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# BOARD MANUAL

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2025-2026



## MISSION

California University of Management and Sciences is a Christian-based institution of higher education whose mission is to provide high quality and affordable education while instilling Christian values to serve the intellectual, professional, and spiritual needs of individuals and organizations.

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## **GENERAL INFORMATION**

### **MISSION**

California University of Management and Sciences is a Christian-based institution of higher education whose mission is to provide high quality and affordable education while instilling Christian values to serve the intellectual, professional, and spiritual needs of individuals and organizations.

### **PURPOSE**

California University of Management and Sciences aims to foster an educational and intellectual environment that aligns with Christian values and ethics. By providing a Christian learning experience, CALUMS equips its graduates with the skills and knowledge needed for personal and professional growth and careers in business and technology administration and management.

### **INSTITUTIONAL OBJECTIVES**

To fulfill its mission, California University of Management and Sciences is committed to the following objectives:

1. Educate students in modern approaches necessary for efficient and responsible management of organizations and resources.
2. Prepare students for a dedication to lifelong learning, personal development, and Scripture-based spiritual growth.
3. Provide programs with an emphasis on relevant education to meet the needs of churches, businesses, and communities.
4. Prepare students to become successful working professionals and business leaders.
5. Provide students with broad exposure to various areas of management and sciences with a Christian perspective.
6. Provide opportunities for the development of Christian character, Christian Worldview, and a soul-winning spirit as the student is exposed to areas of management and sciences.

### **PHILOSOPHY OF EDUCATION**

CALUMS Philosophy of Education is based on the Biblical foundation. Therefore, CALUMS is a school founded on Values, Versatility, and Technology. Values are based on the Christian Bible. Versatility prepares students to become contributing members of society. Technology develops successful working professionals and business leaders. We believe that personal development will emerge through lifelong learning.

## **STATEMENT OF FAITH**

The CALUMS Statement of Faith is understood and respected by the institution's Board, Administration, Faculty, Staff, and Students.

CALUMS, as an institution, subscribes to the following Statement of Faith:

1. We believe that the Bible is the only infallible, authoritative Word of God and is free from error of any sort, in all matters with which it deals, scientific, historical, moral, and theological.
2. We believe in the full historicity and perspicuity of the biblical record of primeval history.
3. We believe in the special creation of the existing space-time universe and all its basic systems and kinds of organisms in the six literal days of the creation week.
4. We believe that God eternally exists in three persons: Father, Son, and Holy Spirit. God the Father is infinite, sovereign, eternal, and unchangeable in all His attributes.
5. We believe in the perfect, sinless humanity and the absolute, full deity of the Lord Jesus Christ.
6. We believe in the present ministry of the Holy Spirit, who lives within and guides humans, so they are enabled to live godly lives.
7. We believe in the substitutionary and redemptive sacrifice of Jesus Christ for the sin of the world, through His literal physical death, burial, and resurrection, followed by His bodily ascension into heaven.
8. We believe in the personal, bodily return of Jesus Christ to the earth to judge and purge sin, to establish His eternal Kingdom, and to consummate and fulfill His purposes in the works of creation and redemption with eternal rewards and punishments.
9. We believe in personal salvation from the eternal penalty of sin provided solely by the grace of God on the basis of the atoning death and resurrection of Christ.

## **INSTITUTIONAL INTEGRITY POLICY**

California University of Management and Sciences as a Christian based institution of higher education is committed to integrity as a central value of the institution and has a policy that the University and all its employees and associates should perform their educational work within the healthiest measures of good academic and administrative management. All CALUMS personnel shall ensure honest and faithful compliance with rules, laws, policies, regulations, and standards issued by the government agencies, accrediting agencies, the university administration, and the governing board. At CALUMS, we all share responsibility for preserving this value, in order to promote an environment of integrity within our university community.

## PURPOSES OF A NON-PROFIT BOARD OF TRUSTEES

The Board of Trustees of the California University of Management and Sciences shall be comprised of dedicated individuals from the educational, professional, public and lay community who are willing to volunteer their time, work, wisdom and wealth to promote the causes, purposes and mission of the University. They shall safeguard the funds, properties and integrity of the University and guide the administration in developing goals, objectives and policies, which will make the institution increasingly effective in serving the students, society, and business and management profession. All Trustees shall be thoroughly familiar with the Charter and Bylaws of the University and knowledgeable about its operation and programs.

In *Ten Basic Responsibilities of Nonprofit Boards*, Richard Ingram suggests the board's role is to:

1. Determine the organization's mission and purpose.
2. Select the chief executive officer
3. Support the chief executive officer and assess his/her performance.
4. Ensure effective organizational planning and implementation.
5. Monitor and strengthen the organization's programs and services.
6. Ensure adequate financial resources are maintained.
7. Protect assets and provide financial oversight.
8. Recruit and orient new board members and assess board performance.
9. Ensure legal and ethical integrity and maintain accountability.
10. Enhance the organization's public standing.

Richard T. Ingram

*Ten Basic Responsibilities of Nonprofit Boards*, BoardSource, 3rd edition (January 1, 2015).

Three areas of duty are as follows:

**Governance** – The board makes decisions and sets policies. Individual board members do not govern, they interact with their fellow members to come to a decision. Governing is only occurring during meetings with proper notice and enough members to constitute a quorum.

**Implementation** – Decisions may require action beyond the meeting. In many cases, that implementation is the responsibility of the president and his /her staff. In some cases, the board may authorize one or more members to implement a decision (e.g. choose a contractor for a planned improvement).

**Volunteerism** – Board members are normally expected to volunteer beyond attendance at meetings. Many times, they assist in an area of their special expertise.

These duties are not to be usurped by the administration's or staff's ones. Furthermore, board members are not to usurp the duties of administrators and staff.

# **QUALIFICATIONS AND SELECTION PROCESS**

## **MEMBERSHIP**

The Board's membership shall be comprised of dedicated individuals representing the profession but also with other public members selected at large. The Board's membership shall not be less than five at any given time. Continuity in the functions of the Board of Trustees shall be maintained through continuity of appointments. No Board members, except for the President of the Institution, shall serve the University in an administrative or compensated instructional or administrative capacity.

## **QUALIFICATIONS**

For a person to be considered qualified for board membership, he or she should be:

- A faithful Christian
- An active member of a local church
- A person who maintains an honorable testimony consistent with a Christian confession.
- Financially supportive of the school
- Willing to serve by being involved in school activities and projects

The following persons shall not serve the Board: i) person who has been declared of unsound mind by an order of court, ii) person who has been convicted of a felony by an order of court, iii) person who has been in violation of law in the United States and other countries, iv) person who has done unethical practice against school, v) person who has defamed or damaged the school.

## **SELECTION**

The board invites nominations of qualified persons to the board. Those wishing to nominate potential members should contact the board of trustees. The board will seek testimony as to qualifications of a nominee. A delegated individual will then contact the nominee to discuss his or her interest. If this nominee is interested in supporting the school by serving on the board, the board of trustees will vote on the matter. Acceptance into membership requires a majority vote by the members of the board who are present at an official board meeting. The board of trustees is no less than five members and no more than nine members. Members of the board of trustees will normally be appointed for a two-year term. Trustees may be reelected to any number of terms.

## **TERMS OF SERVICE**

Trustees shall be appointed for overlapping terms, which are sufficiently long to enable them to gain an adequate understanding of institutional programs and to function with continuity in policy development.

Terms of service shall be two (2) calendar years from the Annual Meeting at which the election took place. Each Trustee shall serve until the election of a successor, who will assume office at the meeting following his election. Trustee may be appointed to serve the remainder of a term if the incumbent leaves office for any reason.

At the conclusion of the term of any Trustee, voting privileges of that Trustee shall be suspended until he/she has been duly elected for a successive term. The free election of Trustees may occur at any meeting prior to the Annual Meeting.



# **DUTIES AND RESPONSIBILITIES OF BOARD MEMBERS**

## **DUTIES AND RESPONSIBILITIES OF BOARD MEMBERS**

As stewards before God for the mission of California University of Management and Sciences, the duties of the board of trustees are to:

1. Uphold the bylaws
2. Pray for the achievement of God's purposes through this school
3. Participate in the ministry of this school by attending meetings, serving on committees, helping carry out special projects and/or attending special school functions.
4. Oversee the financial management of this school (e.g. discuss and help develop the annual budget, review audit statements)
5. Participate in development of funds necessary for operation of the school
6. Personally contribute to the financial support of the school
7. Establish broad policies for effectively achieving the institution's mission.

## **GUARDIAN OF POLICY**

A board governs at the policy level by encouraging, protecting, defending, and strengthening the mission of the University. A board develops or approves the school's initial mission statement. From that point on, the mission statement serves as a plumb line to measure proposed goals or initiatives. A program that merely adds students or money should not be approved if it does not fit the mission. Board members are the stewards charged with assuring that the direction of the University is consistent with the mission statement. The details of how any approved goals or initiatives are to be accomplished is the work of the president and his or her administration. The president will submit an annual revision of the Five-Year Strategic Plan. The board will evaluate how the plans contribute to the mission of the school.

The mission statement should be periodically reviewed and perhaps even revised. However, changing the mission statement has many implications. Changing it should not be done casually or in isolation from University stakeholders.

In addition to a school's important statements of policy (i.e., mission, objectives, values ...), a board will also approve various policy documents. The board gives major attention to the constitution, bylaws, and board manual. Other policy documents to approve include:

- Catalog
- Policies and Procedures Manual
- Faculty Handbook
- Student Handbook

## **BECOMING HIGHLY QUALIFIED**

Great institutions have great boards. Through your effort to be an exceptional and dedicated board member, our school will accomplish important things and be pleasing to the Lord.

Board members should stay informed about the University. This will involve attending meetings and reading various documents. One document, an annual institutional assessment report, will inform members of strengths and weaknesses that have been identified relative to each objective,

goal, or component of the mission statement. Making oneself aware of higher education issues and trends will also be useful.

## **RELATING TO THE ADMINISTRATION**

Board members must not become distracted from their work by becoming involved in the daily operations of the school. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. The president and his/her team are responsible to carry out the policies.

The board will ensure the accomplishment of policy by annually reviewing the president based upon mutually agreed to (and written) expectations. The board will not supervise other administrators or staff. The board will encourage and nurture the president and his/her staff through good policies, fair compensation, and appropriate involvement. Board members are strongly encouraged not to explore specific issues of concern with individual faculty, staff, or students, but to refer their concern to the Board as a whole, or to the president. Individual board members will have no authority to act for the University outside of the board meeting.

## **REPRESENTING THE INSTITUTION**

Outside of Board meetings, the Board will speak through the chairperson or member designated by the chairperson to represent the board.

The Board encourages open debate and dialog during the meetings with the expectation of discovering Godly wisdom in all decisions. Outside the meetings, the board speaks only through the chairperson with one voice. Individual board members should share with either the Chairperson or the President significant issues raised by interested parties outside of the meetings. Issues of concern are encouraged to be brought to the board through the Chairperson, through the members, or through the President. The leadership of the University will not be responsive to anonymous communications because it is an unbiblical process for resolving conflict or sharing criticism.

Using their regional, national, or global sphere of influence to leverage partnerships and friendships for the University. Advocating for the whole of the University rather than only a special interest area of personal concern and speaking with one voice as a Board of Trustees.

Help carry the responsibility to develop and help and maintain healthy relationships with key constituencies.

## **INTERNAL COMMUNICATION PROCEDURES**

In all interactions, the Board of Trustees and the President shall strive to cultivate an atmosphere of mutual confidence, trust and respect and strive to avoid misunderstanding and unnecessary divisiveness.

The Chairperson of the Board of Trustees shall, at all times, be apprised of the content of all verbal and written communication between and among all Board members and between Board members and the Administration. Board members shall communicate each other through the Chairperson; the Chairperson shall communicate with the administration through the President. In emergencies,

communications with the Administration may be directed to the Academic Dean or Administration Director. The Chairperson shall inform the President of the content of all such communications, either verbally or in writing.

Under normal circumstance, the Board of Trustees shall act only upon recommendations received through the President and shall take the President into its confidence concerning contemplated changes in policies and all future plans. Exceptions shall be taken to this policy when the matter under consideration affects the President personally.

### **CODE OF ETHICS – BOARD OF TRUSTEES**

With the understanding that the position of a Board of Trustee member is as of public and professional trust and not for private advantage or personal gain, each Trustee shall abide to the following:

1. Each Trustee pledges not to engage in any personal or professional activity, which will benefit him/her financially as a result of any of the operations of the University or its academic, administrative and support staff. Further, each Trustee shall not engage in any activity, which places the interests of another organization, agency, association or employer above the interests of the University.
2. Each Trustee is constantly aware that he/she has no authority except when he/she is acting as a member of the Board debate and, if in the minority on any decision, he/she shall abide by and support the majority decision. When a trustee is in the majority, he/she shall respect divergent opinion.
3. Each Trustee shall encourage ideas and opinions from members of the professor and endeavor to incorporate their views in the deliberation and decisions of the Board.
4. Each Trustee recognizes that the best interests of the California University of Management and Sciences require the active participation of an informed, responsible and dedicated Board of Trustee and that each Trustee responsibility on the Board is to foster and protect the welfare of the University. If at any time a Trustee is unable to fulfill these responsibilities as a member of the Board that Trustee shall voluntarily resign his/her position or abide by the decision of a majority of the members of the Board regarding his/her continued membership on the Board.
5. Each Trustee shall devote sufficient time, thought and study to proposed actions and recommendations of the President, to be able to base my decisions upon all available facts and vote his/her honest convictions unaffected by partisan bias of any kind.
6. Each Trustee shall remember that the basic function of the Board is to establish the policies by which the University can be administered and to select and appoint a President who will implement those policies.
7. Each Trustee shall recognize that the deliberation of the Board in executive Session is confidential and is not to be released or discussed in public only with the approval of the full Board.

### **FINANCIAL RESPONSIBILITIES**

The Board of Trustees shall assure that adequate monies and funds are made available to meet institutional operating costs and expenses. It shall have the authority to incur indebtedness on behalf of the University and authorize the execution of promissory notes or other evidences of indebtedness of the University and agree to pay interest thereon; to sell, convey, alienate, transfer, assign, exchange and otherwise encumber the corporation's personal property; and to purchase,

lease and otherwise acquire property both real and personal on behalf of the University. All transactions involving real property shall also require the Board's approval.

There shall be no disbursing of income or assets which inure to the benefit of any private party. The Board may fix salaries of executive personnel employed by the University and will approve its Annual Budget prior to its budget year. An annual audit shall be completed by a qualified auditor selected by the President and approved by the Board.

## **FINANCIAL REPORTS AND APPROVALS**

The Board of Trustees shall be charged with the responsibility of setting policies which control and guide the officers, agents, and employees of the University. It shall formulate, but not administer, broad policies consistent with the Bylaws, nature and purpose of the University and shall support the policies it so formulates.

In all of its activities, the Board of Trustees shall base its policies upon operational principles, which pertain to its responsibilities and relationships with the Administration; responsibility for professional matters shall be delegated to the Administrative Staff and/or Faculty.

## **BUDGETARY APPROVAL**

The Board of Trustees shall give prior approval to all non-budget expenditures up to \$10,000 and/or non-budget items and/or personnel with a total cost of not more than \$10,000. All expenditures identified in the Board-approved Annual Budget may be made by the President without further approval of the Board.

Transfer of funds from one budget category to another may be made by the President up to maximum of \$5,000 and shall be reported to the full Board within thirty (30) days.

As a guardian of a school's mission and goals, a board must manage financial resources efficiently and effectively. This is necessary to maintain the confidence of donors. Part of this is maintaining economic stability. This includes audits and controls to see that money is handled properly (e.g. according to sound budgeting procedures), fundraising from a large number of sources, maintaining substantial equity in property and investments, keeping debt at a conservative level,

## **FINANCES: GIVING**

Jesus said that "where your treasure is, there your heart is also." It is shameful for us to think we should be making decisions for an organization that we do not even care enough about to help support.

Our commitment to give inspires (or discourages) other people's commitment to give. Grant proposals normally include a declaration that "the board is fully committed to this project and each member has contributed to it." All members are encouraged to be a donor of record each year. At meetings, announce number of donors and total board giving.

## **FINANCES: FUNDRAISING**

In addition to encouraging all trustees to be donors of record each year, all should volunteer the kinds of help in fund raising which they would enjoy and do well. Some trustees should be asked

to help "link" with denominational leaders, community leaders, alumni groups, etc. Trustees can support the University as a donor, prayer partner, and volunteer.

There are many ways to participate – invite to a tour or special event, write a letter, call to thank donors, donate items for a silent auction, buy a table of seats at a testimony dinner and invite your colleagues to come for dinner, open your home for a traveling dinner, host a breakfast, sell tickets to a \$100/plate dinner, ask churches to let your president speak, ask businesses to help sponsor an event, and of course ask your friends for a donation. Choose a couple of methods that are most comfortable for you.

# **ADMINISTRATION**

## **DIFFERENCES BETWEEN GOVERNANCE AND ADMINISTRATION**

The most misunderstood and abused principle of governance is the requirement for group action. The chief executive and staff cannot serve two masters. The full board sets policy, not individual board members who feel strongly about something and voice their opinions to the chief executive officer.

Administrators should not usurp governance duties, not should board members usurp administrative duties. The board sets policy and the administration implement that policy. Reports from the administration show how policy is being carried out. The administrators are not to revise or ignore that policy. The board is not to interfere with daily operations

## **LIMITATIOINS OF AUTHORITY**

CALUMS Board of Trustees shall act strictly as a legislative and policy-determining body. Neither the Board as a whole nor any of its committees or members shall keep authority in the Board as a while, and in properly called and constituted meetings for which official minutes are kept and made available for inspection. Trustees shall not conduct any phases of Board business on an individual basis without explicit Board authority. Any such actions or representations shall be null and void and shall be considered a violation of this principle.

## **MEETINGS OF BOARD OF TRUSTEES**

Meetings of the Board of Trustees may be held at any place within or without the State of California, as may, from time to time, be fixed by the Board. Unless otherwise fixed, such meetings shall be held at the principal office of the University.

Making attendance at the bi-annual board meetings a high priority in their calendar. At least two per year – chairperson or majority of members has power to call special meetings.

## **AGENDA OF MEETING**

All materials for Board meetings agendas shall be compiled by the President or his designate or the board chair and presented to Board members one week prior to the meeting at which it is scheduled for presentation. Only in extraordinary circumstances and only with majority approval of Board members present shall an agenda topic be acted upon if it was not presented to Board members one week prior to the meeting.

## **PROTOCOL**

Roberts Rules of Order, Newly Revised, shall be strictly followed in the conduct of Board meetings. The Chairperson of the Board shall preside at all regular and special meetings of the Board. In the absence of the Chairperson, the Treasurer shall preside; in the absence of both the Chairperson and the Treasurer, the members shall elect one of those present to serve as the temporary presiding officer. The Secretary shall act as the official secretary of each meeting of the

Board and shall coordinate the preparation of minutes and reports with the staff assistant assigned by the Administration.

The presence of a majority of the Board shall be necessary to constitute a quorum for the transaction of business, except to adjourn. If no quorum exists, a minority of the Board may, subject to the provisions of the Bylaws, fill vacancies on the Board. An affirmative vote of the majority of existing Trustees, when duly assembled, shall be necessary in order to constitute a valid corporate act. On the call of any member, the ayes and nays shall be taken upon any proposition and the vote shall be recorded in the minutes. The minutes shall reflect both motions passed, and motions defeated so that all actions of the Board are recorded.

## **RESPONSIBILITIES OF BOARD OFFICE**

As the legal entity charged with the responsibility of overseeing the operation of the University, the Board of Trustees shall exercise any and all powers and authorities conferred upon it in the institution's Articles of Incorporation and shall generally do and perform, or cause to be done and performed, any and all actions which the University may lawfully participate in. Membership of the governing board requires the members to seriously assume all obligations and responsibilities assigned to their positions

## **OFFICER JOB DESCRIPTIONS**

The offices below are held for repeatable, two-year terms. The president (i.e. CEO) cannot hold any board office.

### **1. Chairperson of the board of trustees**

The chairperson of the Board represents the Board and shall preside over all meeting of the Board, serves as chair of the board and Executive Committee, and directs the business of the board of trustees. Review of the corporate matters relating to legal, financial, and other major aspects of the corporation shall be within the jurisdiction of the office of the chairperson. The chairperson may appoint interim officers including the college president if vacancies arise. The president of the school cannot serve concurrently as the chairperson of the board. The chairperson shall exercise and perform such other powers and duties as may be from time to time assigned to him by the Board.

### **2. Secretary**

The secretary shall keep or cause to be kept at the principal executive office or such other place as the Board may direct, a book of minutes of all meetings and actions of trustees, with the time and place of holding, whether regular or special, and, if special, how authorized, the notice given, the names of those present at such meetings, and the proceeding of such meetings.

The secretary shall give, or cause to be given, notice of all meetings of the members of the Board required by the laws to be given and shall keep the corporate seal. He shall have such other powers and perform such other duties as may be prescribed by the Board.

### **3. Treasurer**

The treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements. The books of account shall be open to inspection by any trustee at all reasonable times.

The treasurer shall deposit all money and other valuables and in the name and to the credit of the corporation with such depositories as may be designated by the Board; shall render to the president and the trustees, whenever they request it, an account of all of his transactions as chief financial officer and of the financial condition of the corporation; and shall have other powers and perform such other duties as may be prescribed by the board of trustees or the bylaws.

## **EXECUTIVE COMMITTEE JOB DESCRIPTIONS**

This committee arranges for the execution of orders and resolutions not otherwise specifically provided for by the Board of trustees. Between meetings of the Board, and, in accordance with the general policy of the Board, it will have the care and direction of matters pertaining to the welfare of the University, and especially will discharge such duties as the Board may assign to it from time to time.

The Board shall elect trustees to serve the Executive Committee of the Board. The Committee members shall be no less than three including the Board chair. The president is an Ex-officio member. Any resolution passed by the unanimous vote of the Executive Committee must be approved by a majority vote of the Board later to have the same effect as if passed at a general Board meeting. The Board chair or president may call the Executive committee meetings.

## **APPOINTMENT OF THE PRESIDENT AS CHIEF EXECUTIVE OFFICER**

The Board of Trustees shall select a well-qualified Chief Executive Officer of President and vest in him/her, authority commensurate with his/her position. It shall have the power to prescribe his/her duties; fix his/her compensation and reward him/her for effective service; require from him/her faithful performance of services; counsel him/her if he/she is in error; and dismiss him/her if he/she consistently fails to carry out the stated institutional policies or otherwise shows incompetence or unfitness for the position. The Board of Trustees shall expect adequate and accurate reports from the President on matters pertaining to all aspects of the University.

If the board determines that the president is incompetent, neglectful of duties, incapacitated for more than 10 days, or leading the administration in the wrong direction, it may appoint an interim president. This temporary arrangement will last until the board is satisfied that the president has addressed their concerns, but it will not exceed 30 days.

## **TERMS OF PRESIDENT**

The president's term of service is two years, or a period set by the board. The board will conduct an evaluation of the president annually or as needed. Based on this evaluation, the board has the



power to extend or discontinue the president's term. There is no limit to how many terms the president can be reelected for.

## **PRESIDENTIAL ROLES AND AUTHORITY**

While the board's job is generally confined to establishing the broadest policies, implementation and subsidiary policy development is delegated to the President.

All board authority delegated to staff is delegated through the President, so that all authority and accountability of staff, as far as the board is concerned, are considered to be the authority and accountability of the President.

Board policies direct the President to achieve certain results; President Parameters/Limitations policies constrain the President to act within acceptable boundaries of prudence and ethics. Beyond the written board policies and executive means, the President is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are consonant with any reasonable interpretation of the board's policies.

## **BOARD EVALUATION OF PRESIDENT**

The board will conduct an annual evaluation of the president. The Board is responsible to assure Presidential performance against the Board's written priorities and within Executive Parameters

As the board's single official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a total. Consequently, the President's job contributions can be stated as performance in five areas: (1) Commitment to Mission and Objectives, (2) Leadership and Management Skills and Ability (3) Financial Management and Fundraising, (4) Academics, and (5) Relationship with Board.

Trustees organize and conduct their evaluation of the President's performance by using the president evaluation form. The Chairperson will have an "evaluation" meeting with the president. During the meeting with the Chairperson, the President will present a draft of his/her priorities for the coming year and the priorities will be refined to meet the satisfaction of both the President and the Chairperson. The following year's priorities will be used as the primary standard by which the President's performance is measured, along with the defined responsibilities of the President included in the University bylaws.

In addition, the Chairperson or a designated board member may choose to talk informally or formally with other University employees, students, constituents, and/or resource persons, and may at times use other mechanisms to gather information which will give them a full picture of the President's work and leadership of the University. The Chairperson will make a formal report to the full Board at the annual meeting. The Board will act on the Chairperson's report. With appropriate consultation, the Chairperson will set the President's compensation for the coming year.

## **PROCEDURE FOR BOARD ORIENTATION**

The new member is not permitted to vote in board meetings until orientation is completed. The first step is for the chairperson to give the board manual to the new member. Once the new member has completed the reading of the board manual, he or she is to inform the chairperson. The

chairperson will then discuss the five-year vision and highlights of the five-year plan. The next step is for the president to discuss the current state of the school. This will include highlights from the last annual institutional assessment report. The president will also give the new member a copy of the institutional assessment report. At this point, the new member is qualified to vote.

A board member should get to know the school's:

- Leading Administrators
- Foundational Statements (Mission, Institutional Objectives, Philosophy of Education, and Faith Statement)
- History
- Programs
- Resources
- Programs for Developing Funds

## **EVALUATION SYSTEM**

Without an ongoing program of board evaluation, there cannot be an effective program of ongoing board improvement. The board must have systems to both evaluate itself, as well as evaluate each member. Each member of the board is required to complete an annual self-evaluation using a designated self-evaluation form. The results of the evaluations will be analyzed and shared among the members to facilitate improvements.

Sometimes it is helpful to bring in outside experts to evaluate board functioning, accounting systems, fundraising strategies, or other matters.

Considering the status of members, contributions they may make or influence they may have, and the relationships among peers, evaluating members is difficult. However, it is necessary to do so.

When members lose interest, become sporadic in attendance, contribute less and less time or money, and help drag the board down into mediocrity, there needs to be a way to break the inertia and aspire to greatness. New blood is needed. Instead of dismissing members, this often merely requires an honest look by each individual as to whether they still have the passion and ability to help make the University great. Sometimes we do people a favor by helping them find a way out of the burdensome duties of membership. Instead, put them on an honorary board.

There are many good evaluation systems. The same system does not have to be used every year, but the variety of systems will allow for the strength of different systems to strengthen the board over a period of years. A different evaluation instrument (possibly focusing on a different area) could be distributed at each meeting.

Handing in evaluation surveys to someone who is neither on the staff or board of the school can result in more candid answers and a higher response rate. The person receiving the survey could then compile the responses and submit a report to the chairperson, and/or president. Thus, the leadership learns whether certain issues are broadly felt as needing change or are only important to one or two people.

Question on agenda or instrument: "How could our board be improved?" Let members make suggestions. An extensive evaluation is especially appropriate when the chairperson or president retires. Evaluations should not be done under tense circumstances, during a crisis, or when there is a conflict among members.

## **RESOLUTION OF DIFFERENCES**

In the even that differences of opinion occur between the President and the Board of Trustees or between members of the Board, the final test in resolving such differences shall be the determination of that course, which is in the best interest of the University, the faculty and of the greatest possible service to the students.

## **FACULTY ROLE IN SHARED GOVERNANCE**

Be clear in the Board Standing Policies Manual how the board expects the president to involve faculty in the institution's decision-making. Usually, the faculty share specific delegated authority in matters of curriculum and degree requirements, under the ultimate accountability of the president to the board.

# **POLICIES**

## **POLICY PROPOSALS**

Board of Trustees members shall propose policies by preparing a statement which succinctly identifies the problem being addressed, its background and a statement of the proposed policy. The Board member making the submission shall indicate whether it is for discussion or for action. The proposal must be delivered to the President twenty (20) days prior to the scheduled meeting of the Board. By majority approval of the Board members present at a duly called meeting, the Board may also consider and act upon a proposed policy submitted by a member at the meeting.

Members of the Administration can initiate policy proposals by submitting the proposals to the President. The President may seek input and review of the proposals by the Management Meeting of the University.

## **MEETINGS OF BOARD OF TRUSTEES**

Meetings of the Board of Trustees may be held at any place within or without the State of California, as may, from time to time, be fixed by the Board. Unless otherwise fixed, such meetings shall be held at the principal office of the University.

Making attendance at the bi-annual board meetings a high priority in their calendar. At least two per year – chairman or majority of members has power to call special meetings.

The schedule for board meetings should be set at least two weeks in advance. The board will meet at least two times each year.

## **AGENDA OF MEETING**

All materials for Board meetings agendas shall be compiled by the President or his designate or the board chair and presented to Board members one week prior to the meeting at which it is scheduled for presentation. Only in extraordinary circumstances and only with majority approval of Board members present shall an agenda topic be acted upon if it was not presented to Board members one week prior to the meeting.

## **PROTOCOL**

Roberts Rules of Order, Newly Revised, shall be strictly followed in the conduct of Board meetings. The Chairperson of the Board shall preside at all regular and special meetings of the Board. In the absence of the Chairperson, the Treasurer shall preside; in the absence of both the Chairperson and the Treasurer, the members shall elect one of those present to serve as the temporary presiding officer. The Secretary shall act as the official secretary of each meeting of the Board and shall coordinate the preparation of minutes and reports with the staff assistant assigned by the Administration.

The presence of a majority of the Board shall be necessary to constitute a quorum for the transaction of business, except to adjourn. If no quorum exists, a minority of the Board may, subject to the provisions of the Bylaws, fill vacancies on the Board. An affirmative vote of the majority of existing Trustees, when duly assembled, shall be necessary in order to constitute a valid corporate act. On the call of any member, the ayes and nays shall be taken upon any

proposition and the vote shall be recorded in the minutes. The minutes shall reflect both motions passed, and motions defeated so that all actions of the Board are recorded.

## **CONFLICT OF INTEREST POLICY**

### **Conflict of Interest Policy**

The purpose of this conflict of interest policy is to protect this tax-exempt corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or any "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations and which might result in a possible "excess benefit transaction" as defined in Section 4958(c)(1)(A) of the Internal Revenue Code and as amplified by Section 53.4958 of the IRS Regulations. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### **Definitions**

#### **(a) Interested Person.**

Any director, principal officer, member of a committee with governing board delegated powers, or any other person who is a "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations, who has a direct or indirect financial interest, as defined below, is an interested person.

#### **(b) Financial Interest.**

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- (1) an ownership or investment interest in any entity with which the corporation has a transaction or arrangement,
- (2) a compensation arrangement with the corporation or with any entity or individual with which the corporation has a transaction or arrangement, or
- (3) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### **Conflict of Interest Avoidance Procedures**

#### **(a) Duty to Disclose.**

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the trustees and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

#### **(b) Determining Whether a Conflict of Interest Exists.**

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

(c) Procedures for Addressing the Conflict of Interest.

An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing board or committee shall determine whether the corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested trustees whether the transaction or arrangement is in the corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

(d) Violations of the Conflicts of Interest Policy.

If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

## **Records of Proceedings**

The minutes of the governing board and all committees with board delegated powers shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## **Compensation**

(a) A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

(c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

### **Annual Statements**

Each trustee, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- (a) Has received a copy of the conflicts of interest policy,
- (b) Has read and understands the policy,
- (c) Has agreed to comply with the policy, and
- (d) Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

### **Periodic Reviews**

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- (a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- (b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

## **BUDGET POLICY AND PROCEDURES**

The procedures for developing a budget are as follows:

- a) Develop a budget, which assures accurate projections of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions. The fiscal-year budget shall be approved by the board during the spring meeting.
- b) Create plans for the conservatively projected income to be received in any fiscal year to be greater than the expenses projected to be spent in that period.

A full description of the budgeting procedures can be found in the policies and procedures manual.

## **SAFEGUARDING FINANCES**

With respect to the actual ongoing condition of the University's financial health, the President may not cause or allow the development of fiscal jeopardy or loss of allocation integrity. Accordingly, the President will properly manage the financial issues of the University, with Board approval required only for any of the following:

- a) Making any purchase or commit the University to any expenditure of greater than \$5,000.
- b) Making any purchase of over \$5,000 without sealed bids or a written record of competitive prices demonstrating prudent acquisition of quality goods, or any purchase wherein normally prudent protection has not been given against conflict of interest.
- c) Borrowing money.
- d) Investing the endowment funds as instructed by the Board.
- e) Failing to meet the covenant demands included in bond or loan agreements.
- f) Requiring Periodic External Audits as Needed (finance, governance, program, legal, structure, etc.)

## **INVESTMENT POLICY**

1. The board of trustees will maintain responsibility for all investment matters of the corporation. It shall form a Finance Committee consisting of three or more members of the board who will be duly nominated and elected to such positions.
2. The board shall nominate and elect committee members that have significant knowledge and experience regarding investing. The Finance Committee will propose and/or maintain policies and procedures that the full board will periodically review and revise investment policy for the corporation. Such policies and procedures must protect the interests of the corporation in the fulfillment of its non-profit and tax-exempt mission, purposes, and objectives. These policies and procedures are also to be in accord with biblical principles.
3. Daily supervision of transactional and administrative paperwork pertaining to investments may be delegated either to a business manager or to the Finance Committee.
4. Investment policies shall be conservative, prioritizing safekeeping of principal. Aggressive growth funds that present higher risk shall be avoided. Normal growth funds may be suitable, in some cases, and any funds designed for growth shall be well diversified. The investment policies shall specify that a certain percentage of various accounts must be kept



in bonds, CDs or other conservative investments. Three to six months of reserve capital shall be kept in a liquid account that is FDIC insured.

5. Our specific policies for diversification of endowed funds are as follows:

The target balance of endowed funds is to be 60% equity at cost basis and 40% in fixed income and money market funds. No more than 5% of endowed funds will be invested in a single stock. Of the equity portion of funds, the equity manager will weigh the holdings to large cap and global equities. Of the fixed income portion of funds, bonds will be either corporate or government bonds rated B or better.

6. Our policies for ethical implications of investments are as follows:

Companies whose primary products are pornography, alcoholic, tobacco or gambling are not to be used in the portfolio.

7. Our policies for careful safeguarding of funds are as follows:

An independent, third party will hold endowed assets of financial instruments and submit monthly statements of accounts.

8. As a measure to prevent mistake, fraud, embezzlement, and conflicts of interest, two types of audits will be conducted. A qualified individual will conduct an outside, opinioned audit. Since the corporation's independent auditor will not review all financial transactions, the board will conduct a regular review of the expenses of high-level administrators.

## **ETHICAL FUNDRAISING POLICY**

California University of Management and Sciences follows ethical fundraising policy stated below:

### **Donors' Rights**

1. All contributors to California University of Management and Sciences, which are not themselves registered charities are entitled to receive an official receipt for income tax purposes for eligible contributions made in cash or for the fair market value of the property contributed. The governing board may establish a minimum amount for the automatic issuance of official receipts, in which case smaller contributions will be receipted on upon request.
2. All fundraising solicitations by or on behalf of our organization will disclose our full legal name and the purpose for which fund are requested. Printed solicitations (however transmitted) will also include our address or other contact information.
3. Contributors and prospective contributors are entitled to receive the following information such as Evidence of 501(c)3, EIN number, annual audited financial statement, list of names of board of trustees, copy of ethical fundraising policy, promptly upon request:

4. Contributors and prospective contributors are entitled to know, upon request, whether an individual soliciting funds on our behalf is a volunteer, an employee, or a fundraising consultant.
5. The privacy of contributors will be respected, including their right to remain anonymous, unless information must be released by law. Contributors have the right to receive a copy of their contribution record for the previous five years, and to challenge its accuracy.
6. The contributor or prospective contributor list will not be exchanged, rented, or otherwise shared with other organizations.
7. Contributors and prospective contributors will be treated with respect. Every effort will be made to honor their request to:
  - Limit the frequency of solicitations.
  - Not be solicited by telephone or other electronic technology; and
  - Receive printed material concerning our specific fundraising appeals.
8. The organization will respond promptly to a complaint by a contributor or prospective contributor about any matter that is addressed in this *Ethical Fundraising Policy Code*. A designated staff member or volunteer will attempt to satisfy the complainant's concern in the first instance. A complainant who remains dissatisfied will be informed that he/she may appeal in writing to our governing board or its designate and will be advised in writing of the disposition of the appeal.

## **Fundraising Practices**

1. Our fundraising solicitations will:
  - Truthfully describe our projects or programs for which the contributions will be used; and
  - Respect the dignity and privacy of those who benefit from our activities in pursuit of our objects.
2. Volunteers, employees and hired fundraisers who solicit or receive funds on our behalf shall:
  - Adhere to the provisions of this *Ethical Fundraising Policy*.
  - Act with fairness, integrity and in accordance with all applicable laws.
  - Adhere to the provisions of the applicable professional codes of ethics; standards of practice, etc.
  - Cease solicitation of a prospective contributor who identifies the solicitation as harassment or undue pressure.
  - Disclose immediately to the organization any actual or apparent conflict of interest; and;
  - Not accept contributions for projects or programs that have not been approved by our board.
3. Paid fundraisers, whether staff or consultants, will be compensated by a salary, retainer or fee, and will not be paid finders' fees, commissions or other payments based on either the number of contributions received, or the value of funds raised. Compensation policies for fundraisers will be consistent with our policies and practices that apply to all our personnel.
4. If an external fundraiser is retained, access to our master contributor list will be limited and will be kept under strict control.
5. The governing board will be informed at least annually of the number, type and disposition of complaints received from contributors or prospective contributors about matters that are addressed in this *Ethical Fundraising Policy*.
6. Our donors will be kept reasonably informed with relevant, current information about our organization.

7. Contributors will be encouraged to seek independent professional advice before making a significant gift to ensure that the proposed contribution will not adversely affect the contributor's financial position, or his or her relationship with family members.

## **Financial Accountability and Organizational Integrity**

1. The governing board of trustees shall be comprised of responsible individuals.
2. The governing board shall:
  - Hold at least two full-agenda meetings each year.
  - Create policy for the university.
  - Maintain effective control over the university; and
  - Establish a proper financial reporting system which permits the production of annual operating statements and a balance sheet, showing reasonable detailed information that:
    - Is factual and accurate in all material respects.
    - Identifies government grants and contributions separately from other contributions; and
    - Is prepared in accordance with generally accepted accounting principles.
  - Ensure that the organization always operates within the limits of, and in accordance with, the objects in its governing documents.
  - Take seriously its responsibility to be conversant with and comply with federal and state laws and regulations.
  - Ensure that the organization is open and accurate in all its dealings.
  - Don't permit any officer, member of the governing board, or staff member of the organization to receive royalties for the use of any property of such person that is used for fundraising or promotional purposes by the organization.
  - Don't permit the payment of fees for service that is based on a percentage of funds raised or is based on another form of paying commissions.
  - Ensure that the organization appropriately serves the interests of each contributor or potential organization and representatives of the organization make it clear that the concern of the organization when addressing a contributor or potential contributor is to nurture responsible stewardship on the part of the contributor.
  - Avoid questionable motives or programs that are not factual or negate the contributor's sound judgment.
  - Require responsible stewardship on the part of our representatives through effective training and cost controls.
  - Ensure that the organization, or its representative, does not by any means, either directly or indirectly; induce a contributor or other constituent to transfer to it a benefit from any other organization or purpose.
  - Ensure that sufficient funds will be spent on administration and fundraising (where appropriate) to assure effective and efficient management of our resources.
  - Review the cost-effectiveness of our programs and report thereon in our annual report
3. A restricted contribution designated in support of a program or a single project, which is approved by the board, will be used for the purpose for which it was given.

Spending of funds is confined to board approved programs and projects. Each restricted contribution designated towards a board approved program or project will be used as designated with the understanding that when the need for such a program or project has been met or can be completed for any reason determined by the board, the remaining restricted contributions designated for such program or project will be used where needed most.

# APPENDICES

## BOARD MEMBER SELF EVALUATION

This self-evaluation should be done by each board member annually. This evaluation will be used for the betterment of the member's administration and communication purposes only. Please mark the appropriate place next to each criterion.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unable to Evaluate
1	2	3	4	5	N/A

No	CRITERIA	1	2	3	4	5	N/A
<b>Policies and Procedures and Relationship with Administration</b>							
1	The Board understands its policy role and differentiates its role from those of the CEO and his/her employees.						
2	The board is committed to and regularly reviews the University's mission and objectives and monitors progress toward achieving the mission and objectives						
3	The board assures that there are effective planning processes and that resource allocation support institutional plans.						
4	The board adheres to its policies; the board's policies are regularly reviewed and up to date.						
5	The board delegates responsibility and authority to the CEO and supports the CEO's leadership.						
6	The board maintains an excellent working relationship with the CEO, including honoring established protocols for communication.						
7	Board members understand and fulfill their roles and responsibilities.						
8	The board regularly reviews and adheres to its code of ethics and avoid conflicts of interest and the perception of such conflicts.						
9	The Board regularly reviews and approves University publications, Missions, Objectives, Faith Statement, assessment plan, strategic plan and other important public documents.						
<b>Representations and Evaluation</b>							
10	The board sets clear expectations for and effectively evaluates the CEO.						
11	Board members represents the interests and needs of the CALUMS communities.						
12	The board reflects a commitment to student success in its deliberations and decisions.						
13	The board effectively monitors the quality and effectiveness of the educational program and services in fostering student success.						
14	Board members are sufficiently knowledgeable about the University's educational programs and services.						
15	The board respects faculty, staff, and student participation in college decision-making.						
16	Board members refrain from attempting to manage or direct the work or activities of employees.						
17	Board members work together and with the CEO for the good of the University.						
<b>Budget Plan and Finance</b>							
18	The board assures the fiscal stability of the University.						

19	Board members understand the budget and provide effective oversight for fiscal operations.						
20	Board members review and approve annual budget submitted by the president.						
<b>Board Meeting</b>							
21	Board meetings are conducted in an orderly, respectful manner; there is adequate time to explore and resolve key issues.						
22	Board meeting agendas reflect board responsibilities and include sufficient information for decision-making.						
23	Board members receive meeting minutes, reports, and other materials in advance of board meetings.						
24	Board members maintain confidentiality of privileged information.						
<b>Others</b>							
25	The new member orientation process effectively educates new members about board roles and the institution.						
26	Board members are committed to their own professional growth and participate in trustee development activities.						
27	The board evaluation process helps the board enhance its performance.						
28	Overall, I perform my roles as a board member in excellent and effective manner.						

**Comments:**

## ANNUAL PRESIDENT EVALUATION

President Evaluation Date: \_\_\_\_/\_\_\_\_/20\_\_\_\_

This evaluation is to be done by the board members annually. This evaluation will be used for the betterment of the presidential administration and communication purposes only. Please mark the appropriate place next to each criterion.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unable to Evaluate
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>

No	Criteria	1	2	3	4	5	N/A
<b>Commitment to Mission and Objectives</b>							
<b>1</b>	President demonstrated the responsibility for helping the university achieve mission and objectives.						
<b>2</b>	President developed and implemented strategic plan effectively to accomplish the mission of the university.						
<b>3</b>	President has a clear understanding of the university direction set by the governing board.						
<b>4</b>	President communicates a vision for the university effectively.						
<b>Leadership and Management Skills and Ability</b>							
<b>5</b>	President practices leadership that instills enthusiasm and increases morale.						
<b>6</b>	President collaborates with administrators to identify needs of the university and implements plans and programs to address those needs.						
<b>7</b>	President shows the effective management and leadership skills to resolve significant issues and problems.						
<b>8</b>	President's leadership has a positive influence on staff morale and performance.						
<b>9</b>	President leads the administration to ensure that the university is in full compliance with regulations and standards set forth by local, state, federal governments, and accrediting agencies.						
<b>10</b>	President appoints and manages the administrative cabinet effectively.						
<b>Financial Management and Fundraising</b>							
<b>11</b>	President prepares annual budget plan in an effective and timely manner and submits to the board for its review.						
<b>12</b>	President monitors and controls over the budgets of the university effectively.						
<b>13</b>	President takes actions quickly to correct and improve fiscal problems.						
<b>14</b>	President leads and encourages the fundraising from corporate, private sectors, churches, and public sectors.						
<b>Academics</b>							
<b>15</b>	President supervises and monitors academic department to ensure that programs are in full compliance with regulations and standards of an accrediting agency.						
<b>16</b>	President respects and implements Academic Freedom.						
<b>17</b>	President works with the academic dean effectively to improve and develop academic programs based on demands from community and students.						
<b>18</b>	President maintains quality education through a Christian higher education and career demanding programs.						

<b>Relationship with Board</b>							
<b>19</b>	President communicates with the board chair and board members in a responsive and responsible manner.						
<b>20</b>	President reports concerns and issues of the university to the board in timely manner.						
<b>21</b>	President does not exceed his authority nor ask the board to make decisions that he/she should make on his own.						
<b>22</b>	Overall, the president performs his/her roles effectively.						

**Comments:**



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