or staff consistent with any University policy provisions;
- 4.8.13 To recommend to the University president the termination of the principal;
- 4.8.14 To serve as a final board of appeal for parents, faculty and students after those individuals have gone through the available grievance/appeal procedures;
- 4.8.15 To enhance the Academy's public image; and
- 4.8.16 To delegate any power of the Governing Board to any *ad hoc* or standing committee, or to any trustee, officer, agent or employee upon such terms as it may deem proper.

## **Article V—Meetings and Committees of the Governing Board**

### Section 5.1—Meetings of the Governing Board

- 5.1.1 **Regular Meetings.** Regular meetings of the Governing Board shall be held at such time and place as it may determine. Notice of regular meetings shall be given at least ten days prior to the meeting. The Governing Board shall meet a minimum of four times each year.
- 5.1.2 **Special Meetings.** Special meetings of the Governing Board may be called by the chair at her/his discretion and shall be called upon a written request of at least forty percent of the Governing Board trustees. Absent extraordinary circumstances, notice of special meetings shall be given at least three days prior to the meeting. The authority of the Governing Board to act in a special meeting is limited to items contained in the notice of the special meeting.
- 5.1.3 **Notice of Meetings.** Notice of regular or special meetings shall be delivered to trustees and advisors personally or via regular mail, electronic mail or such other equally reliable method of communication.
- 5.1.4 **Quorum.** Nine trustees of the Governing Board shall constitute a quorum for the transaction of business at any meeting, but if less than nine of the trustees are present, a majority of the trustees present may adjourn the meeting without

further notice. The act of a majority of the trustees present at a meeting at which a quorum is present shall be the official action of the Governing Board.

- 5.1.5 Visitors. Meetings of the Governing Board, except during executive session, are open to visitors. Visitors are welcome to speak to issues facing the Governing Board upon recognition by the chair; generally, such recognition will be given only during the appropriate place on the meeting's agenda and the chair has the right to limit the amount of time provided for non-trustee comments.
- 5.1.6 Executive Sessions. The Governing Board may meet in executive session at any time during a properly called meeting. Executive sessions will be called either by the chair at the chair's discretion or by majority vote of the trustees in attendance at the meeting. During executive sessions, all non-trustees will be asked to leave the meeting, although non-trustees may be invited to make presentations or reports after which the invitee will not remain for the deliberations.

## Section 5.2—Committees of the Governing Board

- 5.2.1 Standing Committees. There shall be three standing committees of the Governing Board: Governance Committee, Finance Committee, and Personnel Committee.
  - a. Membership on standing committees. The Governing Board shall appoint the membership of the standing committees, after reviewing the recommendations of the chairs of the Governing Board and its Governance Committee. Each trustee of the Governing Board shall be named to no less than one and no more than two of the Governing Board's standing committees, except that the Governing Board chair and secretary shall be *ex officio* members with voting privileges of each standing committee. The Governing Board shall name one member of the Academy faculty to each standing committee as a voting member and the Governing Board may name up to two additional individuals who are neither a Governing Board trustee nor employed by the Academy to serve as voting members of each standing committee.
  - b. Governance Committee. The Governance Committee shall be responsible for:
    - 1. Identifying potential Governing Board trustees of achievement and distinction for future appointment on the basis of their commitment to Andrews Academy and their knowledge, experience, interests and skills;
    - 2. Consulting with the Andrews University president and provost, the pastoral staff of Pioneer Memorial Church, the educational leaders of the Lake Union and Michigan Conferences, and the Academy's alumni association executive officers or alumni director regarding potential Governing Board trustees;
    - 3. Recommending Governing Board committee memberships;

4. Recommending current job descriptions for the administrators of Andrews Academy and for officers and individual trustees of the Governing Board;
  5. Caring for the orientation, continuing education, and development activities for the Governing Board and its trustees;
  6. Ensuring that the Governing Board appropriately disciplines itself;
    - a. Proposing to the Governing Board the time for its regular meetings which shall assist it to best fulfill its function and achieve its purposes;
    - b. Reviewing the AA Working Policy and recommending to the Governing Board any proposed revisions; and
    - c. Reviewing the policies and procedures which shall govern the manner in which the Governing Board conducts its business and recommending them to the Governing Board for its action.
- c. Finance Committee. The Finance Committee shall be responsible for:
1. Seeking ways and means to ensure that adequate resources are available to fund the Academy's programs and services;
  2. Assisting in the preparation of the annual operating budget and recommending approval by the Governing Board;
  3. Monitoring the financial operations of Andrews Academy; and
  4. Recommending to the Governing Board policies and procedures regarding financial operations.
- d. Personnel Committee. The Personnel Committee shall be responsible for:
1. Monitoring the Academy's staffing levels;
  2. Assisting the Governing Board with advice, criteria and proposed policies for the recruitment, selection, evaluation, promotion, in-service training, employment and termination of Academy personnel to facilitate the operation of the Academy in accordance with the *Andrews University Working Policy*;
  3. Conducting an annual evaluation of the principal;
  4. Ensuring that at least annual evaluations of all Academy administrators, faculty and staff are conducted by the principal; and
  5. Monitoring teacher and administration certification requirements.

5.2.2 *Ad Hoc* Committees. The Governing Board may create as many *ad hoc* committees as it deems necessary to assist it in carrying out its duties. The membership of *ad hoc* committees shall be recommended by the chair and appointed by the Governing Board and the membership of these *ad hoc* committees may be comprised by any individuals the Governing Board deems appropriate, whether or not those individuals are trustees of the Governing Board. There shall be a concerted effort to include individuals from a variety of the local Adventist churches on Board Committees.

- 5.2.3 Committee Powers. No committees of the Governing Board, whether standing or *ad hoc*, unless specifically authorized by Governing Board action, shall have the power to act; committees are designed for the purpose of, within their areas of responsibility, making recommendations to the Governing Board for the Governing Board's action.
- 5.2.4 Whether pertaining to a standing or *ad hoc* committee, the Governing Board shall have the power to appoint, remove or alter the composition of any committee, provided that it is done consistent with the AA Working Policy.

## **Article VI—Academy Council**

Section 6.1—The Academy Council shall consist of the following members:

- 6.1.1 The Andrews University provost;
- 6.1.2 Pastors and church members of Andrews Academy Area Churches (for details, see Section 6.2, below);
- 6.1.3 The officers of the Andrews Academy Student Association;
- 6.1.4 The officers of the Andrews Academy Alumni Association; and
- 6.1.5 The officers of Parents Positively Involved.

Section 6.2—Andrews Academy Area Churches. The following Seventh-day Adventist churches shall be considered to be an “Andrews Academy Area Church”: All Nations (Berrien Springs), Andrews Korean (Berrien Springs), Buchanan, Calvin Center, (Cassopolis), Chikaming, Coloma, Dowagiac, Eau Claire, Fairplain (Benton Harbor), Glenwood (Dowagiac), Highland Avenue (Benton Harbor), Michiana African (Berrien Springs), Michiana Fil-Am (Berrien Springs), Michiana Ghanian (Niles), Niles Philadelphia, Niles Westside, Pioneer Memorial (Berrien Springs), St. Joseph, Spanish (Berrien Springs), Stevensville, Village (Berrien Springs), and any other Seventh-day Adventist Church not listed above but designated as a church by the Michigan Conference and located in Berrien County, Michigan.

- 6.2.1 Each Andrews Academy Area Church shall designate one pastor to serve on the Academy Council;
- 6.2.2 Each Andrews Academy Area Church shall designate two church members to serve on the Academy Council, except that All Nations, Berrien Springs Spanish, and Stevensville each shall designate 3 church members to serve on the Academy Council, Berrien Springs Village shall designate 4 church members to serve on the Academy Council and Pioneer Memorial Church shall designate 10 church members to serve on the Academy Council.

Section 6.3—Functions of the Academy Council. The Andrews University Board of Trustees has delegated to the Academy Council the following functions:



- 6.3.1 To elect seven trustees to the Governing Board;
- 6.3.2 To receive reports from Andrews Academy's administration and Governing Board; and
- 6.3.3 To discuss and make recommendations on strategic and/or mission-based directions for Andrews Academy.

Section 6.4—Meetings of the Academy Council. The Academy Council shall meet a minimum of three times each year for the academic years 2012-13, 2013-14, and 2014-15, with increased communication and dialogue between Andrews Academy and the constituency at large. Meetings shall be called and noticed by the chair of the Academy Council. The chair of the Academy Council shall be the provost of Andrews University. The members present at a duly called Academy Council meeting shall be deemed to constitute a quorum to do the official business of the Academy Council.

Section 6.5—Nominating Committee. At its regular meeting, the nominating committee shall recommend to the Academy Council a slate of individuals who are qualified to serve as trustees on the Governing Board. The nominating committee shall consist of nine individuals: (a) the Andrews University provost, who shall serve as chair, (b) two pastors from Andrews Academy Area Churches, (c) three church members from Andrews Academy Area Churches, (d) one officer from the Andrews Academy Student Association, (e) one officer from the Andrews Academy Alumni Association, (f) and one officer from Parents Positively Involved. The individuals to serve on the nominating committee shall be selected at caucuses of the respective groups held for that purpose. Prior to making a report to the Academy Council, the nominating committee shall meet with the chair of the Governance Committee.

## **Article VII—The Administration and Faculty of Andrews Academy**

Section 7.1—Andrews Academy Principal. The principal of Andrews Academy is responsible to the Governing Board. The principal shall perform the following functions:

- 7.1.1 Serve as secretary of the Governing Board;
- 7.1.2 Conduct the administrative functions for the internal operation of the Academy's program;
- 7.1.3 Confer regularly with the Governing Board chair regarding matters relating to the internal administration of the school;
- 7.1.4 Be responsible, with appropriate faculty consultation, for the routine disciplining of students;
- 7.1.5 Consult with the Governing Board chair regarding serious student offenses indicating the necessity for a student's discontinuance in the school;
- 7.1.6 Ensure the preparation of a proposed annual budget in consultation with the Finance Committee prior to Governing Board action;

- 7.1.7 Implement the Academy budget as approved by the Governing Board and the Andrews University Board of Trustees;
- 7.1.8 Recommend to the Personnel Committee matters concerning the recruitment, employment, evaluation, professional development, and dismissal of Academy faculty and salaried staff;
- 7.1.9 Hire and fire hourly-paid staff;
- 7.1.10 Supervise the instructional and learning process at the Academy;
- 7.1.11 Supervise, and at least annually evaluate, the performance of each Academy faculty and staff member;
- 7.1.12 Coordinate curricular and co-curricular activities;
- 7.1.13 Recruit students;
- 7.1.14 Coordinate an effective system of communication with parents, students, faculty, and the public;
- 7.1.15 Serve as the Academy's lead development officer and fund raiser;
- 7.1.16 Report on a regular basis to the Governing Board;
- 7.1.17 Call and preside at Academy faculty meetings;
- 7.1.18 Schedule and maintain facilities;
- 7.1.19 Plan and coordinate chapel and assembly programs;
- 7.1.20 Supervise the counseling and guidance program;
- 7.1.21 Plan and coordinate orientation for new students;
- 7.1.22 Facilitate the development of general school policy;
- 7.1.23 Administer the Academy in harmony with the denominational education codes, and the policies of the Governing Board; and
- 7.1.24 Ensure that linkage is maintained with area Adventist elementary schools regarding K-12 curricula and recruiting.

Section 7.2—Andrews Academy Faculty. Program and curriculum development and implementation are the proper professional responsibilities of the Academy faculty under the leadership of the principal. Accordingly, the Governing Board shall consider seriously all faculty recommendations on educational policies such as those necessary for conducting the academic, spiritual, financial, social, co-curricular and related programs. These policies are to be formulated within the framework of the Academy's mission, philosophy and

objectives, general policies and the budgetary provisions voted by the Governing Board in accordance with the established educational policies of the Seventh- day Adventist church.

### **Article VIII—Amendments to the AA Working Policy**

Amendments to the AA Working Policy shall require action by the Andrews University Board of Trustees Unless the amendments are generated by the Andrews University Board of Trustees, amendments shall receive approval of two-thirds of the Governing Board. Within the Governing Board, a motion to amend the AA Working Policy shall not be acted on at the same meeting at which the amendment is initially introduced.

## **APPENDIX 1—D**

# **ORGANIZATION AND WORKING POLICY FOR THE OPERATING BOARD OF THE RUTH MURDOCH ELEMENTARY SCHOOL**

Board Approval February 25, 1993

### **Article I—Name**

This entity whose governance is being described in this document shall be known as the RUTH MURDOCH ELEMENTARY SCHOOL located in Berrien Springs, Michigan, U.S.A. It operates under the provisions of the Articles of Incorporation (Association) of Andrews University as amended February 23, 1986. The governance entity being described in this document shall be known as the OPERATING BOARD OF THE RUTH MURDOCH ELEMENTARY SCHOOL.

### **Article II—Purpose**

By action 91-45 dated February 25, 1991 the Andrews University Board of Trustees approved the policies for and delegated the governance powers and authority outlined in this document to the Operating Board of the Ruth Murdoch Elementary School under the provision of Article IV, Section 6, paragraph (f) of the Bylaws of Andrews University, as amended on February 24, 1991.

### **Article III—The Operating Board of the Ruth Murdoch Elementary School**

#### **Section 1—Constituency of the Ruth Murdoch Elementary School**

The Andrews University Board of Trustees as constituency of the Ruth Murdoch Elementary School has delegated to the members of the Pioneer Memorial Church and any other Seventh-day Adventist Church in Southwestern Michigan (district nine) that wishes to participate (see Article III-B, Section 4-i), the authority to select and appoint the elected members of the Operating Board of the Ruth Murdoch Elementary School.

The authority of the constituency shall be expressed by way of the elected, appointed and *ex-officio* representatives serving on the Operating Board of the Ruth Murdoch Elementary School. The elected and appointed representatives of the constituency are chosen annually in the spring by way of the method described below.

#### **Section 2—Membership**

Membership of the Operating Board of Ruth Murdoch Elementary School shall be nineteen (19) in number. The elected members are drawn from the Pioneer Memorial Church membership and any other participating Seventh-day Adventist Church in Southwestern Michigan, district nine.

### **Section 3—Membership Categories**

The Operating Board of Ruth Murdoch Elementary School shall be composed of three categories of membership—elected, appointed and *ex-officio*. The elected membership shall number no more than nine (9), the appointed membership shall number three (3) and the *ex-officio* membership shall number seven (7).

### **Section 4—Elected Membership**

The elected membership of the Operating Board of Ruth Murdoch Elementary School shall represent Pioneer Memorial Church and the other participating churches and shall number no more than nine (9).

### **Section 5—Procedure for Election of Members**

The procedure for the election of the elected members for the Operating Board of Ruth Murdoch Elementary School shall be the same method followed by Pioneer Memorial Church and the other participating churches when choosing its major officers.

### **Section 6—Appointed Membership**

The appointed membership of the Operating Board of Ruth Murdoch Elementary School shall be three (3) and shall be appointed or reappointed annually in the spring by the president of Andrews University. Two (2) members shall be appointed to possibly represent at large the parents of current students, and the other one (1) member shall be appointed to represent the Andrews University School of Education.

### **Section 7—Ex-officio Membership**

The *ex-officio* membership of the Operating Board of Ruth Murdoch Elementary School Board shall number seven (7), and shall include (a) the Andrews University Provost, (b) the principal of the Ruth Murdoch Elementary School, (c) the Home and School Association chair, (d) the superintendent of education for the Michigan Conference, (e) the senior pastor, (f) the treasurer of Pioneer Memorial Church, and (g) the principal of the Andrews Academy.

### **Section 8—Officers of the Operating Board of the Ruth Murdoch Elementary School**

The officers of the Ruth Murdoch Elementary School Operating Board shall be the chair, the vice-chair and the secretary. They are appointed with duties as follows:

1. *Chair*: shall be appointed by the president. It shall be either the Andrews University Provost or a person appointed by the president after being advised by the Provost. His/her duties shall be to:
  - a. authorize the official calling of regular and special meetings of the Operating Board.
  - b. preside at all regular and special meetings of the Operating Board and to conduct these according to *Robert's Rules of Order*.

- c. assist the vice-chair and secretary in preparing the agenda.
  - d. act as counselor, where appropriate, to any or all of the following: the Provost, the Superintendent of Education for the Michigan Conference and the principal of the Ruth Murdoch Elementary School in dealing with emergency and urgent business touching the school.
  - e. In the event that the vice president is not the chair, he/she shall:
    - i. have a term of office for a two (2) year period which may be extended by the same method as the original process.
    - ii. in addition to section 8 a, i-iv above, also act as counselor to the Provost.
2. *Vice-chair*: shall be elected by the Ruth Murdoch Elementary School Board from among themselves at its first session of the year. His/her duties shall be to:
- a. preside at meetings of the Operating Board in the absence of the chair or as designated by the chair.
  - b. assist the other officers of the Operating Board in drawing up the agenda.
3. *Secretary*: shall be the principal of the Ruth Murdoch Elementary School. His/Her duties shall be to:
- a. prepare the agenda in consultation with the chair and the other officers of the Operating Board of the Ruth Murdoch Elementary School.
  - b. maintain and circulate to members minutes of all regular and special meetings of the Operating Board of the Ruth Murdoch Elementary School.
  - c. ensure that documents, reports and appropriate sub-committee minutes are properly brought before members of the Operating Board of the Ruth Murdoch Elementary School.
  - d. carry out as secretary of the Operating Board the will and policies of the Operating Board, through the usual channels of protocol in the interim between meetings of the Operating Board. As such he/she shall officially represent the Operating Board to accrediting associations as authorized.

The secretary may bring in a recording secretary of his/her choice to record the transactions of the Operating Board in session. The recording secretary shall be without vote.

### **Section 9—The Term of Membership**

Except for the *ex-officio* members the term of membership for the members of the Operating Board of Ruth Murdoch Elementary School shall be a period of two (2) years with half the membership retiring annually. The membership year shall extend from July 1 through June 30. Members may be reelected.

### **Section 10—Remuneration for Members**

Members receive no remuneration for serving on the Operating Board.

### **Section 11—Qualification of Membership**

The elected and appointed members shall be members of the Seventh-day Adventist Church selected by the relevant church boards and by the president according to the criteria outlined in the *Church Manual* for board members.

## **Article IV—Power and Duties of the Operating Board of the Ruth Murdoch Elementary School**

### **A. Power and Jurisdiction**

#### **Section 1—Authority of The Board and Establishment of Policies**

The Andrews University Board of Trustees has delegated to the Operating Board of the Ruth Murdoch Elementary School the authority to make decisions and to formulate and recommend policies to the Andrews University Board of Trustees in all areas pertaining to the operation of the school in accordance with the Andrews University Working Policy and the K-8 educational codes of the Michigan and the Lake Union Conferences and the North American Division. However, items pertaining to salaried staff and faculty, budget and amendments to the Organization and Working Policy for the Operating Board of the Ruth Murdoch Elementary School, voted by the Operating Board, shall be referred to the Andrews University Board of Trustees for action. All matters presented to the Andrews University Board of Trustees for action, shall require the prior approval of the Operating Board of the Ruth Murdoch Elementary School. (See Figures 1-2 & 1-8 on page for chart showing the relationships of the Operating Board within the University organizational structure as a whole.)

If deemed in the best interests of the University, the Executive Committee of the Andrews University Board of Trustees, on behalf thereof, may temporarily suspend any of the provisions contained herein, after consultation with the Operating Board of the Ruth Murdoch Elementary School. The president shall report such action at the next meeting of the Andrews University Board of Trustees.

#### **Section 2—Administration of Policies**

The Operating Board exercises jurisdiction and formulates policy in matters pertaining to the Ruth Murdoch Elementary School as stated in Article III, Section 1 above; however, the Board delegates the execution of those policies to the principal, who acts under the Operating Board's general supervision and continues to serve as such at the pleasure of the Operating Board. The Operating Board's policies shall be contained in the *Andrews University Faculty Handbook*, the *Ruth Murdoch Elementary School Bulletin*, *Student Handbook*, *Faculty Handbook* and the Michigan and Lake Union Conferences and North American Division education codes and such policies pertaining to the operation of the Ruth Murdoch Elementary School which it recommends to the University Board of Trustees for publication in the *Andrews University Working Policy*.

The Operating Board in adopting these publications and policies reserves the right to recommend changes in them. Before recommending changes in policies, the Operating Board shall consult the principal and the faculty of the Ruth Murdoch Elementary School. Faculty in session objecting to a proposed amendment may record its objections by forwarding them to the Operating Board through the Board Chair, the principal or a faculty representative.

### **Section 3—Relationship of the Operating Board of the Ruth Murdoch Elementary School to the Superintendent of Education for the Michigan Conference**

The Operating Board of the Ruth Murdoch Elementary School shall look to the Superintendent of Education for the Michigan Conference for advisory educational leadership, and for specific guidance on the denominational governing codes as prescribed by the Michigan and Lake Union Conference K-12 Boards. He/she shall serve as a liaison between the Ruth Murdoch Elementary School and the Michigan and Lake Union Conferences with respect to appropriate denominational educational matters and procedures for cooperation. The superintendent shall have the same educational advisory responsibilities and duties towards the Ruth Murdoch Elementary School as it does for other conference schools.

### **Section 4—The Role of the Andrews University Provost**

The Andrews University Provost shall serve as a liaison between the Operating Board of the Ruth Murdoch Elementary School and the president of Andrews University in routine matters in his/her domain, and in matters relating to salaried staff and faculty, budget, and the Operating Board Organization and Working Policy that need action by the Andrews University Board of Trustees.

### **Section 5—The Role of the Ruth Murdoch Elementary School Principal**

The principal of the Ruth Murdoch Elementary School is responsible to the Operating Board of the Ruth Murdoch Elementary School. The principal shall perform the following functions:

- a. Serve as secretary of the Operating Board of the Ruth Murdoch Elementary School.
- b. Conduct the administrative functions for the internal operation of the school program from the Ruth Murdoch Child Care Center through eighth grade. He/she shall also serve as a link between the Operating Board and the Provost for routine matters in his/her domain and for items pertaining to salaried staff and faculty, budget, and amendments to the *Organization and Working Policy for the Operating Board of the Ruth Murdoch Elementary School* which require transmittal to the president and the Andrews University Board of Trustees for action.
- c. Confer regularly with the Board Chair regarding matters relating to the internal administration of the school.
- d. Be responsible, with faculty consultation, for the routine disciplining of students.
- e. Consult with the Board Chair regarding serious student offenses indicating the necessity for a student's discontinuance in the school prior to Operating Board action.
- f. Prepare the proposed annual budget in consultation with the faculty, for the Finance Committee to review and recommend prior to Operating Board action.



- g. Implement the Ruth Murdoch Elementary School budget as approved by the Operating Board and the Andrews University Board of Trustees.
- h. Recommend to the Committee on Curriculum and Personnel, matters concerning the recruitment, employment, evaluation, in-service training, and dismissal of faculty and staff.
- i. Supervise the instructional and learning process.
- j. Evaluate regularly the performance of each hourly-paid employee, faculty and salaried staff member.
- k. Coordinate curricular and co-curricular activities and plan for the scheduling and maintenance of facilities.
- l. Recommend to the Committee on Curriculum and Personnel the proposed teaching assignments.
- m. Recruit students.
- n. Coordinate an effective system of communication with parents, students, faculty, and the public.
- o. Supervise the maintenance of student cumulative records and other reports and official documents.
- p. Supervise the school staff personnel.
- q. Serve as *ex-officio* member of elementary school committees.
- r. Report on a regular basis to the Operating Board of the Ruth Murdoch Elementary School regarding matters affecting school affairs.
- s. Plan and supervise the elementary school registration.
- t. Call and preside at elementary school faculty meetings.
- u. Facilitate the development of general school policy in cooperation with the faculty for Operating Board approval.
- v. Administer the Ruth Murdoch Elementary School in harmony with the denominational education codes and the policies of the Operating Board of the Ruth Murdoch Elementary School.
- w. Ensure that linkage is maintained with the Andrews Academy regarding K-12 curricula and recruiting.
- x. Cooperate with the elected Home and School leader and parents to enhance the educational program of the school.
- y. Coordinate, encourage and support the active Volunteers as an organization.

### **Section 6—The Legislative Powers of the Faculty**

Inasmuch as program and curriculum development and implementation are the proper professional responsibilities of the faculty under the leadership of the principal and the relevant denominational education officials, the Operating Board shall consider seriously all faculty recommendations on educational policies such as those necessary for conducting the academic, spiritual, financial, social, co-curricular and related programs. These policies are to be formulated within the framework of the Ruth Murdoch Elementary School's mission, philosophy and objectives, general policies and the budgetary provisions voted by the Operating Board in accordance with the established educational policies of the Seventh-day Adventist Church. The mission, philosophy and objectives, general policies and budgetary

provisions as voted by the Operating Board are interpreted to the faculty by the principal; conversely the principal interprets the policies of the faculty to the Operating Board.

### **Section 7—Corporate Power of the Board**

In all its dealings, the Operating Board acts only as a corporate body. The power and authority of the Operating Board belong only to the members as a group. No individual member has any legal right to act for the Operating Board unless designated to do so by specific Board action.

### **Section 8—Ownership of Property, Facilities and Equipment**

Andrews University owns the property on which the Ruth Murdoch Elementary School is located, the facilities in which it is operated and the equipment with which the school program is conducted.

## **B. Responsibilities and Duties of the Operating Board**

### **Section 1—Financial Responsibility**

The Operating Board in association with its constituency shall secure the funds necessary for the school to properly fulfill its mission and purposes. The Operating Board shall regulate the ways in which the school funds shall be allocated in the budget and for development projects proposed by the principal.

The Andrews University Board of Trustees approves the budget for the Ruth Murdoch Elementary School on recommendation of the Ruth Murdoch Elementary School Operating Board after being advised by the Finance Committee. Any major change in the Board of Trustees' approved budget shall require the recommendation of the Committee on Finance, the action of the Operating Board and the concurrence of the Andrews University Budget and Financial Management Committee.

### **Section 2—Personnel Responsibility**

All appointments, reappointments and promotions of administrators and faculty shall be made by the Andrews University Board of Trustees on the recommendation of the Operating Board after being advised by the Curriculum and Personnel Committee. The Andrews University Board of Trustees has delegated the appointment and termination of hourly-paid staff within budget and the provisions of the *Andrews University Working Policy*, to the Operating Board of the Ruth Murdoch Elementary School.

### **Section 3—General Powers**

The general business and affairs of the Ruth Murdoch Elementary School shall be the responsibility of its Operating Board of the Ruth Murdoch Elementary School.

The Operating Board may properly exercise authority for the total effectiveness of the school programs in relation to the fulfillment of the stated Ruth Murdoch Elementary School objectives, but becomes directly active in the administrative domain only if the school is

confronted with an extraordinary problem. Before acting on matters having to do with program and curriculum development, the Operating Board shall consult the Provost, the Superintendent of Education for the Michigan Conference, the principal, and the faculty.

#### ***Section 4—Specific Powers and Duties***

In harmony with the general powers stated above, the Operating Board shall have the following specific powers, functions and duties:

- a. To maintain the school as a Seventh-day Adventist educational institution as an integral part of its school system in fulfillment of the church's teaching ministry.
- b. To coordinate the formulation of the school's mission and purposes and approve them within the educational framework identified in (a) above and in (p) below.
- c. To develop and ensure adequate financial resources in order that the school's purposes may be met.
- d. To recommend to the Andrews University Board of Trustees the appointment or termination of the principal, vice principal and faculty of the Ruth Murdoch Elementary School.
- e. To ensure effective, comprehensive and forward looking organizational planning; making assumptions about the school's future and using those assumptions for strategic planning.
- f. To manage the resources of the Ruth Murdoch Elementary School effectively.
- g. To approve, monitor, and discontinue school programs and services in consultation with the principal and the faculty.
- h. To enhance the school's public image.
- i. To determine the criteria allowing for the participation of churches in the support and governance of the Ruth Murdoch Elementary School.
- j. To serve as a board of appeal for parents, faculty and students.
- k. To identify to the Committee on Operating Board Development, Policy and Procedure the future potential Operating Board members who qualify by virtue of their knowledge, experience, interests and skills and convey that information to the organizations and persons who choose these members to serve on the Operating Board.
- l. To coordinate the formulation and establishment of general school policy.
- m. To ensure proper administration of the school by arranging for periodic review of administrative performance and to ensure that appropriate and periodic written faculty, salaried and hourly-paid staff evaluations are implemented.
- n. To monitor compliance with local, state and federal laws and regulations by the Ruth Murdoch Elementary School administration.
- o. To adhere to the highest ethical and moral standards of organizational behavior.
- p. To monitor compliance with the education codes of the North American Division, Lake Union Conference and Michigan Conference of Seventh-day Adventists.
- q. To monitor teacher and administration certification requirements.
- r. To recommend to the Andrews University Board of Trustees the annual budget after prior approval by the Operating Board.

- s. To appoint or terminate hourly-paid staff to the Ruth Murdoch Elementary School within budget and the University policy provisions.
- t. To delegate any power of the Operating Board to any *ad hoc* or standing committee, or to any member, officer, agent or employee upon such terms as it may deem proper.

## **Article V—Operation of the Operating Board**

### **A. Responsibilities of Individual Members**

Individual Operating Board member's responsibilities include:

#### **Section 1—General Responsibilities**

- a. Know the school's mission, philosophy and objectives, programs, services, strengths and needs.
- b. Serve the school as an ambassador of good public relations.
- c. Support the Operating Board and the school according to personal knowledge, experience, interests and skills.
- d. Assist the Operating Board's Committee on Operating Board Development, Policy and Procedure in identifying future possible Operating Board members to the appropriate people and boards. These possible nominees to the Operating Board are to be men and women of achievement and distinction who can make significant contributions to the work of the Operating Board and to the progress of the Ruth Murdoch Elementary School.
- e. Give positive assistance in the resolution of problems, grievances and misinformation by referral to established policies, procedures and protocols and by calling to the attention of the principal or chair of the Operating Board, all matters of potential significance as appropriate.
- f. Be informed on current trends in the field of education.
- g. Support and counsel the principal as appropriate in their relationships with groups or individuals.
- h. Support the Home and School Association in their volunteer service and fund-raising activities.
- i. Encourage the Volunteers as a support organization in the Ruth Murdoch Elementary School.

#### **Section 2—Ethical Responsibilities**

- a. Avoid asking special favors of the staff based on the position as a member of the Operating Board.
- b. Endeavor to maintain a position of independence and objectivity with respect to special interest groups or constituencies.
- c. Avoid the appearance of conflict of interest, which might embarrass the Operating Board or the school and disclose any possible conflicts to the relevant Operating Board.

- d. Maintain confidentiality and speak for the Operating Board or the school only when authorized to do so.

### **Section 3—Financial Responsibilities**

- a. Assist the Finance Committee and the Operating Board in securing adequate resources for conducting the school's programs and services.
- b. Faithfully examine and evaluate the school's financial statements.
- c. Help the Operating Board fulfill its financial monitoring responsibilities.
- d. Support the school's financial advancement through solicitation and encouragement of gifts.
- e. Assist the Committees on Finance and Marketing by implementing fund-raising strategies through personal influence with others.

### **Section 4—Leadership Responsibilities**

- a. Serve in leadership and committee positions and undertake special assignments when asked.
- b. Prepare for and participate in Operating Board and committee meetings, including appropriate organizational activities.
- c. Present timely and substantive observations and ask timely and substantive questions at Operating Board and committee meetings consistent with personal conscience and convictions.
- d. Assure sufficient opportunity for the Operating Board to hear about responsible minority opinions, while supporting the majority decision on issues decided by the Operating Board.
- e. Suggest agenda items for Operating Board and committee meetings as needed to ensure that significant policy-related matters are addressed.

## **B. Meetings**

### **Section 1—Meetings**

Regular meetings of the Operating Board shall be held at such time and place as the boards may determine. Special meetings of the Operating Board may be called by the chair.

The Operating Board shall generally meet monthly or at least four (4) times annually. A schedule of regular meetings is published in the minutes of the first meeting of each membership year. However, special meetings may be called by the chair with seven days prior notice.

Written notice of all meetings of the Operating Board shall be mailed at least seven (7) days prior thereto.

### **Section 2—Quorum**

One-half of the members of the Operating Board shall constitute a quorum for the transaction of business at any meeting, but if less than one-half of the members are present, a majority of

the members present may adjourn the meeting without further notice. The act of a majority of the members present at a meeting at which a quorum is present shall be the official action of the Operating Board.

### **Section 3—Visitors**

Visitors are allowed at all meetings of the Operating Board except for executive sessions. In harmony with the Privacy Act (FERPA), minutes of executive sessions are available only to regular members of the Operating Board and are kept as appendices to the minutes of the regular and special meetings of the Operating Board.

## **C. Committees**

### **Section 1—Ad Hoc Committees**

The Operating Board shall appoint *ad hoc* committees as needed which may contain members who are not *bona-fide* Operating Board members including faculty of the Ruth Murdoch Elementary school.

### **Section 2—Standing Committees for the Ruth Murdoch Elementary School**

Voting members of the standing committees of the Ruth Murdoch Elementary Operating Board may include one (1) Ruth Murdoch Elementary School faculty member per Operating Board standing committee elected for a two (2) year term by the faculty in session.

Each member of the Operating Board of the Ruth Murdoch Elementary School is assigned to at least one of the following five (5) standing committees by the chair after consultation with the principal:

Committee on Operating Board Development, Policy and Procedure

Committee on Curriculum and Personnel

Committee on Finance

Committee on Marketing

Committee on School Health and Safety

### **Committee on Operating Board Development, Policy and Procedure**

The committee on board development shall have the responsibility for:

- a. Identifying potential Operating Board members of achievement and distinction for future election on the basis of their knowledge, experience, interests and skills and conveying that information to the constituent organizations choosing these members.
- b. Recommending committee memberships.
- c. Attending to the orientation, continuing education, and development activities for the Operating Board and its members.

- d. Ensuring that the Operating Board appropriately disciplines itself.
- e. Proposing to the Operating Board the time for its regular meetings, which shall assist it to best fulfill its function and achieve its purposes.
- f. Designing the school's mission statement with the advice of the faculty and recommending it to the Operating Board for its action.
- g. Reviewing the school's mission, philosophy and objective statements and governance working policies annually and recommending to the Operating Board any proposed revisions for its action.
- h. Designing the policies and procedures, which shall govern the manner in which the Operating Board shall conduct its business and recommending them to the Operating Board for its action.
- i. Designing current job descriptions for the administrators of the Ruth Murdoch Elementary School, officers, and individual members of the Operating Board. This committee shall meet a minimum of two (2) times annually.

### **Committee on Curriculum and Personnel**

The Committee on Curriculum and Personnel shall be responsible for:

- a. Associating with the Committee on Finance in providing the necessary funding for conducting the school's programs and services.
- b. Monitoring the school's programs and services.
- c. Monitoring the school's improvement plan and developing responses to the recommendations made by the accreditation organizations.
- d. Reviewing the curriculum and accreditation status annually, ensuring that the school's programs and services are demonstrably consistent with its purposes and mission and are of high quality and recommending to the Operating Board any proposed revisions for its action.
- e. Assisting the Operating Board with advice, criteria and proposed policies for the recruitment, selection, evaluation, promotion, in-service training, employment and separation of appropriate personnel to facilitate the program of the Ruth Murdoch Elementary School in accordance with the *Andrews University Working Policy*.
- f. Ensuring that periodic salaried and hourly-paid staff, faculty and administrator evaluations are scheduled, performed, and reported upon to the Operating Board.
- g. Meeting at least once a year with the Committee on Personnel and Curriculum, of the Andrews Academy to ensure proper coordination with respect to the K-12 curriculum. This committee shall meet a minimum of twice (2) annually.

### **Committee on Finance**

The Committee on Finance shall have the responsibility for:

- a. Assisting in seeking and recommending ways and means to ensure adequate resources to prudently fund programs and services established by the Operating Board.

- b. Assist in the preparation of the annual operating budget and recommending approval to the Operating Board.
- c. Monitoring the financial operation, which include, seeking and implementing ways through the administration of the Ruth Murdoch Elementary School to maintain expenses within the amounts shown in the budget approved by the Andrews University Board of Trustees.
- d. Presenting to the Operating Board recommendations regarding financial policies and procedures.

This committee shall meet a minimum of four (4) times annually.

### **Committee on Marketing**

The Committee on Marketing shall have the responsibility for:

- a. Designing a plan for effectively marketing the school.
- b. Monitoring the school's marketing plan.
- c. Conducting a marketing audit annually.

This committee shall have supplemental membership appointed by the Operating Board as follows:

Youth Pastor  
 Parent(s)  
 Faculty  
 Other(s)

This committee shall meet a minimum of twice (2) annually.

### **Committee on School Health and Safety**

The Committee on School Health and Safety shall have the responsibility for:

- a. Serving as the communicable disease review panel in managing the school's communicable disease policy.
- b. Reviewing the communicable disease policy annually and recommending to the Operating Board any proposed revisions for its action.
- c. Serving as the steering committee, with supplemental membership, for creating a drug free school environment.
- d. Monitoring the school's programs and services which pertain to the health and safety of students and the faculty and recommending to the Operating Board any proposed revisions for its action.
- e. Monitoring school safety practices and policies, including traffic flow.
- f. Ensuring that proper emergency policies and procedures are developed and implemented (i.e., fire and tornado).

This committee shall meet at least two (2) times annually.



## **Article VI—Amendments to the Organization and Working Policy for the Ruth Murdoch Elementary School**

Amendments to any of these policies shall require the approval of two-thirds of the membership of the Operating Board of the Ruth Murdoch Elementary School but a motion to amend the policies shall not be acted on at the same meeting at which the amendment is initially introduced. A minimum of twenty-four (24) hours shall transpire between the introduction of a proposed amendment and the meeting at which the amendment is voted upon.

Any amendment(s) to the policies referred to above shall be approved by the membership of the Operating Board of the Ruth Murdoch Elementary School as described above before being presented for action by the Andrews University Board of Trustees.

## **APPENDIX 1—E**

# **SEMINARY EXECUTIVE COMMITTEE: ANDREWS UNIVERSITY BOARD OF TRUSTEES GOVERNANCE OF THE SEVENTH-DAY ADVENTIST THEOLOGICAL SEMINARY**

Amended March 2004

### **I—Preamble**

The Seventh-day Adventist Theological Seminary is the primary source of professionally trained pastors and evangelists for the North American Division of Seventh-day Adventists and, within the church, of academically trained bible/religion teachers and missionaries for the Seventh-day Adventist church worldwide. Most graduates find careers within the Seventh-day Adventist church and are trained with such a career in view. Since the Seventh-day Adventist church, both in North America and worldwide, is the primary employer of graduates of the Seventh-day Adventist Theological Seminary it is, therefore, appropriate that various organizational entities of the Seventh-day Adventist church should have a special relationship to the seminary. In order to further develop this relationship, the Board of Trustees of Andrews University hereby establishes the Seminary Executive Committee as a committee of the Board of Trustees.

1. This committee may act on behalf of the Board of Trustees in matters relating to the seminary as described under Terms of Reference below;
2. Ten members shall constitute a quorum;
3. The actions of the committee shall be reported to the full Board and the minutes distributed to its members.

### **II—Membership and Officers**

#### **Membership**

The Seminary Executive Committee shall consist of the following regular members of the Board of Trustees: members from the General Conference, members who are presidents of union conferences of the North American Division of Seventh-day Adventists, one member who is president of a local conference, one member who is a pastor of a church, six members who are laypersons, and the president of Andrews University.

Persons who serve as Advisory Members of the Board of Trustees from the General Conference and from among the presidents of union conferences in the North American Division shall serve as Advisory Members of the Seminary Executive Committee. In addition, the presidents of the world divisions of the Seventh-day Adventist church shall serve as Advisory Members of the Seminary Executive Committee.

## **Chair, Vice-Chair, and Secretary**

The president of the North American Division of Seventh-day Adventists shall be the chair of the Seminary Executive Committee, the chair of the Board of Trustees shall be vice chair, and the secretary of the Board of Trustees shall be secretary.

## **III—Terms of Reference**

The Board of Trustees delegates the following powers to the Seminary Executive Committee under the provision of article IV, Section 6, paragraph (f) of the Bylaws of Andrews University.

1. Power to act in matters relating to faculty, including hiring, rank, tenure, appointment of departmental chairs and directors of programs.
2. Power to act in matters relating to all academic and professional programs and certificates offered by the Seventh-day Adventist Theological Seminary as listed in the current Andrews University Bulletin in such matters as by policy are the responsibility of the Board of Trustees to decide. It is understood that the academic programs bear the same relationship to the Graduate Council as all other graduate programs of the University and that the Seminary participates in some programs with other schools, requiring shared oversight.
3. Power to recommend a budget to the Board of Trustees.
4. Power to review the finances of the seminary and make recommendations to the Board of Trustees as are seen necessary.
5. Power to recommend to the Board of Trustees other actions, as are necessary for functional efficiency and the achievement of seminary goals.

## **IV—Appointment of Personnel**

Letters of appointment to personnel hired by vote of the Committee, as well as notification of other personnel decisions, shall be sent from the office of the University president.

### **Dean**

When there is a vacancy in the deanship, the University president shall recommend a new dean to the Board of Trustees following consultation with the faculty of the seminary, by way of the search process (see policy #2:142), the Provost, the Seminary Executive Committee, and the president of the General Conference and/or such person(s) as he shall designate.

### **Department Chair**

When the appointment of a departmental chair is to be made in the seminary; the seminary dean, as assigned by Seminary Executive Council (SEC) Action 87-2, shall implement the search process (see policy #2:142), and with the concurrence of the Provost, the dean of the School of Graduate Studies and Research, and the president; recommend to the SEC a person for the chair appointment. Normally more than one name of qualified persons will be provided for filling the department chair position. Where more than one name is provided, the department may choose to prioritize them.

## **Faculty Member**

When a faculty appointment is to be made in the seminary, the seminary dean, as assigned by SEC Action 87-2, shall implement the search process (see policy #2:142), and with the concurrence of the president, the Provost and the dean of the School of Graduate Studies and Research recommend to the SEC a person for faculty appointment. The seminary dean will have consulted with the chair of the department where the faculty appointment is to be made (the wishes of the department will not be rejected without stated reasons). Normally the search committee will provide at least three names of qualified persons to be considered for filling a position.

## APPENDIX 1—F

# CONSTITUTION AND BYLAWS FOR THE ANDREWS UNIVERSITY SENATE

### I—Purpose of the Andrews University Senate

The purpose of the Andrews University Senate shall be to advance the mission of the university and to safeguard the interests of the university as a whole by determining whether its major issues have been addressed and whether decisions pertaining to them have been predicated with adequate analysis, discussion, representation, and support. Its non-binding recommendations to committee chairs, vice- presidents, and the university president shall provide advice in forms of endorsements or objections which reflect the collective will of the university community.

### II—Membership of the Andrews University Senate

**Section 1—The membership** of the Andrews University Senate shall consist of twenty-nine (29) members categorized as follows:

***Officers of the University*** Four (4) members:

1. The President of Andrews University, ex-officio,
2. A vice president elected in the President's Cabinet by fellow vice presidents,
3. A dean elected by the Deans' Council,
4. An administrative director or general officer elected in the President's Cabinet.

***Salaried Professional Staff*** Seven (7) members representing the following:

5. Academic Administration Council,
6. Advancement,
7. Enrollment Services Council,
8. Finance Council,
9. Student Life Council,
10. Human Resources,
11. Information Technologies.

***Hourly Staff*** Three (3) members selected by the Staff Assembly.

12. Hourly Staff A
13. Hourly Staff B
14. Hourly Staff C

***Faculty*** Twelve (12) members selected by the faculties of academic entities as follows:

15. College of Arts and Sciences (Humanities and Fine Arts)
16. College of Arts and Sciences (Behavioral/Social Sciences)
17. College of Arts and Sciences (Applied Sciences)

18. College of Arts and Sciences (Natural Sciences)
19. School of Architecture, Art and Design
20. School of Business Administration
21. School of Distance Education
22. School of Education A
23. School of Education B
24. School of Health Professions A
25. University Schools (K-12)
26. SDA Theological Seminary A
27. SDA Theological Seminary B

***Student Body*** Two (2) members elected from student associations:

28. Andrews University Graduate Student Association
29. Andrews University Undergraduate Student Association

**Section 2—The Term of Service** for elected members of the Andrews University Senate shall be three (3) years for faculty and staff; implemented on a staggered basis with one-third retiring annually. Consecutive terms of service shall be limited to two (2). Terms of service for student representatives shall be one year with reelection limited to two consecutive terms of service. A membership year shall extend from September 1 until August 31.

**Section 3—Appointment to membership** of elected members of the Andrews University Senate is made annually in the spring term or during the year as vacancies occur, by the various nominating schools and entities of the university. In July, the president of the university shall formally announce the elected membership of the Senate for the coming year.

**Section 4—Non-attendance of a member** will result in the unseating of that member. If during spring term, the attendance record of a sitting Senator for the past six (6) months is found to be less than fifty percent (50%), the appropriate nominating school or entity of the University shall be notified and that member shall be unseated.

**Section 5—Vacancies** in the Andrews University Senate, resulting from retirement, resignation, non-attendance, or termination of employment or studies before the expiration of a term, shall be filled by the same method as the initial appointment as outlined in Article II, Section 3 above.

### **III—Officers of the Andrews University Senate**

**Section 1—Officers** of the Andrews University Senate shall be a chair, vice-chair, secretary, and parliamentarian, elected from among the eligible members of the Senate as described below in Section 2 of Article III.

**Section 2—The election of the officers** of the Andrews University Senate shall proceed as follows:

1. The Senate shall elect four (4) members from the Senate to serve as a nominating committee with at least one (1) representative from each of the following groups.
  - a. Faculty
  - b. Staff
  - c. Administration
  - d. University Senate Steering Committee
2. Election of the nominating committee shall occur at least one (1) month before the last scheduled meeting of the spring quarter.
3. The nominating committee shall identify at least two (2) qualified candidates each, for the Offices of chair, vice-chair, secretary, and parliamentarian and shall report their recommendations to the Senate in session.
4. The minimum criteria for selecting the officers shall be as follows.
  - a. The University Senate chair and vice-chair shall be chosen from the currently elected senators, shall be recognized by the University at large as understanding the academic issues, and considered as an appropriate liaison between the Senate and administration.
  - b. The University Senate secretary and parliamentarian shall be chosen from the currently elected or newly elected senators and shall be recognized as having skill in the technical aspect of the offices.
5. The University Senate shall vote by secret ballot on the recommendations of the nominating committee.

**Section 3—Duties of the officers** of the Andrews University Senate shall be as follows:

1. Chair:
  - a. calling and chairing regular and special meetings
  - b. preparing the agenda in consultation with other offices
  - c. conducting the business of the Senate according to Robert’s Rules of Order
  - d. serving as a member of the president ‘s cabinet
  - e. serving as observer at the Andrews University Board of Trustees meetings
2. Vice-Chair:
  - a. officiating in the absence of the chair.
  - b. assisting the other officers with the preparation of the agenda
  - c. chairing the Steering Committee of the Senate
3. Secretary:
  - a. conducting all correspondence on behalf of the Senate
  - b. taking and maintaining a file of minutes of all regular or special meetings of the Senate
  - c. distributing minutes to all members of the Senate within five (5) working days of a regular or special meeting of the Senate.
4. Parliamentarian:
  - a. advising the chair on appropriate parliamentary procedure to be used
  - b. bringing to the chair, a final interpretation of parliamentary procedure in harmony with Robert’s Rules of Order.

## **IV - Terms of Reference of the Andrews University Senate**

**Section 1—Authority:** The Andrews University Senate shall, when advising the university president, vice-presidents and committee chairs, have authority to

1. Represent and speak for the faculty, staff, and administrators-of Andrews University.
2. Provide a forum for dialogue, cooperation, prioritizing of objectives and focused actions on any matters related directly or in a support manner to any or all of the various entities of the University
3. Receive and review reports and recommendations of any committee (standing, ad hoc, or otherwise) that deal with matters of university-wide impact
4. Receive and review reports on policy (including the Andrews University Working Policy) and strategic initiatives under consideration by the university.
5. Refer matters to an official General Faculty/Staff Convocation meeting when a Senate recommendation is formally questioned. In case of disagreement with recommendations and decisions taken by the Senate, any ten (10) appropriate constituents (academic faculty/non- faculty) can request the Chair of the Senate to call an appropriate general faculty/staff convocation meeting to deal specifically with the issue in question. After sufficient time is given to hear all arguments pro and con, a vote shall be taken by secret ballot, which shall be final.
6. Appoint a Senate Steering Committee of nine (9) members and delegate to it certain routine and assessment functions. The Senate Steering Committee shall consist of the President, the Chair of Senate, the Vice-chair of Senate, the Secretary of Senate, and five (5) additional members elected by Senate, at least one of whom shall be a student. The Vice-chair of Senate shall be chair of the Senate Steering Committee. The Senate Steering Committee shall have the duties to carry out routine functions, direct items to standing committees, follow up decisions taken by Senate, draft the agenda for Senate meetings, and deal with contingencies that arise between meetings. A written report of its actions shall be presented to the Senate at its regular meetings.
7. Delegate any power of the Andrews University Senate to any ad hoc or standing committee, or any member, officer, or agent upon such terms as it may deem proper.

**Section 2—Amendments to Constitution:** The Andrews University Senate shall have the authority to initiate specific amendments to the constitution of the Andrews University Senate (see Article VI below).

**Section 3—Amendments to Senate Rules:** The Andrews University Senate may establish, and from time to time, amend rules and regulations governing the operation of its own meetings and procedures for the transaction of business properly coming before it.

## **V—MEETINGS OF THE ANDREWS UNIVERSITY SENATE**

**Section 1—Regular meetings** of the Senate shall normally be held once a calendar month during the academic session. Regularly scheduled meetings of the Senate may be cancelled up to three (3) days before the meeting.



**Section 2—Special meetings** may be summoned by the Chair of the Senate on discretion and on request of any ten (10) members of the Senate or the president of the University.

**Section 3—Written notice** of regular meetings shall be mailed or delivered to members by the secretary at least seven (7) days prior to the meeting.

**Section 4—Notice of any special meeting** of the Senate shall be delivered by the secretary of the Senate at least three (3) working days prior to the date of the meeting to every member of the Senate and shall specify the business of the meeting.

**Section 5—A public announcement of meetings** of the Andrews University Senate as being open shall be made every time via the usual campus communication media as well as bulletin board notices in every building of the University (see also Article V, Sections 9 and 10 below).

**Section 6—The agenda** and supporting material for a regular or special meeting of the Senate shall accompany the notice for the meeting in question. A copy of the agenda shall also be placed in the James White Library where it can be examined by interested members of the University.

**Section 7—The nature of an agenda item** to be discussed or voted on should be clearly and adequately identified. If not done, action could be deferred to the next meeting provided twenty-five percent of the members present vote for such a deferment of the whole agenda item or part thereof. Confidential business items shall be appropriately identified.

**Section 8—Discussion of business** at special meetings of the Senate shall be confined exclusively to the agenda items for which the special meeting was called.

**Section 9—All meetings** of the Senate shall be open as well as all meetings of its ad hoc and other committees appointed by it, except under conditions outlined in Section 10 below. All minutes of Senate and its committees are kept on file in the James White Library except for minutes on confidential matters. See Section 10 below for minutes on confidential business.

**Section 10—Confidential or closed meetings** shall be held when the material to be discussed is personal or of a sensitive nature. The usual agenda description shall identify the confidential items. Minutes of confidential agenda items shall not be filed in the James White Library, but shall be filed in an Appendix to the Minutes of Senate kept in the office of the Chair of Senate and accessible only to members of Senate.

**Section 11—Quorum:** In order for the Senate to take official actions, a quorum shall be one-third of the membership of the Senate of which at least eight (8) shall be elected members.

## **VI—AMENDMENTS TO THE CONSTITUTION OF THE ANDREWS UNIVERSITY SENATE**

Amendments to the Andrews University Senate may arise at a meeting of any of the following:

- Andrews University Senate
- General Faculty
- Staff Convocation
- Andrews University Board of Trustees.

Amendments to any part of the Constitution and Bylaws of the Andrews University Senate shall require an affirmative vote of the Andrews University Board of Trustees after having being recommended by a majority vote of a joint session of the General Faculty and Staff Convocation.

Proposed amendments to any part of the constitution of the Andrews University Senate that arise within the Senate shall require the approval of two-thirds of the membership of the Andrews University Senate before it can be sent to the General Faculty, staff convocation and Andrews University Board of Trustees for endorsement and ratification. A motion arising in the Senate to amend the constitution shall not be acted on at the same meeting at which the amendment is initially introduced. A minimum of twenty-four (24) hours shall transpire between the introduction of a proposed amendment and the meeting at which the amendment is acted upon.

## **APPENDIX 1—G**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY SCHOOL OF GRADUATE STUDIES AND RESEARCH**

### **I—Preamble**

Quality graduate education in a university is perceived as a single coordinated academic enterprise. Its varieties of expression involving such things as the professor, student, curriculum, research and quality control all occur within the context of one category of academic activity. They evidence themselves in terms of this document in two major arenas of graduate education, each having its own unique responsibilities and objectives. These two arenas are carried on;

1. within the constituent school and/or department of the university involving all professors who teach graduate level courses, and
2. within the entity of graduate education known as the School of Graduate Studies and Research and involving a selected group of professors known as Graduate Faculty who either teach graduate level courses or are selected because of a particular expertise needed for graduate education supervision.

The purpose of the first graduate organizational unit is that of delivery of graduate education within a given constituent school and/or department of the university. The second organizational unit aims at the university-wide promotion and coordination of the quality of graduate education and research.

This document addresses the identity and functioning of the second entity for the governance of graduate education at Andrews University. For purposes of clarity its components and functions are at times contrasted with the first entity.

### **II—Name and Identity**

The name of this organization shall be the School of Graduate Studies and Research. It shall have a Graduate Faculty, Graduate Council and Dean.

### **III—Purpose**

The purpose of the School of Graduate Studies and Research shall be the promotion and coordination of quality graduate programs and research at Andrews University. The purpose of this document is to identify the framework for the growth and improvement of graduate education at Andrews University.

## **IV—Graduate Faculty**

### **A. Membership**

#### *Section 1*

Membership of the Graduate Faculty shall be by appointment of the president of the University.

#### *Section 2*

The selection of the Graduate Faculty shall be from among qualified assistant, associate and full professors according to minimum criteria determined by the Graduate Council. The criteria for appointment to a specific category of the Graduate Faculty shall include consideration of rank, teaching assignments, scholarly activity, and potential for involvement in a community of scholars at Andrews University.

#### *Section 3*

While membership appointments are generally considered to be long-term, periodic review of the faculty appointee shall be done. Increases, reductions, or termination of appointment are possible depending on the current match of the faculty appointee to the criteria.

#### *Section 4*

Provision may be made in the membership criteria for temporary (interim) membership of exceptional individuals not regularly employed by the University such as adjunct and visiting faculty and professionals in the field with essential skills and knowledge.

#### *Section 5*

The primary responsibility for nominating faculty members for membership in the Graduate Faculty shall rest with the department chair/program director (for departmental, interdepartmental and interschool programs), with the concurrence of the dean of the school of primary appointment, the Dean of the School of Graduate Studies and Research, and the Chief Academic Officer.

#### *Section 6*

The appointment procedure of new members and the regular confirmation of continuing members of the Graduate Faculty shall be as follows: A list of the proposed Graduate Faculty for a given school shall be submitted during the spring semester to the Dean of the School of Graduate Studies and Research by the dean of each school. The Dean of the School of Graduate Studies and Research shall then submit the names to the Graduate Faculty Peer Review Committee, which shall recommend appropriate Graduate Faculty appointments to the Graduate Council. The Dean of the School of Graduate Studies and Research shall then submit the names to the Chief Academic Officer for final recommendation to the president of the University. The president shall make the appointment of new members and confirmation of continuing members of the Graduate Faculty.

### *Section 7*

Meetings of the entire membership of the Graduate Faculty may be called by the Dean of the School of Graduate Studies and Research. Only members of the Graduate Faculty shall have the right to vote at such meetings.

## **B. Functions and Responsibilities of the Graduate Faculty**

The responsibilities of the Graduate Faculty include the usual responsibilities in their school(s) for such fundamental areas as specific degree programs, program development and review, faculty research, methods of instruction, evaluation of student achievement and research, as well as those aspects of student life which relate to the graduate educational process. In addition, the Graduate Faculty are responsible to formulate and implement the minimum standards for academic and curriculum requirements for the graduate degrees offered, determining when these requirements have been met, and periodically reviewing the graduate programs offered for quality, sustainability, and strategic merit. The Graduate Programs Manual provides specific guidance to these functions and responsibilities.

### *Section 1*

Members of the Graduate Faculty serve on the Graduate Council and its standing and special sub-committees when duly selected by procedures established by this document. The Graduate Faculty also serve on thesis and dissertation committees according to criteria set by the Graduate Council.

### *Section 2*

Members of the Graduate Faculty shall receive and are responsible to review the minutes and decisions of the Graduate Council.

### *Section 3*

A Graduate Faculty member may challenge a Graduate Council decision at a regular Graduate Faculty meeting or by requesting a special meeting of the Graduate Faculty to discuss the matter of concern.

1. Special meetings of the Graduate Faculty are called by the Dean of the School of Graduate Studies and Research upon receipt of a written petition specifically outlining the problem and signed by at least 20% of the members of the Graduate Faculty. When special meetings of the Graduate Faculty are called, all members shall be notified in writing and advised of the business that shall be considered. From the time of notification to the time of meeting, at least fourteen inclusive days shall be allowed to elapse.
2. The support of a two-thirds majority of the Graduate Faculty members present is required to submit the challenge for deliberation by the Graduate Faculty.
3. After a full discussion and sharing of concerns, the Graduate Faculty members shall vote whether to overturn the disputed Graduate Council decision. A vote to overturn shall require a two-thirds majority of the Graduate Faculty members present.

## **C. Regular Graduate Faculty Meetings**

### *Section 1*

The Graduate Faculty shall be scheduled to meet at least once during each academic year.

### *Section 2*

The agenda shall be distributed at least 10 days prior to a regular faculty meeting.

### *Section 3*

The order of business at regular meetings shall be:

1. Reading and approval of the minutes of the previous meeting.
2. Communications and announcements.
3. Report and review of Graduate Council decisions and activities.
4. Agenda for the day.

## **V—Graduate Council**

### **A. Purpose and Objectives**

#### *Section 1*

The Graduate Council shall serve and act on behalf of the Graduate Faculty and the graduate students of the University who are in graduate programs under its jurisdiction. Members of the Graduate Council are selected to consider and recommend policies and standards which will benefit the entire university. They do not vote as representatives of specific schools of the University.

#### *Section 2*

The purpose of the Graduate Council shall be:

1. To promote quality programs of graduate education in the University by providing a forum for broad participation in the formulation of minimum academic standards to govern graduate programs.
2. To set and enforce minimum admission and graduation standards for all post-baccalaureate academic degree programs. The standards for these will include GPA, number of credits required in residency, course loads, and requirements for language, theses, dissertations, or projects. Schools and departments may require higher than the established minimum, but may not establish requirements below those set by the Graduate Council.

The quality control responsibility for the professional ministerial degrees is assigned to the SDA Theological Seminary in consultation with the Chief Academic Officer.

3. To approve or disapprove all proposed new or substantially altered post-baccalaureate degree programs for recommendation to the Board of Trustees. (The Graduate Council does not amend programs presented, but if programs are not approved, they are referred back to the individual departments or schools).

4. To avoid the duplication of graduate programs.
5. To set and enforce minimum criteria for program development and review policies and procedures. Schools and departments may establish additional criteria.
6. To set the criteria for membership and categories of membership in the Graduate Faculty.
7. To promote graduate faculty and student research.
8. To recommend policy on support for graduate students to the financial administration of the University.
9. To establish minimum criteria to the schools of the University for the appointment of graduate teaching and research assistants.
10. To give counsel in coordinating graduate student recruitment.
11. To recommend strategies for increased support for graduate students and graduate programs.
12. To establish minimum guidelines for the coordination, faculty usage/sharing and administration of interdisciplinary graduate programs.
13. To set minimum criteria and format standards for comprehensive examinations, portfolios, theses/dissertations and projects, as well as oral defenses of theses/dissertations.

## **B. Membership**

### *Section 1*

Membership of the Graduate Council shall be of three categories, namely:

1. *Ex-officio* members (10)
2. Members elected (16)
3. Advisory Members (without vote) *ex-officio* (5)

### *Section 2*

*Ex-officio* members (10) are:

1. The Dean of the School of Graduate Studies and Research
2. The Chief Academic Officer
3. Deans from the entities having graduate programs (7).
4. The Registrar.

### *Section 3*

The elected members (16) of the Graduate Council consist of:

1. Fifteen faculty members holding Graduate Faculty membership elected by the graduate faculties of each of the various schools of the University as follows:

College of Arts and Sciences	5
School of Business Administration	2
School of Education	3
SDA Theological Seminary	3
School of Architecture	1

2. One graduate student elected by the Graduate Student Association.

#### ***Section 4***

Advisory Members (without vote) *ex-officio* (5) are:

1. The Dean of Libraries
2. The Vice President for Financial Administration
3. The Associate Dean of Research
4. The Director of International Students
5. The Assistant Provost for Institutional Effectiveness

#### ***Section 5***

Terms of service of elected members as in Section 3:

1. Terms of service shall be for three years except for student members who shall serve one-year terms. Terms of service for all members except students shall be staggered with approximately 1/3 of the membership being elected annually.
2. Elected members of the Graduate Council are chosen during formal elections held in the spring term of each year within each school of the University as appropriate. The term of office for elected members shall start at the beginning of the summer session.
3. Should any elected member fail to serve a full term, a replacement shall be obtained to serve the remainder of the term by the procedures specified in Section 3 above.

### **C. Officers**

#### ***Section 1***

The Chair shall be the Dean of the School of Graduate Studies and Research.

#### ***Section 2***

The Vice Chair shall be elected annually by the Graduate Council from the membership of the Council.

#### ***Section 3***

The Secretary shall be the Registrar.

### **D. Meetings**

#### ***Section 1***

The Graduate Council shall normally meet monthly during the academic year with special meetings as called by the Chair.

#### ***Section 2***

Agenda items may be submitted by any member of the Graduate Council in writing to the Chair at least five calendar days prior to a regularly scheduled Council meeting.



Agenda items which involve the following, shall not be acted upon until the next scheduled meeting following the meeting of introduction and discussion:

1. The introduction of new graduate policy
2. A change in old graduate policy
3. The introduction of new programs
4. Substantive changes to existing programs
5. Proposals for amendments to the organization and working policy for the Andrews University School of Graduate Studies and Research

### ***Section 3***

Minutes of the proceedings of the Graduate Council shall be recorded and maintained by the secretary of the Graduate Council who shall be responsible for distributing copies of the minutes within a week to all members of the Graduate Faculty.

### ***Section 4***

A quorum shall consist of 51% of the voting members.

## **E. Committees**

### ***Section 1***

Standing and *ad hoc* committees may be designated as needed by the Graduate Council and may include representatives who are not members of the Council.

### ***Section 2***

The standing committees shall include:

1. Program Development and Review Committee
2. Admissions and Academic Standards Committee
3. Graduate Faculty Membership Peer Review Committee

### ***Section 3***

*Ad hoc* committees: The Graduate Council may create and appoint such special committees as it deems necessary or desirable.

## **VI—Administration of the School of Graduate Studies and Research**

### **Section 1**

The chief administrative officer of the School of Graduate Studies and Research shall be the Dean.

### **Section 2**

The primary responsibilities of the Dean of the School of Graduate Studies and Research shall be the following:

1. Chair the Graduate Council.

2. Coordinate and promote the activities of the School of Graduate Studies and Research.
3. Participate in long range University planning and development of graduate education.
4. Administer and supervise the quality control functions of the standards of the School of Graduate Studies and Research.
5. Provide Graduate Council representation at doctoral defenses.
6. Oversee graduate admissions office and coordinate the graduate admissions process
7. Promote graduate research activities.
8. Collaborate with the deans and/or program directors to implement graduate program requirements.
9. Convene meetings of the Graduate Faculty.
10. Coordinate development of printed and online graduate publications.
11. Maintain liaison with the deans and/or graduate program directors (for departmental, interdepartmental and interschool programs) and the directors of the Academic Records and Integrated Marketing and Communication offices.
12. Collaborate with the Assistant Provost for Institutional Effectiveness in the development and implementation of the assessment process for graduate programs. See also policy #2:440
13. Advocate for graduate education through the following
  - a. Advise on matters related to graduate faculty, research, teaching, facilities and budgets related to graduate programs.
  - b. Serve as a member of other appropriate academic committees and councils of deans.
  - c. Represent Andrews University at meetings of graduate-related academic organizations in which the University holds membership such as the Council of Graduate Schools.
  - d. Assist in interfacing with federal/state/local agencies, industry, foundations and patrons with respect to graduate education and research.
14. Review minutes of meetings of the various departments/programs/ schools of the University carrying graduate programs.

### *Section 3*

Other specific responsibilities of the Dean shall include matters affecting:

1. Graduate students
  - a. Monitor the admission and graduation of graduate students
  - b. Cooperate with the Academic Records Office in maintaining a system for monitoring the academic records for all graduate students.
  - c. Assist in the process of recruitment of graduate students.
  - d. Suggest policies and procedures for financial aid, fellowships, and assistantships for graduate students.
  - e. Assist in seeking additional financial support for graduate students.
  - f. Assist in the development of an appropriate system of graduate student representation in University academic affairs.
2. Graduate Council
  - a. Communicate and implement actions of the Graduate Council.

- b. Assure the completeness of the qualitative review process of graduate programs and documentation of the same.
- c. Assure the completeness of the implementation of the minimum academic and admission standards previously set.
- d. Assure the implementation of minimum standards set with respect to thesis/dissertation format, schedule and procedure for the oral defense of the same, as well as criteria and procedures for the appointment of thesis/dissertation committees and external examiners.
- e. Assure the implementation of criteria and procedures with respect to the appointment of Graduate Faculty and Graduate Council members.
- f. Arrange secretarial support for the Graduate Council and its committees

## **VII—Parliamentary Authority**

### **Governing Rules**

The rules contained in *Robert's Rules of Order*, newly revised, shall govern meetings in all cases to which they are applicable and in which they are not inconsistent with these policies.

## **VIII—Interpretation of this Document**

The President of Andrews University shall be the ultimate authority in matters of dispute over the interpretation of the organization and working policy for the Andrews University School of Graduate Studies and Research.

## **IX—Procedures for Amendments**

### **Section 1**

Proposals for amendments to the organization and working policy for the Andrews University School of Graduate Studies and Research may come from a member of the Graduate Council in a regular meeting or from a member of the Graduate Faculty at a regular or special meeting of the Graduate Faculty.

### **Section 2**

All proposals for amendments to the organization and working policy for the Andrews University School of Graduate Studies and Research must be studied and approved by a majority vote of the Graduate Council, according to the policies outlined in Division V D, Sections 1-4, governing meetings. If approved, the proposal will be recommended to the Graduate Faculty.

### **Section 3**

Approval of an amendment to the organization and working policy for the Andrews University School of Graduate Studies and Research requires a two-thirds majority vote of the entire Graduate Faculty at either a regular or special meeting of the Graduate Faculty (see Division IV B, Section 3, and IV C, Sections 1-3).

#### **Section 4**

Proposals for amendments to the organization and working policy for the Andrews University School of Graduate Studies and Research; shall be voted by the Board of Trustees before they may be implemented.

## **APPENDIX 1—H**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY UNDERGRADUATE FACULTY AND UNDERGRADUATE COUNCIL**

### **I—Introduction**

This document describes the roles of the various entities of the University charged with the responsibility of providing a focused thrust to the quality-control, promotion and coordination of the undergraduate programs at Andrews University.

#### **Section 1**

These tasks have been assigned to the undergraduate faculties of the constituent schools of Andrews University acting in concert as the undergraduate faculty of the University.

#### **Section 2**

In turn the undergraduate faculty of the University has delegated these responsibilities to an undergraduate council whose membership consists of elected representatives from each of the constituent schools of the University.

First, the document defines the undergraduate faculty and then its functions are described. Next a definition is given of the undergraduate council after which the terms of reference are given and its operating policies outlined.

### **II—Undergraduate Faculty and Meetings**

#### **Section 1**

The undergraduate faculty is made up of all faculty members, from all schools of the University, who teach undergraduate courses.

#### **Section 2**

Membership of the undergraduate faculty shall be by annual appointment of the president of the University after consultation with the Provost and deans of respective undergraduate schools.

#### **Section 3**

The primary responsibility for nominating faculty members for membership in the undergraduate faculty shall rest with the department chair and the concurrence of the dean of the school of primary appointment and the Provost.

#### **Section 4**

The undergraduate faculty shall have the responsibilities as outlined in (A) above.

#### **Section 5**

Those responsibilities of the undergraduate faculty as outlined in the Terms of Reference in Section D, are delegated to the undergraduate council.

#### **Section 6**

The undergraduate faculty as a group composed of the undergraduate faculties of the constituent schools of the University shall serve as a reference body, on matters referred to it by the undergraduate council (see B 12, 13, F and G below).

#### **Section 7**

Members of the undergraduate faculty shall receive and review the minutes of the undergraduate council.

#### **Section 8**

The undergraduate faculty shall be scheduled to meet at least once during each academic year. Special meetings shall be scheduled as outlined in sections 12-14 below.

#### **Section 9**

The chair, who shall be the Provost, shall call and preside at meetings of the undergraduate faculty.

#### **Section 10**

The minutes of the meetings of the undergraduate faculty shall be kept by the secretary who shall be the Andrews University director of records.

#### **Section 11**

The agenda shall be distributed at least ten days prior to a regular faculty meeting.

#### **Section 12**

The order of business at regular meetings shall be:

- a. reading and approval of the minutes of the previous meeting
- b. communications and announcements
- c. report and review of undergraduate council decisions and activities
- d. agenda for the day

#### **Section 13**

A quorum of the undergraduate faculty shall be 40% of its total membership.

## **Section 14**

Special meetings of the undergraduate faculty may be called at any time by the chair on the basis of a challenge from a two-thirds majority appeal of the total undergraduate faculty of a given constituent school of the University [or forty (40) members of the College of Arts and Sciences] against a decision of the undergraduate council (see F5 and 6 below).

## **Section 15**

At a special meeting of the undergraduate faculty, only the business that precipitated the meeting may be discussed.

## **Section 16**

A two-thirds majority of the undergraduate faculty of the University present (those present to be not less than a quorum) at such a specially called meeting is required to disapprove the disputed action of the undergraduate council. Since undergraduate council decisions stand unless overturned, a failure to achieve a two-thirds majority at such a special session of the undergraduate faculty of the University shall mean that the disputed decision of the undergraduate council shall stand.

### **III—Undergraduate Council**

The undergraduate council is a group of faculty teaching at the undergraduate level, who shall, with respect to undergraduate affairs at the University and on behalf of all the undergraduate schools of the University, serve as a coordinating, policy-making, consulting, quality control, and advisory council to the president and the University administration.

Members of the undergraduate council are independent voices with special obligations seeking what is best for the University and do not represent specific schools of the University.

### **IV—Terms of Reference of the Undergraduate Council**

The terms of reference of the undergraduate council shall be:

1. To advise the administration and the general faculty on undergraduate affairs at the University.
2. To advise on undergraduate matters referred to it by one or more constituent schools of the University or any of their committees, who regard the matter for counsel to be of interest and concern to all of the undergraduate schools of the University.
3. To coordinate common undergraduate thrusts towards reaching the goals and objectives of the University in pursuit of its own mission.
4. To take appropriate steps to ensure parity of program standards and quality among the different undergraduate schools of the University.
5. To provide a common forum for communication among undergraduate schools and for the discussion of common problems.
6. To establish minimum criteria, policies and procedures for requirements, activities and programs designed to be common to all the undergraduate schools such as:
  - a. approval of general education requirements

- b. requirements for the various categories of associate and baccalaureate degrees
  - c. admission requirements
  - d. level of English language proficiency required for the various undergraduate degree programs
  - e. academic standards to ensure quality for off-campus programs
  - f. course outlines and syllabi preparation
  - g. program development, review, termination and introduction of new ones within each of the undergraduate schools
7. To keep the members of the undergraduate faculty fully informed of decisions taken on their behalf and if necessary to provide them an opportunity for input whenever needed.

## **V—Membership of the Undergraduate Council**

### **Section 1**

Members of the undergraduate council shall be annually appointed by the president of the University at the beginning of the summer quarter, after due process as described below.

### **Section 2**

Membership of the undergraduate council shall be open only to:

- a. members of the faculty who teach undergraduate courses and who hold rank in one of the constituent schools of the University
- b. *ex-officio* members listed in Section 4 below.

### **Section 3**

The undergraduate council shall consist of *ex-officio*, elected and appointed members totaling nineteen (19) voting members, and constituted as follows with an additional seven (7) non-voting *ex-officio* Advisory Members:

- a. *ex-officio* members (6)
- b. Members elected (10)
- c. Members appointed by the president (3)
- d. Advisory Members *ex-officio* (7)

### **Section 4:**

*Ex-officio* members (6) are:

- a. The president of Andrews University
- b. The provost
- c. The dean of the College of Arts and Sciences
- d. The dean of the School of Business Administration
- e. The dean of the School of Education
- f. The dean of the School of Health Professions



- g. The dean of the School of Distance Education

## **Section 5**

The elected members (11) of the undergraduate council shall represent all of the constituent schools of the University offering undergraduate programs as follows:

- a. College of Arts and Sciences (4)
- b. School of Business Administration (2)
- c. School of Education (2)
- d. College of Technology (2)
- e. School of Health Professions (1)

## **Section 6**

The members appointed by the president (3):

- a. *One* full professor (deans, associate or assistant deans excluded) selected from the undergraduate faculty on the basis of experience, expertise and seniority.
- b. *One* faculty member (deans, associate deans, or assistant deans excluded) selected from among the membership of the general education committee as recommended by the general education committee.
- c. *One* faculty member (deans, associate deans, or assistant deans excluded) selected from the membership of the honors program committee as recommended by the honors committee.

## **Section 7**

Advisory Members (without vote) *ex-officio* (7):

- a. Vice president for financial administration
- b. Dean of the James White Library
- c. Chief Information Officer
- d. Registrar
- e. Director of Student Success.
- f. Vice president for enrollment management.

## **Section 8**

The elected members of the undergraduate council are nominated by a majority vote of the faculty of a given school of the University from among the non-administrative members of the faculty of that school.

## **Section 9**

The members of the undergraduate council appointed by the president are appointed according to the procedure outlined in Section E6 above.

## **Section 10**

The officers of the undergraduate council are elected by members of the undergraduate council from among themselves (excluding deans) at the last regular meeting of the spring term for the following year and are the following:

- a. Chair
- b. Vice-chair
- c. Secretary

## **Section 11**

The duties of the officers of the undergraduate council shall be as follows:

- a. Chair: to prepare an agenda, call meetings, and to preside at them
- b. Vice-chair: to function in the place of the chair in his/her absence or as designated by the chair
- c. Secretary: be responsible for the maintenance and circulation of the minutes of meetings and of sub-circulation of the minutes of meetings and of sub-committee reports. He/she shall also assist the chair in preparing the agenda and calling of meetings.

## **Section 12**

Terms of service for the elected and appointed members of the undergraduate council shall be for three years. The rotation of members shall start after the second year with one third of the elected and appointed council members retiring each year thereafter.

## **Section 13**

Members may be elected or appointed for no more than two consecutive terms of service.

## **Section 14**

Membership changes required by the rotation formula described in Section E6 above shall be initiated annually by the president's office.

## **Section 15**

Should any elected or appointed member fail to serve a full term, a replacement shall be obtained to serve the remainder of the term by procedures specified in Section E6, 8, 9, 12, 13, and 14 above.

# **VI—Meetings of the Undergraduate Council**

## **Section 1**

The undergraduate council shall normally be scheduled to meet at least once per quarter except for the summer quarter with the provision of special meetings as called by the chair. Special

meetings are defined as meetings which were not initially scheduled at the beginning of the academic year.

## **Section 2**

Agenda items may be submitted to the chair by any member of the undergraduate council or from the committees and sub-committees that report to the undergraduate council. The submissions are to be in writing. Relevant agenda items may also be submitted to the chair by the faculty of any of the constituent schools of the University or any of their sub-committees.

## **Section 3**

Agenda items which involve the following shall not be finalized by a vote on the day introduced, but shall be held over until the next special or regularly scheduled meeting following the meeting of introduction and discussion:

- a. The introduction of new undergraduate policy(ies), except for recommendations from the general education, honors program, and academic support and advising services committees.
- b. A change in existing undergraduate policy(ies) except for recommendations from the general education, honors program and academic support and advisory services committees.
- c. The introduction of new programs, except as recommended by the sub-committee on program development and review.
- d. Substantive changes to existing programs, except as recommended by the sub-committee on program development and review.

## **Section 4**

Minutes of the proceedings of the Undergraduate Council shall be recorded and maintained by the secretary who shall also be responsible for distributing copies of the minutes within a week to all members of the council as well as to each undergraduate faculty member.

## **Section 5**

A decision of the undergraduate council may be challenged as provided for by policy in B14-16 above as well as F6 below. If a decision of the undergraduate council is challenged the undergraduate faculty of the University shall be asked to resolve the impasse in the manner described and implemented as described in F7 below.

## **Section 6**

Decisions taken by the undergraduate council may be implemented after twenty-one (21) days from the date of being made, unless challenged by a two-thirds majority of the total undergraduate faculty of a given constituent school (see exception in B14 above) of the University (see Section B14-16 as well as F5 above for calling special meetings and for the resolution of such an *impasse*).

## **Section 7**

The routing of undergraduate council decisions shall be as follows:

- a. Decisions judged not to be affecting graduate programs of the University are immediately referred for implementation to the various undergraduate schools of the University by the secretary of the undergraduate council.
  - i. Should the undergraduate council decision *not be challenged* by any of the undergraduate faculties, the action of the undergraduate council shall be implemented after the required number of days have elapsed (sections B14-16 and F6).
  - ii. At this time the *general faculty* shall be informed of this by the chief academic officer.
- b. Decisions judged to impinge on graduate programs, are referred by the vice-president for academic administration to the general faculty for final approval and recommendation to the Board of Trustees by the president of the University.

## **Section 8**

A quorum shall consist of nine (9) voting members.

# **VII—Standing Committees and Sub-committees Reporting to the Undergraduate Council**

## **Section 1**

Standing and *ad-hoc* sub-committees may be designated as needed by the undergraduate council and may include representatives who are not regular members of the undergraduate council.

## **Section 2**

The standing committees and sub-committees reporting to the undergraduate council include:

- a. Program development and review sub-committee (appointed by the undergraduate council)
- b. Academic policies sub-committee (appointed by the undergraduate council)
- c. General education committee (appointed by the president)
- d. Academic support and advising services council (for matters pertaining to undergraduate affairs and appointed by the president)
- e. Honors programs committee (appointed by the president).

# **VIII—Parliamentary Authority**

The rules contained in *Robert's Rules of Order*, newly revised, shall govern meetings in all cases to which they are applicable and in which they are not inconsistent with these policies.

## **IX—Interpretation of this Document**

The President of Andrews University shall be the ultimate authority in matters of dispute over the interpretation of the Organization and Working Policy for the Andrews University Undergraduate Council.

## **X—PROCEDURES FOR AMENDMENTS**

### **Section 1**

Proposals for amendments to the Organization and Working Policy for the Andrews University Undergraduate Council may come from a member of the Undergraduate Faculty at a regular or special meeting of the Undergraduate Faculty.

### **Section 2**

All proposals for amendments to the Organization and Working Policy for the Andrews University Undergraduate Council must be studied and approved by a majority vote of the undergraduate council, according to the policies outlined in Division F above governing meetings. If approved, the proposal will be recommended to the Undergraduate Faculty.

### **Section 3**

Approval of an amendment to the Organization and Working Policy for the Andrews University Undergraduate Council will require a two-thirds majority vote of the entire Undergraduate Faculty at either a regular or special meeting of the Undergraduate Faculty (see Division F above).

### **Section 4**

Proposals for amendments to the Organization and Working Policy for the Andrews University Undergraduate Council shall be voted by the Board of Trustees before they may be implemented.

## **APPENDIX 1—I**

### **ANDREWS UNIVERSITY PROGRAM OF AFFIRMATIVE ACTION**

#### **FOREWORD**

Andrews University affirms that Christian principles are not compatible with various forms of discrimination, which have encrusted and divided modern societies. Andrews University further affirms that all persons are of equal worth in the sight of God and that they should be so regarded by all of His people. Moreover, this nation was founded upon the ideals of equal worth of all persons and equal opportunity for each individual to realize his or her fullest potential. Therefore, the university is committed to teaching and observing the Biblical principles of equality.

The law does not require Andrews University to have a written program of affirmative action, but, in the spirit of the law, the university has issued this program as a guide to its employees and constituencies to enlighten and assist in implementing a policy of affirmative action throughout the university. The university reserves the right to express disagreement from time to time with reference to specific remedies and regulations that may be proposed to eradicate discrimination.

A delicate balance must be found between affirmatively seeking to assist those in a discriminated class and providing equal opportunity for all individuals, whether or not in such discriminated class. The university is committed to try to bring about this delicate balance. The task is impossible if the only resources are legislation, litigation and antagonism, but it is possible in an atmosphere of cooperation and understanding among all concerned.

#### **I—Policy of Nondiscrimination**

The free exercise of religion guaranteed by the Constitution of the United States includes the right to establish and maintain religious educational institutions. Andrews University is incorporated as a Michigan non-profit educational corporation, organized and operated by the Seventh-day Adventist Church as an integral part of the Church's teaching ministry. Federal and state constitutions, guidelines and case law clearly recognize the right of religious institutions to seek personnel and students who support the goals of the institution, including the right to give preference in employment of faculty and staff and admission of students to members of the church which sponsors and supports the institution's goals.

The university reserves and relies upon the constitutional and statutory rights it has as a religious institution, including its right to give preference to Seventh-day Adventists in admissions and employment. The university expects its employees to follow the religious teachings and practices of the Seventh-day Adventist Church; and to uphold Biblical principles of morality, deportment and dress as interpreted by the Church. The university claims the constitutional, as well as the specific statutory exemptions, which are either set forth specifically or implied from

42 USC Section 2000e-2; Section 6-1.5 of Federal Executive Order 11246; 41 CFR Sections 60-1.5(5); 34 CFR Sections 86.21, 86.31, 86.40 and 86.57(b); Michigan Compiled Laws 37.2403.

Except for these special concerns, it is the established policy of Andrews University to select the most qualified persons available for university positions without illegally discriminating upon the basis of race, color, creed, ethnic background, country of origin, age, sex, height, weight, physically challenged, marital status, sexual orientation, political preference, or past military service. (Hereinafter, persons so discriminated against are referred to as women, minorities, and physically challenged.)

Andrews University is also committed to the same policy of nondiscrimination in education, research and all aspects of faculty, staff, student, and alumni relations. All personnel policies, including all matters affecting compensation, benefits, promotions, and employee discipline are administered without regard to race, color, creed, ethnic background, country of origin, age, sex, height, weight, physically challenged, marital status, sexual orientation, political preference, or past military service. The following program of affirmative action should be read with an awareness that the above religious reservations are controlling.

In the event of a conflict between this policy and program of affirmative action and other provisions of the *Working Policy Manual*, such other provisions of the Manual will control.

## **II—Program of Affirmative Action: General Goal**

The general goals of the university's program of affirmative action, and of the specific practices and procedures which compose it; are to recruit and hire qualified women, minorities, and physically challenged. The practices and procedures outlined below are designed to assist the university in attaining these goals.

## **III—Specific University Practices and Procedures**

### **A. Management and Supervisory Development**

The university will continue to help and inform administrators, deans, directors, managers and supervisors to become more knowledgeable about the special problems and issues which may affect female, minority and physically challenged faculty members, employees and students.

### **B. Dissemination of Policy**

A statement affirming Andrews University's commitment to equal opportunity employment practices shall appear on all employee information bulletins in such a position as to receive attention. The University Human Resources Office shall review such statement periodically to insure relevance and continued compliance with applicable laws.

The University Human Resources Office, with assistance from other appropriate personnel, will seek to inform all employees, applicants for employment, and the general community of the university's program of affirmative action. Andrews University's publications, bulletins, and official bulletin board will be used as instruments of this policy. A special effort will be made

to inform all prospective employees of equal employment opportunity policies during the initial selection process.

All regular recruiting sources including department chairs and department heads, shall be informed in writing of the university's program of affirmative action and shall be directed to actively recruit qualified women, minorities, and physically challenged persons for all positions. The University Human Resources Office shall assist in the implementation and use of recruiting resources which have promise of recruiting women, minorities, and physically challenged persons. The success of such sources in furthering the goals of the university's program of affirmative action shall be reviewed annually by the Human Resources Office. Recruiting resources will be informed that the university solicits applicants on a nondiscriminatory basis. These resources (except official church publications) will be informed of and all notices of available positions will indicate the university's relationship to the Seventh-day Adventist Church. Included in each notice in areas where underutilization exists shall be the statement, Qualified minorities, women and physically challenged are urged to reply. A record of notices shall be maintained by the Human Resources Office which, together with copies of advertisements, will be maintained for review purposes by the University Human Resources Office to determine which sources are responsive to the needs of the university.

**C. The University will follow these hiring procedures:**

1. University guidelines on employee selection and on its program of affirmative action are to be distributed to and discussed with all University personnel involved in the employment process.
2. A continuing effort shall be made to cultivate and utilize potential sources of minority, female, and physically challenged employees.
3. In cases of recruitment of academic and professional personnel as well as for staff positions, it shall be the responsibility of all supervisors and employees to utilize potentially fruitful channels of recruitment for qualified women, minorities, and physically challenged persons. The advice of the Affirmative Action Officer should be sought.
4. Where search committees are used to locate candidates for appointment, such committees will specifically be charged with the responsibility of following affirmative action policies, and such committees should normally include among their members qualified women, minorities, and physically challenged persons, if available.
5. Assumptions will not be made about an individual's unwillingness or ability to relocate because of race, sex, or any other factor which would result in excluding qualified women, minorities, and physically challenged persons from consideration for a job opening.

In cooperation with the University Human Resources Office, the Human Resources Advisory Council with the assistance of the University Affirmative Action Officer, shall annually review recruitment and employment records for the purpose of determining that all affirmative action policies are being consistently followed, and shall provide the Director of the Office of Human Resources with a report on such employment practices.



1. The university will seek to identify and eliminate practices that result in sex and minority discrimination and also discrimination against physically challenged persons.
2. The University Human Resources Director will inform him/herself of employment practices in every part of the university and will report in writing to the president all failures to comply with the affirmative action policies and procedures.

#### **D. Promotion, Training, and Retention of Personnel**

Andrews University will provide fair promotional opportunities for all faculty and employees.

1. Where appropriate, upgrading training is to be initiated within departments for female, minority and physically challenged staff employees.
2. Promotional policies and requirements of Andrews University shall be administered to insure that women, minorities, and physically challenged persons have full participation in promotional opportunities.
3. All full-time faculty and staff are to be promoted according to regular steps and procedures in their respective categories.
4. In cases of reduction of personnel due to financial exigency or other causes, the termination of employees shall be implemented in a manner as to preserve legitimate interests of women, minorities, and physically challenged persons.
5. The Human Resources Director of the university will develop realistic job descriptions, titles and wage scales for all hourly-rated positions within the university structures. The University Human Resources Director shall regularly review these job classifications and descriptions and advise the appropriate administrative supervisor on means to correct any deviations from acceptable affirmative action policies.

#### **E. Compensation and Benefits**

The university will continue to review compensation and benefit policies and practices to ensure that they are fair and nondiscriminatory. The university will not unlawfully discriminate in matters of compensation and benefits.

#### **F. Programs for Under-trained New Personnel**

The university shall explore the feasibility of undertaking new programs that efficiently and economically meet staffing needs by helping under-trained physically challenged, female, and minority job applicants to become trained workers.

#### **G. Grievance Procedure**

The grievance procedure described in the *Working Policy Manual* Policy #2:160 as appropriate shall be used in all instances where discrimination by the university is alleged.

### **IV—Responsibility for Development and Implementation of the Affirmative Action Plan**

The Human Resources Office is responsible for implementing the program of affirmative action with respect to all university staff and administrative employees within its jurisdiction. The

Human Resources Office is also charged with the responsibility for making known to employment sources the university's desire and commitment to employ greater numbers of qualified women, physically challenged, and minorities and with the responsibility for locating, recruiting, and hiring female, minority and physically challenged persons with the requisite skills for projected university staff openings. It has the further responsibility of making known transfer and promotional opportunities within the university.

Finally, all members of the university community should be aware of the university's commitment to recruit and hire more women, minorities, and physically challenged persons qualified for Andrews University's faculty and staff positions.

### **A. Affirmative Action Officer**

The University Affirmative Action Officer shall be appointed by the president of the university. The specific duties of the University Affirmative Action Officer in this regard are:

1. To review the university's program of affirmative action periodically and to make recommendations concerning appropriate revision in that program;
2. To monitor the progress of the university's affirmative action program and to report on such progress to the Director of the Office of Human Resources;
3. To coordinate the university's internal and external affirmative action communications;
4. To provide affirmative action information, counsel, and assistance to all management and supervisory levels of the university;
5. To perform internal and external research relative to equal opportunity, and to keep abreast of trends and government regulations in this area;
6. To be aware of and inform the proper university official of any action reports which are required to be filed with governmental agencies, to ascertain that such reports are filed, and to prepare such other reports as are desired by the university administration.
7. To make a preliminary investigation of alleged incidents of discrimination and make use of the Investigation Committee procedure, if appropriate, to resolve such situations.
8. To serve on the Human Resources Advisory Council.
9. To perform such other duties as are stated herein or as may be appropriately assigned.

### **B. Other University Personnel**

The deans, directors, and department chairs in the various faculties are responsible for implementing all aspects of the program of affirmative action with respect to teaching faculty.

## **V—Monitoring and Reporting**

Annually, the Human Resources Advisory Council shall evaluate the university's progress in its affirmative action program and report their findings in writing to the president of the university.

## **VI—Accountability**

Appropriate disciplinary action will be exercised in the case of administrators, department heads, and all other supervisory personnel who willfully fail or refuse to cooperate with the university affirmative action program.

## **APPENDIX 1—J**

### **POLICIES GOVERNING PROFESSIONAL DEGREE COUNCILS**

#### **I—Purpose**

The purpose of the Professional Degree Councils shall be to ensure the basic governance intent for professional programs as depicted in the attached organizational chart. Provision for such councils were recommended by the College of Arts and Sciences and the School of Graduate Studies and Research on May 9, 1984 and subsequently, authorized by the Board of Trustees on July 30, 1984.

#### **II—Terms of Reference**

##### **Section 1**

Professional Degree Councils shall have the following terms of reference:

- a. Have the delegated authority from the faculty of the sponsoring school to act as a Courses and Curriculum Committee for the professional program.
- b. Develop academic, department, financial, and other policies of the program.
- c. Review and approve program development policies and procedures.
- d. Implement approved policy.
- e. Formulate and approve general education requirements after consultation with the university General Education Committee.
- f. Maintain appropriate communication with the other structural elements of the university.

##### **Section 2**

Professional Degree Councils shall be responsible to the faculty of the sponsoring school and the Professional Faculty of the university for its activities. (See Appendix 1-CC for authority and role of the Professional Faculty.)

##### **Section 3**

A Professional Degree Council shall be proposed by the Dean of the school for each professional degree- granting department whose faculty requests such a council. Approval of such a council shall be recommended by the faculty of the school and voted by the Board of Trustees.

## **III—Membership**

### **Section 1**

Members of the Professional Degree Councils are annually appointed by the president of the university; after consultation with the chair of the Department, the Dean of the school, the Dean of the School of Graduate Studies and Research and the Provost.

### **Section 2**

Members of the Professional Degree Councils are selected to provide input from faculty within the department and from representative faculty selected from persons in other departments who are familiar with the needs of the department. Advice is also obtained from administrators who are *ex officio*.

### **Section 3**

Specific membership details are as follows:

- a. *Ex-officio* members: (3)
  - i. Deans of the respective school;
  - ii. Dean, School of Graduate Studies and Research if graduate degrees are offered by the program, (advisory without vote);
  - iii. Coordinator of Graduate Programs in the respective school; if graduate degrees are offered by the program (without vote except when acting on behalf of the Dean).
  - iv. Provost
- b. All department faculties
- c. A faculty representative from another department granting professional degrees who is nominated by the department: (1)
- d. Faculty nominated by the department who teach in the program or who teach cognates required by the program.: (2)

### **Section 4**

A membership term of service shall be for three years with rotation to provide continuity.

### **Section 5**

Vacancies to the Council are filled by the president of the university; in the same manner as described in Section 1 above.

### **Section 6**

The officers of the Professional Degree Councils shall be:

- a. *Chair*: Dean of the school.
- b. *Vice-Chair* (if graduate degree is offered): Coordinator of the Graduate Programs in the school.

- c. *Secretary*: Chair, Department

## **Section 7**

The duties of the officers of the Professional Degree Council shall be as follows:

- a. *Chair*: Calls and presides at meetings of the Council and prepares the agenda in counsel with the secretary of the Council.
- b. *Vice-Chair*: In the absence of the chair, the vice-chair officiates with the same privileges.
- c. *Secretary*: Assists the chair in developing the agenda for the Council. Also keeps minutes of all meetings of the Council and circulates the same to those people eligible to receive them.

## **IV—Disposition of Minutes of the Professional Degree Council**

### **Section 1**

Minutes of the Council are distributed to all members of the Council, and all members of the Faculty of the respective school. If actions of the Council are not questioned within fourteen days after the minutes were circulated, they become part of the official actions of the Faculty meetings of the school.

### **Section 2**

Actions of the council, which are questioned, are automatically referred to a specially appointed *ad hoc* faculty committee known as the Professional Degree Faculty Review Committee for final mediation. The recommendations of this *ad hoc* Committee on the matter of concern shall be considered binding.

## **V—Meetings**

### **Section 1**

Meetings of the Physical Therapy Professional Degree Councils shall meet at least once every quarter.

### **Section 2**

Additional meetings of the Council may be convened at the call of the Council Chair as requested by the Department Chair.

### **Section 3**

Notice of meetings shall be received at least seven days prior to the date scheduled for the meeting.

### **Section 4**

A quorum shall be seven (7) with no less than five (5) professional faculty members present.

## **APPENDIX 1—K**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY ADVISORY COUNCIL ON ARCHITECTURE**

### **Article I—Name**

The name of this council is the Advisory Council on Architecture.

### **Article II—Purpose**

The purpose of this council is to provide liaison between the professional community and the Andrews University School of Architecture. The council gives advice with regard to programs, curriculum, planning, evaluation, support, and other concerns that may be appropriate to architectural education.

### **Article III—Membership**

#### **Section 1—Membership categories**

The council may consist of the following member categories:

- a. Members external to Andrews University (5)
- b. Ex-officio members (4)
- c. School of Architecture faculty representative (1)
- d. Student representative (1)

#### **Section 2—Members external to Andrews University**

Members of the council who are external to Andrews University are selected on the basis of expertise and experience in the profession of architecture. Their names are recommended to the president by the dean of the School of Architecture.

#### **Section 3—Ex-officio members**

*Ex-officio* members consist of the president of Andrews University or his representative, the provost, the vice president for advancement and the dean of the School of Architecture.

#### **Section 4—Architecture faculty representative**

This person is elected annually by secret ballot by the School of Architecture faculty at a meeting chaired by the director.

#### **Section 5—Student representative**

This person is elected annually by the architecture students from the senior and fifth year students in the School of Architecture. The election takes place in a meeting chaired by the president of the Andrews University chapter of the American Institute of Architecture students.

### **Section 6—Membership term**

The term of membership is three years with one-third of the members retiring annually; members may be reappointed.

### **Section 7—Membership year**

The membership year is July 1 through June 30 of each year. However, members may be appointed any time during the year.

### **Section 8—Vacancies**

Members who fill vacancies to the council are annually appointed by the president of Andrews University.

## **Article IV—Officers**

### **Section 1—Officers**

The officers of the council consist of a chair, vice chair, and executive secretary.

### **Section 2—Chair**

The chair is a member external to the University and is appointed by the president of the University from among the members described in Article III (a). The term of service for the chair is one year.

### **Section 3—Vice chair**

The Provost serves as vice chair.

### **Section 4—Executive Secretary**

The director of the School of Architecture serves as executive secretary.

## **Article V—Duties of Officers**

### **Section 1—Duties of the chair**

The duties of the chair are those that prescribed in the bylaws. The chair appoints all committees authorized by the council membership. These sub-committees are established on the basis of need.

### **Section 2—Duties of the vice chair**

The vice chair serves as chair in the absence of the chair and assists in the planning of the council meetings.



### **Section 3—Duties of the executive secretary**

The executive secretary keeps accurate minutes of all meetings of the council, prepares announcements of meetings, plans the agenda, and implements decisions of the council through the regular University channels.

### **Article VI—Meetings**

The council may meet as deemed necessary.

## **APPENDIX 1—L**

# **BYLAWS OF THE ANDREWS UNIVERSITY ADVISORY COUNCIL ON BUSINESS**

### **Article I—Name**

The name of this council shall be the Advisory Council on Business.

### **Article II—Purpose**

The purpose of this council is to provide liaison between the professional community and the School of Business Administration, Andrews University. The council's function is to give advice with regard to programs, curriculum, planning, evaluation, support, and other concerns that may be appropriate.

### **Article III—Membership**

#### **Section 1—Membership categories**

The Council shall consist of the following member categories:

- a. Members external to Andrews University (20)

Members of the council who are external to Andrews University are selected on the basis of their professional or business expertise and experience. Their names are recommended to the president by the dean and faculty of the School of Business Administration.

- b. *Ex-officio* members (4)

*Ex-officio* members shall consist of the president of Andrews University or his designated representative, the Provost, the vice president for advancement, and the dean of the School of Business Administration.

- c. School of Business Administration faculty representative (1)

This person is nominated annually by secret ballot of the School of Business Administration faculty at a meeting chaired by the dean. The name is then recommended to the president for appointment.

- d. Student representative 2)

These persons shall be nominated annually by the faculty of the School of Business Administration after which they are recommended to the president for appointment.

#### **Section 2—Member Appointment**

Members are appointed by the president of Andrews University on the recommendation of the dean and faculty of the School of Business Administration.

### **Section 3—Membership Term**

The term of membership for external members shall be three years with one-third of the members retiring annually. All other appointed members will be for a term of one year. Members may be reappointed.

### **Section 4—Membership Year**

The membership year shall be July 1 through June 30 of each year. Members may, however, be appointed any time during the year.

### **Section 5—Vacancies**

As vacancies occur, they are filled by the president of Andrews University on the recommendation of the dean and faculty of the School of Business Administration and according to the procedures outlined in Section I (a)-(d) above.

## **Article IV—Officers**

### **Section 1—Officers**

The officers of the council shall consist of a chair, vice chair, and executive secretary.

### **Section 2—Chair**

The chair shall be external to the University and shall be appointed by the president of the University upon the recommendation of the dean from among the members described above in Article III (a). The term of service of the chair shall be for the period of one year at a time.

### **Section 3—Vice Chair**

The vice chair shall be external and shall be appointed by the president upon the recommendation of the dean in consultation with the chair.

### **Section 4—Executive Secretary**

The dean of the School of Business Administration shall serve as executive secretary.

## **Article V—Duties of Officers**

### **Section 1—Duties of the Chair**

The duties of the chair shall be those usually pertaining to the office as set forth in *Robert's Rules of Order*, and such other duties as may be prescribed in the bylaws.

### **Section 2—Duties of the Vice Chair**

The vice chair shall serve as chair in the absence of the chair. He shall also be involved as the overall administrator in the planning of the council meetings.

### **Section 3—Duties of the Executive Secretary**

The executive secretary shall keep accurate minutes of all meetings of the council, prepare announcements of meetings, plan the agenda, and be responsible for the implementation of decisions through the regular University channels.

### **Article VI—Meetings**

The council shall meet annually and at other times as deemed necessary by the council or its officers.

## **APPENDIX 1—O**

### **ORGANIZATION AND WORKING POLICY OF THE ANDREWS UNIVERSITY INSTITUTE OF ARCHAEOLOGY**

#### **I—History**

The Institute of Archaeology was organized with Board of Trustees approval in 1980. But it informally began in 1938 when the Oriental Institute at the University of Chicago gave 27 pieces of pottery to the SDA Theological Seminary on a permanent loan basis. These were added to the artifacts collected by an archeological excavation at Tell Hesban directed by Dr. Siegfried H. Horn in 1968 to produce an archaeological museum in the James White Library in 1970. In 1982 after establishment of the Institute of Archaeology, the museum became the Siegfried H. Horn Museum. It has continued to grow and is now part of the current Institute of Archaeology.

#### **II—Purpose**

The purpose of the Institute of Archaeology shall be to:

1. Coordinate and/or direct all Andrews University or Andrews University sponsored archeological research and subsequent publication activities to enhance the training of Bible scholars, teachers and members for the Seventh-day Adventist church.
2. Serve as a vehicle to provide clinical archaeological experience for Andrews University and other archaeology students.
3. House relevant archaeological artifacts and books in the Siegfried H. Horn Archaeological Museum and Library which are subsidiaries of the Institute of Archaeology.
4. Educate the general public with respect to archaeological matters by way of archaeological exhibits in the Museum, seminars, public lecture series and popular articles or publications.
5. Provide a venue where scholars can meet individually or as groups to pursue research or dialogue.
6. Maintain contact with the various entities of the archaeological fraternity.

#### **III—Organization**

The Andrews University Institute of Archaeology shall be a research entity financed and administered within the Seventh-day Adventist Theological Seminary and shall be part of the Andrews University system of research institutes and centers within the administrative jurisdiction of the dean of the school of Graduate Studies and Research and the Provost.

## **IV— Administration**

### **Section 1**

The Andrews University Institute of Archaeology and its museum shall be administered by a director, an associate director in charge of the Horn Archaeology Museum and an associate director in charge of inter-school liaisons, development, and research.

### **Section 2**

The Director shall hold rank in the Seventh-day Adventist Theological Seminary and shall report to the Dean of the Seventh-day Adventist Theological Seminary.

### **Section 3**

The Director shall have the following functions:

1. Chair meetings of the associate directors and staff of the Institute of Archaeology and Horn Archaeology Museum.
2. Oversee publications of the Institute of Archaeology with appropriate assistance.
3. Administer the activities of the Institute of Archaeology in consultation with two associate directors.
4. Administer the office, physical facilities and equipment of the Institute of Archaeology.
5. Facilitate the research of the Associate Directors and Research Associates of the Institute.
6. Cooperate with the Andrews University Press with respect to publications approved by the Institute of Archaeology.
7. Promote the interests of archaeology within the University and serve as spokesperson for the Institute of Archaeology and its activities.
8. Develop and administer the Seminary-approved budget for the Institute of Archaeology and oversee the budgets for the Horn Archaeology Museum, the Institute's Publication office, and the Seminary's archaeology field projects.

### **Section 4**

The Associate Director in charge of the Horn Archaeology Museum shall have the following functions:

1. Serve as curator of the Horn Archaeology Museum.
2. Develop and administer the budget for the Horn Archaeology Museum.
3. Assist the director in the administration of the Institute of Archaeology, the museum, research projects and the publication office.
4. Act on behalf of the Director of the Institute of Archaeology in his/her absence.
5. Publish the Institute of Archaeology/Horn Archaeology Museum Newsletter.

### **Section 5**

The Associate Director in charge of inter-school liaison, development, and research shall have the following functions:

1. Promote the interests of the Archaeology Institute in the various schools of the university, especially in the area of inter-school cooperation.
2. Promote research opportunities for faculty and students in the various schools of the university.
3. Develop and administer funding sources for archaeological research through cooperation with other campus entities.
4. Develop and undertake research projects under the auspices of the Institute of Archaeology.
5. Assist the Director in the administration of the Institute of Archaeology.

## **Section 6**

The Publications Manager shall have the following functions:

1. Prepare materials by members of the Institute for publication.
2. Assist the Curator in the publication of the Horn Archaeology newsletter
3. Develop and administer the budget for Archaeological Publications.

### **V—Dissolution of the Institute of Archaeology**

In the event that the Institute of Archaeology is dissolved, all of its assets and equipment will revert to the SDA Theological Seminary.

## **APPENDIX 1—P**

# **THE INSTITUTE FOR THE PREVENTION OF ADDICTIONS**

**Operating (Agreement Approved by the Board, March 27, 2012)**

### **I Name**

**The Institute for the Prevention of Addictions**

### **II Official Location**

**Campus of Andrews University, Berrien Springs, Michigan, USA**

### **III History and Constituency**

The Institute for the Prevention of Addictions was established in 1983 by the Andrews University Board of Trustees as the Institute of Alcoholism and Drug Dependency. It began as a funded operation in July 1984, serving as a resource unit both to the General Conference of Seventh day Adventists and to New Day Centers, Inc., a corporation of the Adventist Health System. In 1990 the Institute became jointly sponsored by Andrews University and the General Conference Department of Health and Temperance (now called Health Ministries Department). Funding for the Institute came from general funds at the General Conference as a part of the subsidy to Andrews University. The title was later changed to the Institute for the Prevention of Addictions, reflecting a broader mission.

Its constituency is comprised of the members of the Administrative Committee of the General Conference and the Executive Committee of Andrews University which bodies are represented on its board, through the Health Ministries department of the General Conference and the executive officers of Andrews University. The members are responsible for the appointment of the officers of the Institute for the Prevention of Addictions for each operational five year period or Quinquennium. The constituency meeting of the IPA shall meet at least every five years within the six months following the General Conference Session to appoint the officers of the IPA and during the interim shall sub-tend its functions to the Administrative Committee of the General Conference (ADCOM).

### **IV Purpose and Objectives**

The Institute for the Prevention of Addictions' (IPA) general purpose is to serve as an academic research and educational entity as well as an advocacy agency to combat alcohol use, drug use and other high-risk behaviors, particularly among youth and young adults. This purpose is in harmony both with the mission of Andrews University and the healthful life style standards of the Seventh-day Adventist Church.

The objectives of the IPA include:



1. Engaging in research focusing on the etiology and consequences of addictions
2. Fostering evidence-based educational programs, including professional educational programs focused on the prevention of addiction and high risk behaviors
3. Developing and testing prevention materials and programs
4. Promoting evidence-based policies designed to reduce substance use and other high-risk behaviors
5. Engaging in the evaluation of addiction and related prevention, education and policy programs
6. In cooperation with academic departments, offering academic courses/workshops on addiction, and issuing certificates of participation in courses/workshops
7. Providing specialized leadership in organizing and hosting conferences as well as advocating for the provision of resource services and consultation to other related organizations developing such conferences.
8. The IPA is encouraged to collaborate with universities and other organizations, groups, or professionals who seek to promote a drug free and healthy lifestyle.

## **V Specific Functions**

**Section 1 – Research Function.** The IPA will conduct policy, advocacy, etiological, epidemiological and needs assessment research. The IPA will undertake projects in these areas funded by Andrews University, the Seventh-day Adventist Church, government agencies, foundations, and other public and private organizations whose objectives are concordant with those of the IPA.

**Section II – Educational Function.** The IPA will provide education services in the form of lectures, workshops, short courses, seminars, and through other appropriate media. The IPA will not offer full-length courses or independent degree programs, but may provide certificates of participation in a seminar, workshop etc.

**Section III – Evaluation Function.** The IPA will develop and evaluate materials and programs for policy, prevention, education, advocacy, treatment and rehabilitation according to needs identified either by its sponsors or through its own research findings.

**Section IV – Specialized Resource Services.** The IPA will provide information and consultative services in the areas of policy, research, prevention, education, advocacy, and rehabilitation to governments, foundations, universities, and the IPAs network of substance abuse professionals, church constituents and church leaders. Substance abuse researchers will be welcomed to inquire at the IPA for information and consultative assistance. Staff members are encouraged to be members on appropriate church, public or university committees as requested by these organizations or the Board.

## **VI Organization**

The Institute for Prevention of Addictions operates as one of the components of the Andrews University system of research institutes and centers within the responsibility domain of Academic Administration. Institute administrative costs are jointly co-sponsored and financed by Andrews University and the General Conference of Seventh-day Adventists as outlined in this document. A wide variety of external funding agencies provide resources for the research

and other specific activities of the Institute. The IPA is organizationally located within Andrews University's Office of Research and Creative Scholarship and works closely with the Behavioral Sciences and Social Work Departments in its research, educational and policy activities. In addition, the IPA may work with other academic departments in various projects and activities. It is guided by and reports to its Board which is appointed by the Constituency or the Administrative Committee of the General Conference of Seventh-day Adventists in conjunction with the members of the Executive Committee of Andrews University. The IPA board is responsible to its constituency for the operations of the IPA

## **VII– Governance**

### **Section 1–Board**

1. **Membership:** Members of the Board shall be drawn from the General Conference of Seventh-day Adventists, and members of the Executive Committee of Andrews University, and shall include the Health Ministries director of the General Conference, the representative executive member of the University (President or designee) and the Executive Director of the International Commission for the Prevention of Alcoholism and Drug Dependency, the Executive Director of the IPA, Associate Director and Center Directors, plus additional members from the North American Division of Seventh-day Adventists, Andrews University, and selected representatives of other Seventh-day Adventist Universities, and researchers in the substance abuse or high-risk behaviors fields. The board shall be appointed by the Administrative Committee of the General Conference of Seventh-day Adventists and Andrews University representatives nominated by their executive committee. The chair of the Board shall be the vice-president of the General Conference of Seventh-day Adventists serving as the advisor to the Health Ministries department of the General Conference. The vice-chair of the Board shall be the President of Andrews University or his/her designee. The secretary of the Board shall be the IPA Executive Director. Vacancies on the Board shall be filled by the Administrative Committee of the General Conference.
2. **Terms of Appointment.** Board members shall serve for a five year term, reflecting the quinquennial of the General Conference of Seventh-day Adventists. Membership appointments shall be made within 6 months of the General Conference Session.
3. **Functions of the Board.** The IPA Board receives and reviews reports of the operation of the IPA, determines the overall mission, philosophy and purpose of the IPA, makes recommendations on proposed plans of operation and program of work, and counsels with the university and the General Conference regarding specific issues in substance use and abuse and other high-risk behaviors. The Board approves, operating policies, and reviews IPA budget plans and management reports, approves IPA positions and personnel appointments, making recommendations to the constituency represented between constituency meetings by the Administrative Committee of the General Conference and the president of Andrews University . These functions are performed on behalf of the constituency, which operationally is the Administrative Committee of the General Conference of Seventh-day Adventists and Andrews University Executive Committee.

4. Meetings. The Board shall meet as required, but at a minimum of once a year. Meetings of the Board shall be announced at least 3 weeks in advance of the meeting by electronic communication or other reliable means; Board meetings shall be held in face to face sessions and shall additionally allow for telephone conference for members who are unable to appear in person.
5. Quorum. One third (1/3) of the membership shall constitute the quorum required for meetings of the Board provided the Chairperson and Secretary are in attendance, plus at least one other member of both the General Conference and Andrews University are in attendance.

## **Section 2– Organizational Structure.**

1. Leadership. The routine operations of the IPA shall be administered by the Executive Director, assisted as necessary, by one or more Associate Directors.
2. Executive Committee. An Executive Committee composed of the Chair and Vice-Chair of the IPA Board, Executive Director, Associate Director(s) IPA Center Directors, the GC Director of Health Ministries, the International Commission for the Prevention of Alcoholism and Alcohol Abuse (ICPA) Director and any other individuals the Board shall consider appropriate shall be appointed by the Board to assist the Executive Director in the routine operations of the IPA.
3. Centers. Operational Centers within the IPA may be organized by the Board to facilitate the achievement of the diverse functions contributing to its mission. Each Center will provide a report of its annual activities to the IPA Board.

## **VIII Administration**

### **Section 1 – Officers**

Executive Director. An Executive Director who reports at Andrews University to the Associate Dean of Research will administer the IPA.

1. Appointment of the Executive Director. The Executive Director of the IPA will be appointed by the constituency, i.e. the General Conference Administrative Committee and the Andrews University Executive Committee, for a term concurrent with the quinquennial session of the General Conference. The recommended procedure is that the president of Andrews University shall recommend a name to the IPA Board, which name, if approved by the IPA board, shall be forwarded to the General Conference Administrative Committee for appointment. The Executive Director shall normally be from the faculty of Andrews University. Vacancies in this position shall be filled by the same process.
2. Duties of the Executive Director. The IPA Executive Director is responsible to propose a Program of Work to the Board, to give leadership to achieve its implementation, to administer the human and financial resources of the Institute, and to conduct operations within the framework of the approved Program of Work, and to operate within the policies of Andrews University, the General Conference of Seventh-day Adventists, and relevant funding regulations established by granting agencies or donors.

The Executive Director will provide an annual report to the Board on work done during the year and progress made toward the annual objectives and long-term goals of the Institute.

3. Associate Director(s). One or more Associate Directors may be appointed by the IPA Board. Appointments will be made for the same term as the Executive Director and the Executive Director shall have the right to make a recommendation to the IPA Board after consultation with the Andrews University president and the IPA Board Chair.
4. Employment and Supervising Responsibilities. Any individual appointed to any position (including but not limited to Executive Director, Associate Director(s) or a Center Director(s)) with the IPA is not an employee of the IPA, the General Conference of Seventh-day Adventists or any other entity as a result of this agreement. Consequently the IPA Board shall not have the power to control or direct the non IPA activities of any individual appointed under this agreement.
5. Relationship with the General Conference Health Ministries Department –the IPA Executive Director or an Associate Director may be appointed as an Assistant Director in the General Conference Health Ministries Department by the Executive Committee of the General Conference of Seventh-day Adventists. Such person holding the title of Assistant Director will not be considered an employee of the General Conference of Seventh-day Adventists. The IPA will work closely with the General Conference Health Ministries Department and the ICPA in applying research studies and the scientific literature to Health Ministries programs and the mission of the ICPA.

## **Section 2) IPA Centers.**

1. Creation of Centers. As needed for the operation of the IPA, Research Centers may be organized. Each Center established within the IPA shall be directed by an appropriately qualified director. Center Directors report to the Executive Director of the IPA and may be assisted by Assistant or Associate Directors.
2. Appointment of Center Directors. Center Directors will be appointed with the recommendation of the IPA Executive Director to the IPA Board, in accordance with Andrews University policy.
3. Termination of Centers. The IPA Board will have the authority to terminate a Center if it no longer needed to meet the mission or function of the IPA.
4. Financial Operation. The Board approves the annual budget of IPA for the funds provided by the General Conference. The administration of these funds and this budget is the responsibility of the IPA board and the financial offices of Andrews University. Any expenditure in excess of or not in harmony with the budget shall be the primary responsibility of Andrews University.

The administration of funds given or allocated to the IPA from non-General Conference sources (such as grants or donations) shall be the responsibility of Andrews University financial offices. Insuring that such funds are used consistently with the intent and purpose of the entity giving or allocating the funds shall be the responsibility of the same financial offices in cooperation with the Principal Investigator or Center Director and the Executive Director.

5. Termination. The IPA Executive Director serves at the pleasure of the constituency represented by the General Conference Administrative Committee, the Associate

Director and Center Directors serve at the pleasure of the IPA Board. If any such person shall no longer be employed by Andrews University or its underlying entity their appointment shall also come terminate automatically.

### **IX Ownership of the Institute for Prevention of Addictions**

The IPA is a joint program of the General Conference of Seventh-day Adventists and Andrews University. Andrews University provides office space for the IPA on its campus as well as other resources including assorted supplies, research assistants and financial management. The General Conference provides an annual budget to fund basic IPA operations. Each entity shall maintain ownership of its contribution to the IPA. Items purchased by funds provided by the General Conference shall remain the property of the General Conference. The ownership of any intellectual property created by the IPA shall be determined by the policies of Andrews University.

#### **BOARD (N = 22)**

- Chair: Vice-President of General Conference of Seventh-day Adventists
- Vice-Chair: President, Andrews University or designee.
- Secretary: Executive Director, Institute for Prevention of Addictions
- Members: Director, General Conference Department of Health Ministries  
Associate Director, Institute for Prevention of Addictions  
Director, International Commission for the Prevention of Alcoholism and Drug Dependency (ICPA)  
Director, North American Division Department of Health Ministries  
Director of General Conference Family Ministries Department or designee  
Director of General Conference Education Department or designee  
Representative from General Conference Treasury  
Representative from General Conference Secretariat  
Up to 3 Associate Directors of the General Conference Health Ministries Department  
Director, General Conference Youth Department  
Dean, Office of Research and Creative Scholarship, Andrews University  
Institute for Prevention of Addictions Center Directors  
2-3 faculty active in substance abuse or high-risk behaviors research  
2 professionals in prevention

## **APPENDIX 1—Q**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY INSTITUTE OF CHURCH MINISTRY**

### **I Mission, Philosophy, and Purposes**

The mission of the Institute of Church Ministry (ICM) is to share the church ministry and research expertise and resources of Andrews University with the Adventist church in North America, thus aiding denominational decision-makers and facilitating the church in the accomplishment of its goals. The work of ICM is based on the belief that the tools of social science and research can join with Biblical and theological insights in advancing the objectives of the church's mission. The purpose of ICM is to provide resources for ministry in meeting the challenges of a variety of issues in the contemporary world. This mission and purpose of the Institute is carried out through research, publications, development of materials, leadership training, information processing, and consultation.

### **II History**

The concept of the Institute of Church Ministry began in 1978 when the North American Division (NAD) of Seventh-day Adventists asked seminary professor, Des Cummings, Jr., to direct a study of church growth within the NAD. The need for empirical research in the field of church ministry became apparent, thus prompting the establishment of the Institute as a self-supporting entity at the November 1979 meeting of the Andrews University Board of Trustees. The Institute officially opened on January 1, 1980. Des Cummings, Jr. served as director until August 1984. Roger Dudley has served as director since then.

The Institute is located on the lower floor of the Seminary building. Beginning with one room, it has gradually expanded into a complex of four offices and a workroom. In 1984, the Institute entered into a sustaining relationship with the North American Division, which has become its major client-supporter.

### **III Organization**

The Institute of Church Ministry is a self-funded entity housed in the SDA Theological Seminary as part of the Andrews University system of research institutes and centers and falls within the jurisdiction of the Provost and the Dean of the School of Graduate Studies and Research.

### **IV Administration**

#### **Section 1**

The Institute of Church Ministry is administered by a Director who reports to the Dean of the SDA Theological Seminary for daily administrative purposes and to the Dean of the School of Graduate Studies and Research with respect to research conducted in accordance with policies of the Scholarly Research Council of the University.

## **Section 2**

The Director of the Institute of Church Ministry has the following functions:

1. Plan and administer the office, staff and various programs of the Institute of Church Ministry with the help of appropriate administrative and project assistance.
2. Generate income for the Institute of Church Ministry and prepare a budget in consultation with the Dean of the SDA Theological Seminary, keeping in mind that the University will provide accounting and computing services.
3. Take responsibility for budget implementation and budget monitoring.
4. Liaise with the SDA Theological Seminary for office spaces and student labor arrangements.
5. Maintain communication with the various organizational entities of the church with a view to being of service in existing and potential research projects.
6. Disseminate and publish the research findings of the Institute of Church Ministry.
7. Consult with the Dean of the SDA Theological Seminary before employing personnel for research projects or for the Institute of Church Ministry itself.
8. Contracts with individuals and organizations for certain kinds of specialized services.
9. Liaise with NAD administrative offices with respect to the North American Division Strategic Resource Center housed in the Institute of Church Ministry and serve as consultant to NAD administrative offices in general.
10. Teach certain courses and/or serve on dissertation committees for the SDA Theological Seminary on a shared salary basis.
11. Oversee the production and sale of materials developed by the Institute of Church Ministry.

### **V Dissolution of Institute of Church Ministry**

In the event that the Institute of Church Ministry is dissolved, all its assets (except for restricted funds held in trust) and equipment shall revert to the SDA Theological Seminary.

## **APPENDIX 1—R**

# **CONSTITUTION AND ORGANIZATION FOR THE ANDREWS UNIVERSITY INSTITUTE OF HISPANIC MINISTRY**

### **I—Purposes and Objectives**

The purpose for establishing the Institute of Hispanic Ministry shall be to assist in the provision of graduate training to Hispanic ministers in the field.

### **II—Organization**

The Institute of Hispanic Ministry shall be a grant-funded entity housed in the SDA Theological Seminary as part of the Andrews University research institutes and centers and shall resort in the domain of the Provost and the Dean of the School of Graduate Studies and Research.

### **III—Administration**

#### **Section 1**

The Institute of Hispanic Ministry shall be administered by a Director and an eleven member (11) Hispanic Institute Advisory Committee.

#### **Section 2**

The Director of the Institute of Hispanic Ministry shall report to the Dean of the SDA Theological Seminary for daily administrative purposes and the Dean of Graduate Studies and Research with respect to the conduct of research which shall be done within the policy parameters laid down by the Scholarly Research Council of the University.

#### **Section 3**

The Director of the Institute of Hispanic Ministry shall have the following functions:

1. Administer the office, staff and the various programs of the Institute of Hispanic Ministry.
2. Prepare a budget in consultation with the Dean of the SDA Theological Seminary which shall also be approved by the Hispanic Institute Advisory Committee.
3. Be responsible for budget implementation and budget monitoring.
4. Act as secretary to the Hispanic Institute Advisory Committee.
5. Liaise closely with the SDA Theological Seminary for facilities office support, student labor and faculty.
6. Periodically suggest evaluations and directional adjustments with respect to the work for Hispanics in the North American Division in the areas of the curriculum for the training of Hispanic ministers.



7. Assist in the coordination of the Hispanic Master of Arts in Pastoral Ministry degree offered by the SDA Theological Seminary.
8. Coordinate the educational, evaluation and research work done in the Institute of Hispanic Ministry and dissemination of the findings to groups, individuals and churches particularly with respect to demographic studies and the Hispanic bilingual/bicultural work of the SDA Church in North America.

#### **Section 4**

The Hispanic Institute Advisory Committee shall consist of eleven (11) members. They are appointed afresh every five years (within the year of the University constituency meetings) by the Andrews University Board of Trustees. The appointment is made upon the recommendation of the president after having been advised by the Dean of the SDA Theological Seminary and the Director of the Institute of Hispanic Ministry.

#### **Section 5**

Members of the Hispanic Institute Advisory Committee shall have a term of service of five (5) years that shall be renewable.

#### **Section 6**

The membership of the Hispanic Institute Advisory Committee shall include the following:

1. Chair: Dean of the SDA Theological Seminary
2. Vice-Chair: Vice President for special ministries, North American Division of SDA's.
3. Secretary: Director of the Institute of Hispanic Ministry.
4. Members:
  - a. Director of Field Education, SDA Theological Seminary.
  - b. Provost, Andrews University.
  - c. A Hispanic representative, Andrews University Board of Trustees.
5. Five (5) members selected from among the following categories of members: Hispanic Coordinators in denominational employment from different regions of the NAD, and Hispanic persons with wide and specialized knowledge considered to be needed by the committee.

#### **Section 7**

The Hispanic Institute Advisory Committee shall meet at least once every second year with a quorum of five (5) in order to:

1. Receive reports from the Director with respect to the work of the Institute of Hispanic Ministry.
2. Serve the Director of the Institute of Hispanic Ministry with advice and guidance.
3. Advise on the budget for the Institute of Hispanic Ministry.
4. Advise on personnel employed in the Institute of Hispanic Ministry.
5. Approve research and other projects proposed by the Director of the Institute of Hispanic Ministry.

6. Review progress on projects previously approved.

#### **IV—Dissolution of the Institute of Hispanic Ministry**

In the event that the Institute of Hispanic Ministry is dissolved, all its assets and equipment shall revert to the SDA Theological Seminary and the principal grant shall revert to the North American Division of Seventh-day Adventists for usage of North American Hispanic educational advancement on the post-graduate and doctoral levels in religion and/or theology.

## **APPENDIX 1—S**

### **CONSTITUTION AND ORGANIZATION FOR THE INSTITUTE OF JEWISH-CHRISTIAN STUDIES**

#### **I—Purpose**

The Institute of Jewish-Christian Studies (hereafter referred to as the Institute) shall provide orientation, resources, and training to laity, gospel ministers, and ministerial students; and shall work to build positive relations with the Jewish community; regionally, nationally, and internationally.

#### **II—Terms of Reference**

Specifically the Institute shall have the following Terms of Reference:

1. Sensitize students and church members to the urgency and the importance of sound Jewish- Christian relations;
2. Train ministers on how to establish bonds with Jews (at all levels);
3. Prepare material to assist in Jewish-Christian relations such as: data bank, teaching and evangelistic materials, newsletters, specialized periodicals (*Shabbat Shalom, L'Oliver*), publication and translation of relevant materials, and correspondence study courses;
4. Provide continuing education services on Jewish-Christian matters to churches and schools throughout the world in the form of lectures, workshops, courses, seminars, and other forums as opportunity affords;
5. Become involved in Jewish-Christian programs, and give special lectures to Jewish societies and Jewish-Christian meetings;
6. Organize Jewish-Christian symposia around common points of interest such as the Sabbath, hope, the Bible, and health;
7. Consult with missionaries involved in Jewish-Christian ministry to increase their outreach potential;
8. Promote Jewish-Christian dialogue, mission and missionary work within the Seventh-day Adventist Church by way of involvement in talks, lectures, programs, correspondence, and special church study groups;
9. Advise the James White Library on acquisition of appropriate Jewish-Christian materials; and
10. Provide resources and practical experience to graduate and doctoral students pursuing Jewish- Christian studies and research.

#### **III—Organization**

The Institute shall be a self-funded entity housed in the Seventh-day Adventist Theological Seminary (hereafter referred to as the Seminary) as part of the Andrews University system of research institutes and centers and shall report to the provost and the dean of the school of Graduate Studies and Research.

## **IV—Administration**

### **Section 1**

The Institute shall be administered by a director who holds rank in the Seminary and reports directly to the dean of the Seminary. He/she shall be assisted with counsel by an Administrative Committee and a Jewish-Christian Studies Advisory council.

### **Section 2**

The director shall have the following responsibilities:

1. Oversee the publications of the Institute with appropriate assistance;
2. Promote and advise the curriculum content for the M.A. (Religion) in Jewish and Muslim Faiths and the Master of Divinity degrees (special emphasis in Jewish and Muslim Faiths) at the Seminary;
3. Plan and administer the office, staff, products, resources, and various outreach programs of the Institute;
4. Collaborate with the vice president for advancement in soliciting funds for the Institute 's working capital;
5. Prepare a capital and operating budget in consultation with the dean of the Seminary; and
6. Implement and monitor the Institute 's budget.

### **Section 3**

The Institute 's Administrative Committee shall consist of the director, the dean of the Seminary (chair), and the associate dean of the Seminary. They shall meet at the call of the chair on a quarterly basis or as the need arises.

### **Section 4**

The Advisory Council for the Institute shall have the following appointed membership of eleven (11) persons:

Chair: Dean of the Seminary

Vice-chair: Associate Dean of the Seminary

Secretary: Director of the Institute

Members: General Conference director for Public Affairs and Religious Liberty (1)

General Conference officer who deals with Jewish work (1)

Faculty members from the Seminary (3)

Other members (3)

## **Section 5**

The members of the Advisory Council shall be appointed/reappointed annually by the president of Andrews University upon the advice of the Administrative Committee of the Institute.

## **Section 6**

The Advisory Council for the Institute shall:

1. Advise the effectiveness and appropriateness of Institute functions and programs, and make suggestions to meet emerging needs;
2. Advise the Institute of new policies and procedures;
3. Advise the Institute of the strategic plan for the Institute; and
4. Guide the director of the Institute in implementing its programs and activities.

## **V—Dissolution of the Institute**

In the event the Institute is dissolved, all its assets and equipment shall revert to the Seminary.

## **APPENDIX 1—U**

# **ORGANIZATION AND WORKING POLICY FOR THE CHRISTIAN LEADERSHIP CENTER AT ANDREWS UNIVERSITY**

### **I - Purpose**

The Christian Leadership Center is an interdisciplinary organization located at Andrews University providing inspiration, on-going leadership development, coaching, consultation, and research, for a global network of church and community leaders.

Our vision is people transformed and empowered by Christian principles who provide outstanding leadership for the local church, and church and educational organizations throughout the world. The Center provides these leaders with ongoing leadership development based on the servant leadership model of Christ.

We envision a center that promotes and pursues a biblically based model of servant leadership, a place for academicians and field practitioners to link in a process of theological reflection that shapes the church's understandings of leadership and clarifies transformational leadership development across cultures.

We see CLC involved in ongoing leadership development relationships with; a) specific church entities willing to make commitments to accountability over a period of years involving conferences, accountability groups, interaction with literature, and small groups, and b) enduring coaching or mentoring relationships with individuals.

We seek transformation of persons in the context of leadership development and see the development of leaders on three distinct levels, the first being transformation of the person, the second being development of leadership traits, and the third being formation of administrative skills.

The purpose of the Christian Leadership Center at Andrews University (CLC) is to accompany and develop people in their journey as servant leaders in the church and as Christian market-place ambassadors in a changing world.

### **II - Organization**

The Christian Leadership Center functions as an interdisciplinary organization and as one of the components of the Andrews University system of research institutes and centers. Funding for the center will be provided by gifts, contracts, and fees for service, which will be held in a restricted account under the auspices of the Seminary Dean. The Center serves as a leadership development resource to individuals, organizations and communities.

## **III - Administration**

### **Section 1 - Executive Committee**

The Christian Leadership Center is administered by a team of leaders who form an Executive Committee that is responsible to a Christian Leadership Center Board. The team consists of two faculty members from the Theological Seminary; one faculty member each from the College of Arts and Sciences, the School of Business Administration, and the School of Education one to three additional persons appointed by the faculty of the mentioned schools after consultation with the executive committee of the Center, and up to six persons who are not employees of Andrews University recommended by the executive committee and voted by the board. The chair of the CLC Board is an ex-officio member of the CLC executive committee.

### **Section 2 - CLC Director**

The leadership team (Executive Committee) of the CLC elects a director from its team membership who is then confirmed by the CLC Board.

### **Section 3 - Board Membership**

The Christian Leadership Center Board comprises the following:

*Chair:* The Vice-President of the General Conference responsible for global leadership issues and development.

*Vice-Chair:* The President of Andrews University

*Secretary:* The Director of the Christian Leadership Center

*Members:* The President of the Lake Union Conference

The Dean of the SDA Theological Seminary

The Dean of the School of Education

The Dean of the School of Business Administration

The Director of the Leadership Program in the School of Education

The Chairman of the Foundation for Learning and Leadership

A Pastor

Three persons in leadership positions not employed by the SDA Church

### **Section 4 - Vacancies**

Vacancies on the CLC Board are filled by appointment of the CLC Board.

### **Section 5 - Terms of Appointment**

The pastor and the three persons not employed by the SDA Church serve three-year terms.

### **Section 6 - Meetings**

The Board shall meet at least once annually. Five (5) members constitute a quorum.

### **Section 7 - Responsibilities of the Executive Committee**

The functions of the Executive Committee are:

- To carry out the mission of the Christian Leadership Center and implement its goals
- To identify and develop finances in support of the Centers mission
- To develop an agenda for CLC Board meetings
- To prepare, implement, manage, monitor and, where appropriate, adjust the CLC budget
- To liaise with Theological Seminary, the University, the General Conference of Seventh-day Adventists, the North American Division of Seventh-day Adventists and other faith communities.

## **IV - Amendments to the Constitution**

The Organization and Working Policy may be revised by two-thirds vote of the Christian Leadership Center Board at a duly called meeting.

## **V - Dissolution of the CLC**

In the event that the CLC is dissolved its assets and equipment revert to Andrews University in consultation with the Chair of the CLC Board.



## **APPENDIX 1—V**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY CENTER FOR READING, LEARNING & ASSESSMENT**

### **I—Name**

The name of this instructional support entity of the University shall be known as the University Center for Reading, Learning & Assessment (UCRLA).

### **II—Purpose**

The purposes of the UCRLA shall be to:

1. provide a comprehensive diagnostic and instructional learning support service for students of all ages in Berrien Springs, surrounding communities and elsewhere who are experiencing difficulty in accomplishing individual learning goals;
2. serve as a guided-practice laboratory where graduate and undergraduate education and psychology students receive —hands on training and assessment experience in developing school-related instructional-support skills;
3. provide a consistent student-base for instructional support research purposes to faculty and graduate students;
4. provide high-level, career-related student employment opportunities;
5. give local, regional, national, international as well as denominational visibility and publicity to its achievements; and
6. provide to clients reputable information regarding the instructional support of individuals experiencing learning difficulties.

### **III—Specific Functions**

Specific functions of the UCRLA shall be to:

1. provide, upon referral, diagnostic educational and psychological assessment services in order to determine the learning and developmental needs of a client;
2. provide, upon referral, instructional support to students in various learning environments in the form of tutoring, counseling (family, group or individual) and recommend other services as necessary;
3. undertake and promote research on instructional support for educational, behavioral and psychological disorders and disabilities and to communicate and publish the findings;
4. support, utilize and supplement existing University instructional support facilities (e.g.: reading, counseling, hearing, writing, math);
5. seek funding to assist students who cannot afford the services offered by the University Diagnostic Learning Center;
6. seek funding for the establishment and operation of the University Diagnostic Learning Center;

7. apply for grants to fund the research activities of the University Diagnostic Learning Center;
8. compile a physician referral list to use as a database. This list will provide clients with providers in the immediate area and nationwide for services other than those provided by the University Diagnostic Learning Center;
9. assist clients in obtaining medical evaluations; and
10. provide an applied setting for higher education training programs, and training of parents and teachers about appropriate learning and coping skills both inside and outside the classroom setting.

#### **IV—Organization**

The UCRLA shall be a self-funded entity under supervision of Andrews University School of Education. It shall be part of the Andrews University system of research institutes and centers and shall reside in the domain of the Provost and the Dean of the School of Graduate Studies and Research, and it shall be within the jurisdiction of the Scholarly Research Council.

The UCRLA shall be housed in facilities provided by the Andrews University School of Education and shall be administered by a Director who works cooperatively with the Educational and Counseling Psychology programs and reports directly to the Dean of the Andrews University School of Education.

#### **V—Administration**

The Director of the UCRLA shall be responsible for:

1. the administration of the UCRLA in consultation with the Dean of the School of Education;
2. advising the University on appropriate insurance coverage and other policies related to the operation of University Diagnostic Learning Center;
3. determining the schedule of fees to be charged for the various categories of service offered by the University Diagnostic Learning Center;
4. developing the criteria for giving financial assistance to clients who cannot afford the standard fees charged;
5. determining criteria for the admissibility of clients and their appropriate referral when necessary;
6. arranging with the Dean of the School of Education for the adequate staffing of the UCRLA with respect to office personnel, accounting, specialist consultants, research associates/assistants and other persons;
7. preparing and managing the annual budget in consultation with the Dean of the School of Education;
8. coordinating all fund-raising/grant proposal activities with the Dean of the School of Education and the Vice President for Advancement/Office of Research and Creative Scholarship;
9. arranging for the development of appropriate and adequate publicity and promotional material for the UCRLA in consultation with the Office of Public Relations;
10. extending the services of the University Diagnostic Learning Center; and

11. acquiring appropriate equipment to service the University Diagnostic Learning Center.

### **VI—Center for Reading, Learning & Assessment Advisory Council**

The Dean of the Andrews University School of Education shall annually in June appoint a UCRLA Advisory Council consisting of seven (7) members to advise the Center with respect to policies, procedures and other items that may be of concern to the Center. This Council shall be chaired by the Dean of the School of Education or his/her appointee, with the Director of the Center as secretary. The membership shall include persons from the public and private educational enterprises and community in general.

### **VII—Financial Arrangements**

The UCRLA shall be a financially self-supporting supplemental cost center, generating its own revenues by way of start-up funding from foundations and government agencies. It shall also apply the policies regarding funding from research grants, donations, gifts and service fees charged according to policy with losses and profits carried over from one fiscal year to the next.

The UCRLA shall establish a fund from gifts and donations to assist the clients who are unable to pay.

### **VIII—Dissolution**

In the event that the UCRLA is dissolved, all its assets and equipment shall revert to the Andrews University School of Education.

## **APPENDIX 1—W**

# **ORGANIZATION AND OPERATING POLICY FOR THE ANDREWS UNIVERSITY GREEK MANUSCRIPT RESEARCH CENTER**

### **I—Purpose**

The Greek Manuscript Research Center serves the two primary purposes of: (1) examining original New Testament Greek manuscripts and providing the information to the New Testament scholarly world via the International Greek New Testament Project, and (2) providing at Andrews University a center for graduate research on these original Greek manuscripts.

### **II—Organization**

The Andrews University Greek Manuscript Research Center shall be a self-financed research entity administered within the Seventh-day Adventist Theological Seminary and shall be part of the Andrews University system of research institutes and centers within the administrative jurisdiction of the dean of the school of Graduate Studies and Research and the Provost

### **III—Administration**

#### **Section 1**

The Andrews University Greek Manuscript Research Center shall be administered by a director appointed or reappointed annually by the president in consultation with the dean of the Seventh-day Adventist Theological Seminary.

#### **Section 2**

The Director shall be assisted by an Administrative Committee consisting of five (5) members (see Section 5 below).

#### **Section 3**

The Director shall teach and hold academic rank in the Seventh-day Adventist Theological Seminary, and shall report to the dean of the Seventh-day Adventist Theological Seminary.

#### **Section 4**

The Director shall have the following functions:

1. Serve as secretary to the Greek Manuscript Research Center Administrative Committee (see Section 5 below);
2. Administer and oversee the publications and other business of the Greek Manuscript Research Center,
3. Administer the office, physical facilities and equipment of the Greek Manuscript Research Center;

4. Cooperate with the Andrews University Press with respect to the publications approved by the Greek Manuscript Research Center;
5. Promote the interests of the Greek Manuscript Research Center and serve as its official spokesperson;
6. Seek funding for the operation of the Greek Manuscript Research Center in consultation with the vice president for advancement;
7. Consult with the dean and the faculty of the Seventh-day Adventist Theological Seminary regarding the employment and involvement of qualified student researchers in:
  - a. the International Greek New Testament project
  - b. the primary sources of Christianity
  - c. the discipline of textual criticism
  - d. doctoral research in textual criticism
8. Develop and administer the budget for the Greek Manuscript Research Center as approved by the Greek Manuscript Research Center Administrative Committee;
9. Acquire appropriate equipment, as the budget permits for the Greek Manuscript Research Center and
10. Ensure the adequacy of facilities for the Greek Manuscript Research Center's activities.

## **Section 5**

The Greek Manuscript Research Center Administrative Committee shall consist of the following five (5) members:

*Chair:* Dean of the Seventh-day Adventist Theological Seminary

*Secretary:* Director of the Greek Manuscript Research Center

*Members:* Chair, New Testament Department

Provost

Associate Dean for Research

## **Section 6**

The functions of the Greek Manuscript Research Center Administrative Committee shall be to:

1. Oversee policy development for the Greek Manuscript Research Center;
2. Receive reports on the progress of the work of the Greek Manuscript Research Center;
3. Approve and monitor budget compliance for the Greek Manuscript Research Center, and
4. Convene at least annually for the business of the Greek Manuscript Research Center.

## **IV—Funding**

The Greek Manuscript Research Center shall be self-funded (dependent on private contributions or grants for its operational costs). The director shall have the responsibility of disbursing available funds for the following needs:

1. Student research (labor);

2. Supplies and equipment;
3. Greek manuscripts on microfilm; and
4. Travel costs for manuscript purchases or other center-related activities.

The director shall provide the Greek Manuscript Research Center Administrative Committee with a record of all income and expenses.

### **V—Dissolution**

In the event the Greek Manuscript Research Center is dissolved, all assets shall revert to the Seventh-day Adventist Theological Seminary.

## **APPENDIX 1-X**

# **ANDREWS INTERNATIONAL CENTER FOR EDUCATIONAL RESEARCH**

### **I – Name**

Andrews International Center for Educational Research (hereafter known as the Center) shall be housed in the School of Education under the office of the Dean of the School of Education.

### **II – Mission**

The mission of the Center shall be to facilitate, generate, disseminate, and apply research on education that fulfill the educational mission of the School of Education and the international educational commitments of Andrews University.

### **III – Purposes**

1. Develop international collaborations for educational research.
2. Create data-driven knowledge base to inform international educational development within SDA schools as well as in developing educational systems.
3. Disseminate research findings (through CIRCL, translations, conferences, etc.).
4. Identify and acquire funding to support this research, dissemination and real-world application process.
5. Provide research, assessment, and evaluation services locally, nationally, and internationally.
6. Support faculty and student research development
7. Network with other agencies around the world to promote these purposes.

### **IV – Rationale**

Andrews University is a doctoral research university with significant international commitments and a strong identity as research university. The School of Education serves the international community of Adventist educators who work in and outside the global Adventist educational system. The Center is dedicated to serving Andrews University commitment to international educational issues and to graduate level research by Adventist educational researchers who work inside and outside the Church to improve educational practice throughout the world.

### **V - Functions**

To accomplish its purpose, the Center shall pursue three main functions:

#### **Research**

1. Identify and conduct research in critical areas related to international education.
2. Promote rigorous scholarly discussion and analysis of emerging educational issues facing Adventist educators and their constituencies.
3. Provide peer-reviewed analysis and critique of Adventist related educational issues.
4. Sponsor grants on educational research by Center affiliated researchers.

5. Provide consultation on research design and analysis to educational researchers and leaders around the world, specifically Adventist educators.
6. Conduct synthesis and evaluation studies for Adventist educational systems.
7. Collaborate with global educational authorities (ADRA, United Nations, etc.) to research and support international educational development.
8. Network with other Adventist colleges and universities, centers and journals around the world to identify, conduct and disseminate on international research (e.g. AIIAS, Center for College Faith, LSU's John Hancock Center, etc.)

### **Dissemination**

1. Facilitate symposiums that disseminate international educational research, specifically work by researchers that address issues vital to Adventist global educational systems.
2. Publish symposiums, research briefs and monographs, and research-in-progress related to international educational issues.
3. Create online communication and technological tools to facilitate communication among researchers dedicated to international educational research.
4. Develop a database of experts and consultants on Adventist educational research issues.

### **Application**

1. Facilitate the application of research to Adventist educational systems through:
  - a. researched-based curriculum development projects.
  - b. on-site consultation for Adventist school leaders and systems.
  - c. development of educational materials, learning technologies, etc.
2. Support the development of Adventist educators use of research in practice
3. Facilitate the integration of research into the strategic planning of emerging and developing educational systems around the world

## **VI – Organization**

### **Section 1 – The Center**

The Center shall be a research, dissemination and development entity within the School of Education, Andrews University. The Center staff reports to the Dean of the School of Education. The Center will be funded by grants, association feeds, evaluation fees, donations, workshop fees, graduate assistantship funds and publications. It will be advised by an Advisory Board composed of university educational researchers and Adventist educational leaders.

### **Section 2 – Advisory Committee**

The Advisory Committee shall have at least 9 members and shall be chaired by the Dean of the School of Education. Members of the Center Advisory Board shall include:

- Dean of the School of Education (Chair)
- The Center Director (Vice-chair)
- The Center Coordinator or Office Manager
- A representative from the General Conference of SDA Office of Education



- A representative from interested Division Offices of Education
- A SDA practicing school principal
- A faculty researcher from Andrews University School of Education
- An Adventist researcher appointed by the Dean of the School of Education external to Andrews University who has a track record of research and publication on international education

The Advisory Committee meets face to face at least once a year to set Center agendas, guide personnel decisions, hear reports of Center work and plan Center strategy. They then meet as needed electronically to facilitate research opportunities and guide Center response to pressing Adventist education needs. The Committee will use Roberts Rules of Order to guide decision making processes. Major Advisory Committee decisions must be approved by Andrews University administration and Board of Trustees.

#### Executive Committee

- Executive Director
- Administrative Coordinator
- Executive Committee Secretary (
- Chair of Research Group (selected by chairs of research group)
- Research Coordinator
- AU Faculty
- International Doctoral Granting University Representative
- AU Graduate Student

### **Section 3 – Center Staff**

The Center shall be composed of a Director, a Coordinator or Office manager, research fellows and research associates.

The Director shall report to and carry out the decisions of the Advisory Committee. The Director shall organize and orchestrate the completion of the Center’s evaluation and research work, dissemination work, and application facilitation. The Director shall guide in the funding of the Center and oversee employment issues of the Center.

The Director shall be an associate or full professor in the School of Education at Andrews University. This person shall have a research agenda related to education, preferably to international Adventist Education, and be supportive of Andrews University international commitments and its doctoral research identity. The Director should be effective in collaborative research, and have participated closely in the dissemination of research findings. The Director shall be a spokesperson for the Center and should possess excellent communication skills. The Director will receive some release time as determined at the discretion of the Dean.

The Coordinator or office manager shall report to the Director, manage the daily operations of the Center and assist the Director in the work of the Center. This person will manage the daily tasks of graduate assistants, keep track of financial aspects of the Center, and maintain contact

and communication with the research associates of the Center. Currently, this will be a part-time position which may grow into a full-time status depending on Center funding.

Research associates shall be fulltime faculty in Adventist schools who have done or are doing research related to the mission of the Center and are willing for their work to be associated with and processed through the Center.

Research Fellows will be graduate students hired to do the research, dissemination, and application work of the Center.

## **VI-Funding**

The Center will be funded by grants, association fees, evaluation fees, donations, workshop fees, graduate assistantships and publications.

Andrews University will provide the space, office furniture, some of the computer and electronic equipment, and the telecommunication infrastructure (internet, email services, web hosting, and telephone system) for the Center.

The School of Education will provide some supporting funds to give some release time to the Center Director. They will also provide copy machine services equipment and related office material for the Centers basic work. Additional office resources, software support, and related overhead for large research and dissemination projects will be funded from other fees and grants.

## **APPENDIX 1—Y**

# **ORGANIZATION AND FUNCTION OF THE ANDREWS UNIVERSITY OFFICE OF RESEARCH AND CREATIVE SCHOLARSHIP**

### **I—Purpose and Objectives**

The purpose of the Office of Research and Creative Scholarship is to be the executive arm of the Scholarly Research Council in promoting, facilitating and reporting on scholarly productivity among the faculty of the University. It also ensures the implementation of the research policies developed by the Council and approved by the General Faculty.

### **II—Organization**

As an academic entity that serves the entire university, the Office of Research and Creative Scholarship is under the supervision of the Associate Vice-President for Academic Administration. The body that formulates research policy and directs the activities of the Office of Research and Creative Scholarship is known as the Scholarly Research Council.

### **III—Administration**

The Office of Research and Creative Scholarship is administered by an associate dean of research who is the executive secretary of the Scholarly Research Council. The Associate Dean is assisted by appropriate committees.

### **IV—Election and Duties of Officers**

#### **Section 1**

The appointment of the Director of the Office of Research and Creative Scholarship is made by the Andrews University Board of Trustees on the recommendation of the president and after having been advised by the Scholarly Research Council.

#### **Section 2**

The Director of the Office of Research and Creative Scholarship shall have the following duties:

##### **Director:**

1. Promote the visibility of research as an activity inherent in the mission of the University.
2. Communicate and monitor the implementation of the research policies developed by the Scholarly Research Council and as approved by the General Faculty.
3. Appoint the following subcommittee chairs who assist the Director in reviewing research proposals for their adequacy in meeting ethical and legal requirements:
  - Human Subjects Review Board
  - Animal Use and Care Review Board

- Faculty Peer Internal Grant Review Panel (for awarding of internal research grants)
- 4. Identify external funding opportunities and communicates these to appropriate faculty.
- 5. Conduct annual competition for internal seed funding of research and publication grants for faculty and award university funds for such grants after receiving recommendations from the Peer Internal Grant Review Panel.
- 6. Facilitate faculty development of skills in proposal writing.
- 7. Arrange for the provision of consultation in research design and project management during the various steps in the development of research proposals.
- 8. Review and approve all proposals for externally funded research projects to be submitted on behalf of the university. Collaborate in the approval process with the Director of Development for proposals submitted to foundations or private sponsors.
- 9. Administer grants post-award by monitoring expenditures and reports to the funding agency, and facilitating appropriate publication and news releases on the findings.

## **V—Policy Development and Implementation**

### **Section 1**

Policy recommendations with respect to research at Andrews University are made by the various faculties and entities of the University, including the Office of Research and Creative Scholarship, but are always channeled to the Scholarly Research Council for formulation and presentation to the General Faculty for approval. Where necessary the final approval of policy shall be made by the Andrews University Board of Trustees.

### **Section 2**

The policies proposed by the Scholarly Research Council and approved by the General Faculty are monitored for implementation by the Director of the Office of Research and Creative Scholarship.

## **VI—Financial Resources**

Financial resources to operate the Office of Research and Creative Scholarship shall be provided by the University, including administrative costs, internal research grants and faculty research awards. Additional resources shall be provided annually by budgeting a specific percentage of the overhead expenses expected to be generated by the various externally funded research projects received by the University in that year.

## **APPENDIX 1—Z**

### **INTERNATIONAL RELIGIOUS LIBERTY INSTITUTE**

This section has been extensively revised; the next publication will include the new materials about the new institute

#### **I—Purpose**

The purpose of the International Center on Religion and Government is to foster and safeguard a world-wide peaceful relationship between government and religion that respects the individual's fundamental right to believe, to change belief and to act on belief without interference from government, direct or indirect, except to maintain legitimate societal interests.

#### **II—Functions**

1. Gathering and dissemination information about religions freedom internationally for the purpose, among others, or publishing an annual World Report.
2. Augmenting general awareness about the freedoms that correlate with faith and about the basis of those freedoms in sacred and secular texts through periodic lectureships, symposiums, publications and the maintenance of a web-site database.
3. Featuring the expertise of recognized thought leaders in the area of church-state relations in periodic regional and world congresses and the publication of their proceedings.
4. Teaching problem-resolution, advocacy techniques, and the skills of diplomacy through academic departments of the University and through internships in Washington, New York and Geneva; and granting certification to qualified individuals.
5. Networking with governmental and private organizations having similar objectives and standards.

#### **III—Organization**

The structure of the Center consists of (1) a Board of Directors assisted by (2) an Executive Director, (3) and Advisory Council, and (4) committees as needed. In addition there is (5) a Faculty of the Center. Specifications follow for each of the above.

#### **IV—Administration**

##### **Section I - Board of Directors (Trustees)**

Purpose: General authority and responsibility for the Center and its functions.

Ex-Officio Members: President of Andrews University

Provost

GC Vice President in charge of GC PARL

Director GC PARL

NAD PARL Director

Director Lake Union PARL

Executive Director named by the President of Andrews University.

Appointed Members: Two persons named by the President of Andrews University  
one non-PARL person named by the Director of GC PARL.

Terms of appointment: three years staggered.

Meetings: at least twice annually.

## **Section 2 - Executive Director**

The Director has the following specific functions:

- Serves as Secretary of the Board of Directors
- Serves as CEO of the Center, administering the office and day-to-day activities of the Center
- Proposes an annual budget to the Board and provides an annual fiscal report to the Board
- Promotes the interests of the Center within the University and represents the Center before various entities of the church and community.
- Networks with counterpart centers, institutes, and organizations Prepares press releases, brochures and newsletters as directed Creates and maintains a Center website
- Engages interested and able students in Center projects
- Seeks financial support for the Center

## **Section 3 - Advisory Council**

This fifteen-member, non-voting, interfaith and international entity appointed by the Board of Directors offers general guidance regarding the Center 's functions and priorities.

## **Section 4 - Committees**

As needs arise, the Board of Directors, in consultation with the Executive Director, appoints standing and/or ad hoc committees for specific purposes.

## **Section 5 - Faculty of the Center**

The Board will appoint faculty in consultation with Andrews University administration.

## **VI—Physical Location**

The Center resides in the office of its Executive Director on the campus of Andrews University, Berrien Springs, Michigan.

## **VII—Financial Support**

The Center functions as a specific restricted fund cost center with its own account number as assigned by the University. Operations of the Center rely on grants and donations except as the General Conference and University choose to fund certain of its activities.

## **VIII—Dissolution**

In the event that the Center is dissolved, all of its assets such as papers and equipment are to be distributed as directed by the Board of Directors.

## **APPENDIX 1—AA**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY CENTER FOR CONTINUING EDUCATION FOR MINISTRY**

### **I—Purpose**

In an age of knowledge explosion and in harmony with the 1986 General Conference twenty (20) clock hour continuing education requirement, and the Spirit of Prophecy counsel for ministerial workers to "continue this education after they engage in the work" (5 T 584) the Center for Continuing Education for Ministry shall exist to offer courses and programs, both formal and informal, via the SDA Theological Seminary to encourage, facilitate, monitor, and register continuing education opportunities for ministers in and outside the church so that they might in today's multi-cultural and sophisticated society be continually growing as creative preachers, knowledgeable evangelists, capable administrators, competent counselors, effective teachers, and spiritually well-adjusted persons. The Center for Continuing Education for Ministry shall also provide continuing education opportunities for minister's spouses, laypersons generally and those often called upon for specific ministries in their churches.

Continuing education for ministry is not designed to replace the Master of Divinity degree as described by policy of the North American Division of the Seventh-day Adventist Church.

### **II—Organization**

The Center for Continuing Education for Ministry shall be an entity of the SDA Theological Seminary and shall be administered by it. The Center is a part of the Andrews University system of research institutes and centers and shall resort in the domain of the Provost.

### **III—Administration**

#### **Section 1**

The Center for Continuing Education for Ministry shall be administered by a Director and counseled by an Administrative Committee. The Director reports directly to the Dean of the SDA Theological Seminary for daily administrative purposes and to the Dean of Adult and Continuing Education with respect to the scheduling and approval of extension courses and programs by the Affiliation and Extension Programs Committee.

#### **Section 2**

The Director of the Center for Continuing Education for Ministry is a member of the faculty of the SDA Theological Seminary and shall have the following functions:

1. Administer and implement the degree and CEU programs and policies of the Center under the guidance of the Center Administrative Committee.



2. Recommend to the Center Administrative Committee proposals such as are needed for the best growth and functioning of the Center.
3. Maintain the Center's integrity to its philosophy and purposes.
4. Prepare an annual budget in counsel with the Dean of the Seminary for submission to the Center Administrative Committee.
5. Prepare the annual report of the Center's activities for the Center Administrative Committee, the Seminary, and the church organizations that it serves.
6. Develop effective channels for the regular dissemination of information about the Center to its clientele.
7. Cultivate relationships with potential donors to attract financial contributions for the Center.
8. Continue to cultivate working relationships for continuing education with the General Conference Ministerial Association and other world church organizations.
9. Serve as the secretary of the Center Administrative Committee.
10. Arrange for the approval of courses via the Affiliation and Extension Programs Committee and the servicing of students and courses at off-campus sites.

### **Section 3**

The Center's Administrative Committee shall be appointed by the Andrews University Board of Trustees at the recommendation of the president after receiving counsel from the dean of the SDA Theological Seminary, the Director of the Center for Continuing Education for Ministry and the NAD Ministerial Association.

### **Section 4**

The membership of the Administrative Committee shall be made up from the following categories of persons. Individuals who are not designated specifically by office shall hold two-year terms that are renewable.

Chair: Dean, SDA Theological Seminary

Vice Chair: NAD Ministerial Association Secretary

Secretary: Director, Center for Continuing Education for Ministry

Members: President, North American Division of Seventh-day Adventists.  
 Vice President, North American Division of Seventh-day Adventist  
 Secretary, North American Division of Seventh-day Adventists.  
 Administrative Assistant to the President of the North American Division of Seventh-day Adventists.  
 President, Andrews University.  
 Coordinator, General Conference Ministerial Continuing Education Director.  
 Director, Institute of Church Ministry, Andrews University.  
 Director, Doctor of Ministry program, SDA Theological Seminary.  
 Director, Institute of Hispanic Ministry, SDA Theological Seminary.  
 Director, NADEL.  
 Union Presidents (2)  
 Conference Presidents (2) (Including a Regional Conference)

Union Ministerial Association Secretaries (2)  
Local Church Pastors (2)  
An Associate in Pastoral Care (1)  
Lay members (one a woman) (2)  
Hispanic representative (1)

## **Section 5**

The Center Administrative Committee shall:

1. meet at least once a year with a quorum of five (5);
2. guide the Director of the Center for Continuing Education for Ministry implementing its programs and policies;
3. approve new tasks and policies for the Center;
4. review the Centers annual budget;
5. review and evaluate the work and programs of the Center and its programs;
6. assess needs and develop long-range, strategic plan for the Center.

### **IV—Dissolution of the Center for Continuing Education for Ministry**

In the event that the Center for Continuing Education for Ministry shall be dissolved, the assets and equipment shall revert to the SDA Theological Seminary.

Note: For more details relating to the CCEM constitution, see the complete document in the North American Division Working Policy L33 Continuing Education for Ministry.

## **APPENDIX 1—BB**

# **ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY CENTER FOR COLLEGE FAITH**

June 30, 1998

### **I—Name**

The name shall be the Andrews University Center for College Faith.

### **II—Mission**

The mission shall be to better understand how college students develop Christian beliefs, values, and a lifelong commitment to God.

### **III—Purpose**

In an ever-changing world, the Center seeks to discern future societal trends as well as other past and present factors which impact religious values formation, and understand the impact of these factors on religious values formation during the college experience. The Center focuses on the influence and role of the college environment in developing faith and commitment in undergraduate students particularly as it relates to the Seventh-day Adventist church.

The following shall be the specific purposes of the Center:

1. Sponsoring research and serving as a think tank.
2. Disseminating information and dialoguing with others.
3. Enhancing college and university assessment programs regarding spiritual development.

### **IV—Specific Functions**

To accomplish its purposes, the Andrews University Center for College Faith shall have the following main functions:

1. Sponsorship of academic college faith conferences involving scholars in various fields of expertise.
2. Provide resources for teachers to develop and revise courses and learning experiences to strengthen a Christian perspective on the discipline.
3. Collaborate with departments to develop capstone courses for majors in which religious values of their disciplines are studied.
4. Provide input to various campus entities on how to strengthen college faith through daily performance of their mission.
5. Archive stories of pathways to college faith.
6. Promote dialogue among stakeholders in SDA higher education on college faith issues.
7. Provide assistance with assessment of spiritual development of college students.
8. Sponsor research and discussion on the issues of formation of religious values.

9. Provide consultation to other SDA/Christian institutions of higher learning on how to promote college faith.

## **V—Organization**

### **Section I**

The Andrews University Center for College Faith shall be a research and educational entity within the domain of the Provost, with a seven (7) member Faculty Executive Committee and a fifteen (15) person Advisory Board. - The Center reports to the Dean of the College of Arts and Sciences for Andrews University. It is funded by grants, donations, tuition, workshop fees, publications, and CAS resources.

### **Section 2**

The faculty of the Center for College Faith shall be persons who hold regular or adjunct faculty rank in a school of Andrews University, and who demonstrate interest in and commitment to the purpose of the Center. Faculty shall be appointed by the faculty executive committee. Faculty membership shall be reviewed and reappointments given on a triennial basis.

### **Section 3**

Members of the Faculty Executive Committee shall include the director and associate director of the Center, and five faculties elected for three-year terms by the constituent faculty of the Center for College Faith. The Faculty Executive Committee shall have a quorum of four (4) and shall meet at least quarterly.

### **Section 4**

The Advisory Board of the Center for College Faith shall have a membership of fifteen (15) persons appointed by the Faculty Executive Committee. Members include persons with expertise in spiritual development, undergraduate educational experience, and other areas related to the sphere of activities of the Center. Two positions on the Advisory Board shall be held as ex-officio positions filled by church leaders representing education. The Advisory Board shall meet at least annually.

## **VI—Administration**

### **Section I**

A Director, Associate Director, and the Faculty Executive Committee shall administer the Andrews University Center for College Faith.

### **Section 2**

The Director of the Center shall hold rank in the College of Arts and Sciences and shall report to the Dean of the College of Arts and Sciences. The Associate Director shall hold rank in the College of Arts and Sciences and report to the Director of the Center.

The Director shall administer the office and affairs of the Center for College Faith within the budget and program of work assigned.

The Director, with the assistance of the Associate Director, shall have the following specific functions:

1. Serve as Chairman of the Faculty Executive Committee.
2. Serve as Secretary of the Center Advisory Board.
3. Administer the activities of the Center including research, educational and publication functions.
4. Develop and administer the, financial resources of the Center.
5. Serve as liaison between the Coalition of Christian Colleges and Universities (CCCC) and Andrews University.
6. Promote the interests of the Center within the University and are spokespersons to other interested entities of the church and community.

### **Section 3**

The Faculty Executive Committee shall have seven (7) members and be chaired by the Director of the Center. The secretary shall be elected by members of the committee. The functions of the Faculty Executive Committee shall be as follows:

1. Develop policies to govern the Center for College Faith.
2. Set priorities for research efforts and publications.
3. Approve persons to serve as faculty of the Center for College Faith.
4. Propose a budget and program of work to the College of Arts and Sciences for the operation of the Center for College Faith.
5. Approve applicants for fellowships at the Center for College Faith.
6. Monitor for budget compliance.
7. Provide counsel on operating matters to the director and associate director of the Center.
8. Appoint members of the Center Advisory Board and maintain its function as an active participant in the work of the Center.
9. Assess achievement of outcomes from the program of work.

### **Section 4**

The Advisory Board of the Center for College Faith shall be chaired by the Dean of the College of Arts and Sciences. The Director of the Center of College Faith shall be the secretary.

Its functions shall include:

1. Making recommendations to the Faculty Executive Committee regarding proposed objectives and activities,
2. Receiving and responding to discoveries and reports from the Center for College Faith,
3. Making recommendations to appropriate church entities regarding actions, which might effectively utilize the work of the Center for College Faith,
4. Assisting the Center in identifying resources to support its work.

## **VII—Dissolution**

In the event that the Andrews University Center for College Faith is dissolved, all of its assets and equipment shall revert to the College of Arts and Sciences.

## APPENDIX 1—CC

### POLICIES GOVERNING THE PROFESSIONAL UNDERGRADUATE AND GRADUATE FACULTY

#### I—Purpose

The Professional Faculty is a body of specially appointed undergraduate and graduate faculty charged with the delegated final authority in matters referred to it, concerning the operations of the Andrews University professional programs that have professional degree councils.

#### II—Membership

##### Section 1

Members of the Professional Faculty are appointed by the President of Andrews University in consultation with the professional department chairpersons and their respective deans, and the Provost.

##### Section 2

Membership of the body shall include all the professional faculty of each professional program operating within the Professional Degree Council System plus no more than an equal and proportional number of participating non-professional faculty selected from the participating departments.

##### Section 3

Officers of the Professional Undergraduate and Graduate Faculty are the following:

1. *Chair:* Dean of the School initiating the referral.
2. *Vice-Chair:* The Coordinator of Graduate Program for the school initiating the referral.
3. *Secretary:* The department chair in the school initiating the referral.

##### Section 4

The duties of the officers shall be:

1. *Chair:* To develop an agenda with the secretary and in consultation with the other participating deans, call meetings and preside at the same.
2. *Vice-Chair:* Substitutes for the chair where appropriate.
3. *Secretary:* Assists the chair in drawing up an agenda. Keeps minutes of meetings and circulates the same to all members.

## **III—Meetings**

### **Section 1**

Meetings of the Professional Faculty are called only when referrals are received from any of the participating school faculties.

### **Section 2**

Notice of meetings shall be received in writing at least seven (7) days prior to date scheduled.

### **Section 3**

A quorum at such a meeting shall be fifty percent plus one of the total membership.

### **Section 4**

Where a quorum cannot be mustered at the first meeting, the referred matter shall stand and be implemented.