



BAKKE  
GRADUATE  
UNIVERSITY

2024-25  
BOARD OF DIRECTORS  
HANDBOOK

Bakke Graduate University  
strengthens leaders who steward resources  
with and for vulnerable people and places,  
by means of contextual, Christian-based education  
innovatively delivered throughout the urban world.

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The information contained in pages 1 through 23 of this document is required by BGU's accreditation association, TRACS. The "Core Appendices" is a separate document that goes into much more detail about the topics lightly touched on in this first section, which can be found by going to BGU's online library in Populi or <https://bgu.edu/students/student-resources/handbooks-catalogs>.

## Who is BGU?

### History

Originally founded in 1990 under the name Northwest Graduate School of the Ministry (NWGS), Bakke Graduate University (hereinafter BGU or "the university") provides graduate level leadership education focusing on rigorous academics, immediately practical application, and involving a global constituency of faculty and students. BGU is accredited through the Transnational Association of Christian Colleges and Schools (TRACS) and is fully recognized by the US Department of Education. BGU has earned a strong reputation within academic Christian service, and business organizations.

During the last fifteen years, BGU has journeyed from its founding identity as a one-church based educational organization faithfully serving the Northwest United States to its current role as the school of choice for international urban leaders on five continents. This network was originally assembled as young leaders under the urban track of the Lausanne movement in the 1980s and was called the Lausanne Urban Associates. As Lausanne ended this initiative in the late 1980s, these same leaders and more were reassembled by Dr. Ray Bakke through the International Urban Associates (IUA). Now, this growing, global, urban network of leaders has acknowledged and responded to a strong need for a unifying educational experience that prepares and equips them for transformational work in a global world. BGU's strategic plan outlines the ways in which it is responding to this educational opportunity for expanded excellence in the sphere of Christian service while charting a path of outstanding stewardship and solid business practices. (See BGU Core Appendices-*Appendix 1* for a more detailed history of BGU, which can be found by going to BGU's online library in Populi or <https://bgu.edu/students/student-resources/handbooks-catalogs>.)

### Mission Statement

BGU's mission statement is as follows:

**Bakke Graduate University strengthens leaders who steward resources with and for vulnerable people and places, by means of contextual, Christian-based education innovatively delivered throughout the urban world.**

### Accreditation

Bakke Graduate University is a member of the Transnational Association of Christian Colleges and Schools (TRACS) having been awarded Reaffirmed Status as a Category III and IV Institution by the TRACS Accreditation Commission on April 21, 2020; this status is effective for a period of ten years (Licensed until April 2030). TRACS is recognized by the United States Department

of Education (USDE), the Council for Higher Education Accreditation (CHEA) and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE).

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## Government Agency Approvals

Selected academic programs of study at BGU are approved by the Texas Higher Education Coordinating Board for enrollment of those eligible to receive benefits under Title 38 and Title 10, U.S. Code. Veterans of United States armed services organizations should contact the Student Finance Coordinator to ensure proper documentation is presented and information is adequately communicated to the Veteran Affairs Office. Students participating in joint degrees that are the result of an agreement between BGU and an international school are not eligible for Veteran benefits.

## Faith Statement

BGU was founded as a non-denominational Christian university. Doctrinally, the institution stands for the fundamentals of the faith as taught in the Christian Scriptures and handed down through the centuries by the Church. Consistent with this purpose, the faculty and directors of BGU acknowledge the creeds of the early church and the confessions of the Protestant communions to which they severally belong. BGU explicitly affirms the classic ecumenical creeds, the Nicene Creed, the Apostles' Creed, and the more recent evangelical confession known as the Lausanne Covenant (BGU Core Appendices-*Appendix 2*, hereinafter referred to as "the Statement of Faith"). The Board of Directors, full-time faculty and staff as well as students are invited annually to affirm BGU's Statement of Faith.

## Vision

BGU looks beyond itself to embody the commonly-held vision of an international network. BGU serves and is served by a large international network of urban leaders, and its vision is shaped by these networks and partners. The vision of BGU includes the following key components (for full descriptions, see BGU Core Appendices-*Appendix 3*):

1. Served by and Serving Emerging and Experienced Transformational Leaders
2. Proclaiming the Whole Gospel, through the Whole Church, to the Whole World
3. Kingdom Sharing
4. Bible-based Perspective and Values Education
5. Accessibility to Life-Long Learning for Global Christian Leaders
6. Web-based Educational Services

## Institutional Objectives

The institutional objectives for BGU are as follows (for a full description of each, see BGU Core Appendices-*Appendix 4*):

1. **Spiritual Formation:** This university will help a student have increased trust in God, while dynamically developing and stewarding its partnerships and networks.
2. **Perspective:** Shifts in worldview, mindset, new ways of seeing themselves and God, will result as the BGU 8 perspectives are integrated in students' lives and outreach/influence.
3. **Knowledge:** Prophetically disruptive and ethically sound knowledge is needed to accomplish Spiritual Formation and Perspective Transformation.
4. **Skills:** Hands-on leadership-related skills are taught, demonstrated and evaluated throughout BGU's academic and non-academic services to students.
5. **Application:** BGU students apply their learning in their life and work during their studies and after they graduate, while expanding their own partnerships and networks and becoming increasingly Christ-like.

## Overall Objectives

The overall objectives for all BGU's programs (for full description, see BGU Core Appendices-*Appendix 5*):

1. Deliver Practical Ministry Instruction
2. Deliver Biblically-Based Curricula
3. Provide a Faculty Composed of Successful Global Practitioners
4. Deliver Instruction through Adult Learning Educational Approaches
5. Instill in Students a Recognition of the Diversity of the Church
6. Provide Leadership Training to Build the Local Church within a Global Perspective
7. Instill in Students the Reality of Globalization

## Educational Values & Philosophy of Engagement

The educational values and philosophy of BGU form the guidelines of how BGU will develop courses, form networks, select students, faculty, and staff, while pursuing its unique approach to graduate education. BGU is a community formed around spiritual reflection, authentic relationships, and sacrificial service. It is an accredited higher educational institution committed to developing incarnational servant leaders who are intentional instruments of God in their communities and workplaces. BGU collaborates with an emerging global network of organizations, churches, and schools to develop transformational leaders who seek peace in their cities worldwide. For a complete list of these values, see BGU Core Appendices-*Appendix 6*.

## Core Values

BGU's Core values are as follows (for full details, see BGU Core Appendices-*Appendix 7*):

1. Passion
2. Celebration
3. Respect

4. Integrity
5. Community

## Ministry & Educational Philosophy

### Practical Ministry Philosophy Based on Mentoring

The courses of Bakke Graduate University (BGU) are taught by seasoned instructors who are academically qualified and currently engaged in practicing what they teach. The instruction provided in the classroom is based on principles of *modeling* and *mentoring*. As in other professional fields, such as law or medicine, Christian practitioners who are being trained for Christian leadership benefit from practicing *mentors* who teach not only from a textbook but from a life of experiences. BGU's instructors have proven track records in leading effective ministries or professions, and therefore teach from a practical as well as from an academic viewpoint. The doctoral and master's degrees are designed so that Christian practitioners will accomplish significant academic growth while grounded in very real practice. The goal of BGU is to stretch, challenge and equip its students to be transformational leaders in the global context.

### Academic Program Based on Biblical Foundations

The educational philosophy of BGU emphasizes the equipping of individuals for effective ministry as well as providing a sound biblical framework within which all service must take place. *All courses are taught from a biblical perspective and are Christ-centered.* The Bible is recognized as the primary and authoritative Christian text for all Christian faith and practice. Therefore, the various forms of ministry taught at BGU are defined and evaluated according to biblical descriptions. It is also recognized that all Christian service occurs within a specific cultural environment. Therefore, the content of the curricula is continually evaluated and adjusted to ensure that biblically-defined leadership principles are applied in forms which are culturally relevant to society.

The educational philosophy of BGU also focuses on the nature of the church and the formation of a biblical self-identity for pastors and professional leaders. The curriculum assumes that the Great Commission of Matthew 28:19-20 and the Great Commandment of Matthew 22:35-40 are the standards by which all service is to be measured.

## Health & Security

BGU strives to ensure the health and safety of its staff, faculty, and students according to and beyond relevant state and federal requirements. BGU Core Appendices-*Appendix 8* provides a list of emergency procedures that are applicable in its Dallas, Texas, office and classrooms.

## Community Standards of Conduct

BGU's desire is to create an environment that is restorative and redemptive. Therefore, with the help of the Holy Spirit, Board members, students, administrators, faculty and staff strive to live lives that reflect the Kingdom values expressed in the Community Standards of Conduct. However, violations of the expressed principles and policies described in this document and in the Lausanne Covenant may result in disciplinary action up to and including dismissal or termination. These standards include:

1. Statement on Academic Freedom
2. Statement on Academic Integrity
3. Statement on Christian Conduct
4. Title IX
5. Statement on Non-Discrimination
6. Statement on Harassment
7. Statement on Sexual Standards
8. Statement on Respect for People and Property
9. Statement on Substance Abuse
10. Statement on Fraud and Abuse
11. Statement on Fraternalization

For a detailed description of these standards, detailed information about violations of BGU's Standards of Conduct, and disciplinary sanctions, please see BGU Core Appendices-*Appendix 9*.

## Complaint Procedures

The Texas Higher Education Coordinating Board (THECB) adopted rules codified under Title 19 of the Texas Administrative Code, Sections 1.110 – 1.120, on October 25, 2012. These rules create a student complaint procedure to comply with the U.S. Department of Education's "Program Integrity" regulations, which require each state to have a student complaint procedure in order for public and private higher education institutions to be eligible for federal Title IV funds. In December 2011, the Office of Attorney General of Texas issued an opinion stating that THECB has authority under Texas Education Code Section 61.031 to promulgate procedures for handling student complaints concerning higher education institutions. For details about this procedure, please see BGU Core Appendices-*Appendix 10*.

## Fraud, Abuse, & Accurate Representation

BGU is committed to maintaining an educational entity that is not involved in any form of fraud or abuse and will not support practices or procedures that are designed to deceive students or falsify information to students. BGU proactively investigates and resolves all complaints and other reports or findings that raise suspicion of fraud and/or abuse. Such cases and findings are reported to external regulatory and law enforcement agencies as required by law and contract. Following receipt of the complaint/fraud and abuse referral, the process for dealing with complaints is explained in BGU Core Appendices-*Appendix 10*. BGU is committed to accurately representing itself to the public in all of its publications, its website, its classrooms, and any communications with others.

## Academic Services

### BGU Website

BGU's website contains a section devoted to Student Resources which include:

- Downloadable documents (<https://bgu.edu/students/student-resources/student-documents-to-download>).
- Handbooks & Catalogs (<https://bgu.edu/students/student-resources/handbooks-catalogs>).

- Graduation Information (<https://bgu.edu/students/student-resources/graduation-information>).
- Title IX Information and Standards of Conduct/Clery (<https://bgu.edu/students/student-resources/standards-of-conduct-clery/title-ix>).

## Orientation

BGU has created an Orientation course (PREP101) and an Orientation Packet for every incoming student. In addition to links to welcoming videos from the BGU President, Academic Dean, Registrar, and program directors, the Orientation Packet contains numerous instructional videos for assistance in writing, formatting papers, etc. In addition, BGU provides synchronous orientation sessions each term regarding online learning and resources that are recorded and made available to all students. Each faculty, at the beginning of a course, also provides an introductory synchronous course orientation session that is recorded and made available to all students enrolled in the course. (See BGU Core Appendices-*Appendix 11* for the Orientation Packet.)

## Writing Assistance

BGU has purchased Unicheck, a plagiarism checker that has been incorporated into Populi. When documents are uploaded into the online classroom, Unicheck will immediately show quoted materials that have not use quotation marks or proper citations.

BGU also has created a free writing certificate “course” that can assist students in learning to write academically (especially important for students for whom English is a second language). To register for this free course, students can contact BGU’s eLearning Team. Students are also provided with numerous writing resources through the Writing Center.

## Library/Learning Resources

BGU offers its students a variety of alternatives for accessing books and research materials for courses and as preparation for their final projects. The onsite Library that is located at BGU’s Dallas Office contains over 4,000 volumes. There is a collection of dissertations and theses produced by BGU graduating students and there are also other research resources available to students. The library collection is cataloged and indexed, and a searchable database can be accessed on any of the computers provided in the library. The computers are also available in BGU’s Dallas Office for student use to gain access to online search engines and for internet research.

BGU’s main online library of over 6,000 volumes is made available to every student regardless of location in an online format. This library contains a rich collection of research guides and resources, and eBooks for social sciences, business, and theology. The Online Library is overseen by a MLS Librarian, Jennifer Roman ([Jennifer.Roman@bgu.edu](mailto:Jennifer.Roman@bgu.edu)) who is available to assist students with in-depth research, search strategies, referral, and reference questions. The Online Library also provides guidance on academic writing, citation styles, and paper formatting, and provides a portal for students to express feedback and contribute suggestions on additional resources for the Online Library. Students also have off-campus access to the ProQuest® databases, which include ProQuest Religion, the ProQuest Business Research Library and the ProQuest Newsstand of national newspapers including the Christian Science Monitor. The

ProQuest Databases can be found in the Research Guide section of the Online Library. Furthermore, BGU has subscribed to the EBSCO SOCindex. And for a nominal fee, students can register with the Society of Christian Scholars ([www.scshub.net](http://www.scshub.net)) and have access to the EBSCO Humanities and Behavioral Sciences Collection, Religion and Philosophy Collection, Leadership and Management Source as well as the Education Source databases.

## Online Mentoring

BGU's Online Mentoring allows students the opportunity to meet with an academic advisor/mentor in group and individual settings to discuss their degree roadmap and enjoy prayer, counseling, coaching, and ongoing encouragement using either phone, Zoom, or other video technology.

## BGU Online Helpdesk

BGU's Helpdesk is available to all students for easy access to Frequently-Asked Questions as well as access to technical support staff for questions, consultations, tutorials, and feedback. The Helpdesk is available Monday through Saturday, honoring Sunday as a Sabbath day.

## Office of the Registrar

The Registrar's Office arranges course schedules, receives and processes student admission applications and course registrations, and maintains a repository of academic records. Students should contact the Registrar for official and unofficial transcripts, registration information, financial account questions, issues concerning grades, and any other inquiries related to student records. Appointments may be scheduled for advisement on course schedules, class registration, etc., by contacting the Registrar via email at [Registrar@bgu.edu](mailto:Registrar@bgu.edu).

## Counseling and Advising Appointments

Upon admission, each student is assigned a specific advisor. The role of the advisor is to guide the student to make the best academic choices for the development of his/her degree and to ensure the student's best integration and growth with BGU. It is the advisor's responsibility to contact his/her advisee at least once a month. Students are required to keep appointments with that advisor throughout the course of their degree programs. To schedule an advising appointment, students may contact BGU at (214) 329-4447, or via email. For students who are unable to attend an appointment in person, a phone/Zoom appointment will be scheduled. In addition to the student's academic advisor, the Director of Student Services (Katie Berube) and Director of Spiritual Formation (Dr. Nita Kotiuga), the following staff and/or faculty members are also available for advising appointments:

### Doctoral Degree Students

Prospective Students	Allison Sherwin ( <a href="mailto:Allison.Sherwin@bgu.edu">Allison.Sherwin@bgu.edu</a> )
Admission Procedures	Allison Sherwin ( <a href="mailto:Allison.Sherwin@bgu.edu">Allison.Sherwin@bgu.edu</a> )
General Academic Questions	Bunmi Morgan ( <a href="mailto:Bunmi.Morgan@bgu.edu">Bunmi.Morgan@bgu.edu</a> )
General Academic Advisor	Martine Audéoud ( <a href="mailto:Martine.Audeoud@bgu.edu">Martine.Audeoud@bgu.edu</a> )
DMin/DTL Dissertations	Bill Payne ( <a href="mailto:Bill.Payne@bgu.edu">Bill.Payne@bgu.edu</a> )

PhD Dissertations	Martine Audéoud ( <a href="mailto:Martine.Audeoud@bgu.edu">Martine.Audeoud@bgu.edu</a> )
<b>Master's Degree Students</b>	
Prospective Students	Allison Sherwin ( <a href="mailto:Allison.Sherwin@bgu.edu">Allison.Sherwin@bgu.edu</a> )
Admission Procedures	Allison Sherwin ( <a href="mailto:Allison.Sherwin@bgu.edu">Allison.Sherwin@bgu.edu</a> )
General Academic Questions	Bunmi Morgan ( <a href="mailto:Bunmi.Morgan@bgu.edu">Bunmi.Morgan@bgu.edu</a> )
General Academic Advisor	Martine Audéoud ( <a href="mailto:Martine.Audeoud@bgu.edu">Martine.Audeoud@bgu.edu</a> )
Master's Final Project	Yvonne McKenzie ( <a href="mailto:Yvonne.McKenzie@bgu.edu">Yvonne.McKenzie@bgu.edu</a> )
Capstone Project (EMBA)	Scholastica Olagunju ( <a href="mailto:Scholastica.Olagunju@bgu.edu">Scholastica.Olagunju@bgu.edu</a> )

## Admission Policies

### Admissions Standards

BGU graduate programs have a unique focus on global urban leadership realities. The university is committed to the equipping of transformational leaders in business or various forms of Christian service. BGU not only seeks to strengthen those who come with traditional academic qualifications but also those who lead effective transformational organizations and who have a proven record of leadership without a traditional academic background. In many settings, both internationally and nationally, leaders have not had adequate access to educational opportunities. Non-Western and non-formal qualitative learning is given considerable value at BGU. Based on these convictions, BGU encourages transformational leaders worldwide to apply for its graduate programs. Each applicant will be evaluated on his/her merit and will receive a recommendation from the Academic Dean, in consultation with the Academic Cabinet, regarding the most appropriate academic program. Students who are re-entering a BGU program after having gone away for several years need to fill the Special Program Extension Request form with new PLCs that will be presented to and approved by the AC. For specific standards, please see BGU Core Appendices-*Appendix 12*.

### Student Status Classifications

BGU students are classified under various classifications ranging from full-time, to part-time, auditors, and educational experiences. For a complete list and definition of each, please see BGU Core Appendices-*Appendix 13*.

### Transfer Credit Policy

If students have accumulated credits from other academic institutions that they believe may be applicable to their BGU degree, they may petition the Academic Dean at the time of admission for transfer of those credits (advanced standing). The Academic Dean, in consultation with the Academic Cabinet, may approve a transfer of a maximum of 50% of the total required credits in the degree program. Only courses for which the applicant has received a B or better will be considered for transfer. For the complete process, please refer to BGU Core Appendices-*Appendix 14*.

On occasion, credits from a non-accredited institution may be counted as credit toward a BGU degree. For the full explanation and requirements, please refer to BGU Core Appendices-*Appendix 57*.



## Admission Requirements & Procedures

Admission to any of the master's programs or doctoral programs at BGU is based on a selection process conducted by the Academic Dean, in consultation with the Academic Cabinet. The Academic Cabinet reviews each application thoroughly to determine the applicant's qualifications, as well as compatibility of the university programs to the applicant's educational goals. The applicant will then be approved by the Academic Dean, in consultation with the Academic Cabinet after all required application materials have been received by the university. For the step-by-step process, please refer to BGU Core Appendices-*Appendix 15*.

## Personal Learning Community

BGU attributes much of its students' educational success to what is called the "Personal Learning Community" (or PLC). Students identifying three to five individuals or PLC members who agree to support the student during the course of his/her studies. The admissions process includes the requirement that a minimum of three PLC members must be identified, each of whom shall submit a completed PLC Agreement to BGU before an applicant will be considered for acceptance. The PLC can be close friends, co-workers, pastors, spouse, children, etc., each of whom will be asked to read assignments, provide periodic evaluations, and assist the student in staying accountable to completing their degree. For a description of the specific requirements of the PLC, see BGU Core Appendices-*Appendix 16*.

## English Language Proficiency

Each student must demonstrate English-proficiency by: (1) showing that English is his/her native language, or (2) by having successfully completed an undergraduate or graduate school program in which English is the primary method of instruction, or (3) exhibiting sufficient English-language capabilities to succeed in the classroom and in BGU programs as measured by a score of not less than 80 on the internet-based TOEFL or TOEFL-equivalent exams taken within the last five years. As an alternative to the TOEFL, BGU will accept the IELTS (International English Language Testing System) if a student has scored 6.5 or better, or a copy of the certificate that is awarded at the completion of the Total Immersion Program (TIP). Applicants who can fulfill the qualifications may submit a TOEFL Waiver Request with their application.

Students who are taking the TOEFL test should use BGU's code number of **0709** so BGU will receive the final score directly from the testing agency. For on-line information about TOEFL testing locations and practice tests go to [www.ets.org/toefl](http://www.ets.org/toefl).

## Minimum Technology Requirements

Since *every* BGU course includes participation via the internet, the minimum requirements for participating in courses for both students and professors include:

1. For email attachments: with dial-up connection a 1MB file can take 10 minutes to download.
2. For rich content web pages: dial up (54KB) will be able to load but it will take a while. If the document contains a number of embedded images and media, 512KB will be sufficient.

3. For Audio Steaming: at least 128 KB for Web Conferencing (video with low resolution/quality options): 900KB for two-person video session, higher for more participants. For better quality: 3.5 MB-10 MB for streaming video.
4. For students to be fully visible and audibly present in online interactions/classes: the use of a webcam and good microphone speakers is recommended.

## International Students

The term “international student“ is used at BGU to denote both internationals who attend courses in the United States on visas, as well as those who are legal, permanent residents of the United States. BGU is not authorized to issue visa documents for the F-1 Student Visa.

## Admission as Special Student

Any applicant who does not meet the admission requirements of an individual degree is conditionally admitted under “Special Student Status” (SSS). Persons who are interested in applying to a degree program under SSS are asked to complete the online application and to provide official or unofficial transcripts and a current CV or resume to the Admissions Office for preliminary review. The applicants applying for a master’s degree are also asked to fill out an equivalency worksheet if they have not graduated with the requisite undergraduate degree. This worksheet will assist the Academic Dean in determining whether the courses and work previously completed are of a sufficient quality and quantity to be considered for SSS before the applicant is presented to the Academic Cabinet. The Academic Dean will recommend the path of either a degree completion program elsewhere or admission under SSS. The Academic Dean’s recommendation of potential eligibility is required in order to be permitted to continue the SSS application process. BGU allows a maximum of 15% of its student body to be classified as SSS. In the event an applicant requires admission under SSS and BGU already has reached the 15% maximum of its enrollment designated as SSS, the applicant will be required to wait one or two terms until an opening occurs before being admitted. As of the date of the approval of BGU’s handbooks and catalog by the Academic Cabinet and the Board of Directors, 14 students were identified as SSS, which represents less than 6% of the total student body.

Students under SSS who do not maintain Satisfactory Academic Progress (SAP) or who do not complete any courses for a period of one year or more will be automatically withdrawn. Students admitted under SSS will be required to take a minimum of two 4-credit (or 3-credit for MA) courses per year and maintain a 3.0 GPA. If students are unable to take two courses per year, they will be placed on a leave of absence and removed from SSS. If and when they return to active student status and there are no SSS slots available, students will be placed on a waiting list and will only be allowed to take courses once they are reinstated to SSS. Once students have successfully completed two courses, they will be removed from SSS. For more details, see BGU Core Appendices-*Appendix 17*.

## Admission with a Degree-Completion Program

Qualified applicants who are studying in a BGU-approved degree-completion program at the bachelor-degree level and who have one year or less remaining in that program may apply for a BGU master’s degree program. Applicants may be accepted “pending bachelor’s degree

completion.” Upon acceptance, students will then be eligible to take up to two courses prior to the Registrar’s receipt of their final official transcripts.

## Special Needs Policy

The Americans with Disabilities Act (ADA) of 1990 and Section 504 of the Rehabilitation Act of 1973 mandate equal opportunities for students to participate in or benefit from the services offered by BGU. As such, BGU endeavors to respond to the special needs of students with disabilities. Ramps and elevators provide access to BGU’s Dallas, Texas, offices and classrooms. Special efforts are made to schedule classes in facilities that are accessible, and parking places are reserved in all campus parking areas.

A qualified individual under the ADA must have a physical or mental impairment which substantially limits one or more major life activities. Major life activities involve caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

A qualified student with a disability must meet the academic and technical standards required for admission or participation in an education program or activity. It is the responsibility of the student to make his/her needs known in a timely manner to the Director of Student Services of BGU. Reviewing and granting accommodation for special needs can take up to eight weeks, so students should ensure timely processing of their needs by communicating in writing the type of accommodation as soon as possible.

Students reading in English for whom English is a second language (ESL) may read or write 25% slower than what is required of English-speaking students. Students who are reading or writing in Chinese should calculate that 10 pages of English are equal to seven pages of Chinese.

## Financial Policies

### Tuition and Fees

BGU seeks to provide excellence in education, while keeping costs as reasonable as possible. Student tuition and fees cover only a portion of the total operating costs of the university. The charges listed are effective as of July 1, 2023, and are subject to change without notice. Tuition and fees will change periodically and students are *required to pay the rates in effect at the time each course is held*. It is incumbent upon the student to verify current rates. All amounts are quoted in US Dollars. Check BGU’s website for Administrative Fee for specific classes, which varies for each course. For a list of all tuition and fees, see BGU Core Appendices-Appendix 18.

- All students and auditors must pay the full tuition and fees prior to gaining access to the first day of class unless that student has made prior arrangements with the Director of Finance to make monthly payments or they have been approved for a FAFSA student loan.
- New applicants must also either pay all tuition and fees prior to the first day of class or at the very least make payments consistently while in class according to payment plans. Failure to do so before the end of the first month of class will result in a “course lock” (i.e. student will be locked out of class) until agreed payment has been made.
- All payment plan students must make their first payment prior to the first course in order to gain access to the course. Failure to do so before the end of the first month of class will

result in a “course lock” (i.e. student will be locked out of class) until agreed payment has been made.

## Course Registration

Course tuition and fees are due 14 days prior to the first day of the on-line portion of the course. Students who have not made payment or arranged for a payment plan will have a Financial Lock added to their account until the above-mentioned arrangements are made with BGU's Finance Department. Students will not be allowed to take classes unless their accounts are paid in full, or they have a payment plan in place on which they are current. The Administrative Fee is due at the same time as tuition except for city immersion courses. The Onsite Administrative Fees for city immersion courses are due six weeks prior to the onsite portion of the course and are, for the most part, non-refundable.

Those who attend a city immersion but fail to complete all assignments by agreed-upon deadlines will forfeit all tuition and fees. If the course tuition was not yet paid in full, the student's account will be assessed for all course tuition and fees, if applicable.

## Refund Policy

Courses require considerable advance preparation and expense by the university based on student registrations and deposits. Therefore, the following refund policies are enforced, based upon when a student withdraws from a course in relation to the course starting date. For the full refund policy, see BGU Core Appendices-*Appendix 19*.

## Course Extensions

A student may apply for extensions due to extenuating circumstances as long as 80% of the coursework has already been completed. For the full refund policy, see BGU Core Appendices-*Appendix 26*.

## Financial Aid

BGU understands the financial stress that can result from the pursuit of graduate-level education. To help ease that burden, BGU has sought to identify various financial aid opportunities for qualified students wishing to attend BGU, but who do not have the financial resources to do so. BGU's hope is that these resources and financial aid packages will help students move forward with their educational goals. For more details about financial aid, see BGU Core Appendices-*Appendix 20*. For information about Title IV funding, see BGU Core Appendices-*Appendix 21*.

## Financial Appeals Process

If a student feels that his/her situation warrants an exception to the financial policies or regulations, he or she is encouraged to file a written appeal to the Registrar for consideration by the Academic Dean, in consultation with the Academic Cabinet. The Office of the Registrar will be responsible for investigating the circumstances of the appeal and making a report to the Academic Dean for final resolution at the next Cabinet meeting.

## Academic Policies

### Identity Verification in Distance Learning

BGU's identity verification policy applies to all credit-bearing distance education courses or programs offered by BGU, beginning with the application for admission and continuing through to a student's graduation, transfer, or withdrawal from study. The purpose of this policy is to ensure that BGU operates in compliance with the provisions of the United States Federal Higher Education Opportunity Act (HEOA) concerning the verification of student identity in distance education.

The HEOA requires that institutions offering distance education courses or programs have processes in place to ensure that the student registering for a course is the same student who participates in the course or receives course credit. For more details, see BGU Core Appendices-*Appendix 22*.

### Student's Right to Know Act

The Student Right-to-Know Act, passed by Congress in 1990, requires for institutions eligible for Title IV funding, under the Higher Education Act of 1965, to calculate completion or graduation rates of certificate- or degree-seeking, full-time students entering that institution, and to disclose these rates to current and prospective students. Since Bakke Graduate University (BGU) is an institution that participates in a Title IV program it is required to disclose graduation/completion rates of all students by race/ethnicity, gender and by sport (not applicable), and the average completion or graduation rate for the four most recent years. To read more about the Student Right-to-Know Act, please visit the National Center for Education Statistics website at <http://nces.ed.gov> and see BGU Core Appendices-*Appendix 23* for the updated version of BGU's graduation rates, which are also available on BGU's website at: <https://bgu.edu/about/university-profile/student-right-to-know-act>.

### Student Privacy (FERPA)

The Family Educational Rights and Privacy Act (FERPA) is a federal law that protects the privacy of personally identifiable information contained in a student's educational record. FERPA applies to all schools that receive funds under various programs from the U.S. Department of Education. See BGU Core Appendices-*Appendix 24*.

### Security Program

The Federal Trade Commission (FTC) issued final regulations to amend the Standards for Safeguarding Customer Information. These requirements mandate that BGU have a program in which protects student financial aid information. BGU's Security Program is outlined in detail in the Core Appendices-*Appendix 59*.

## Online Courses/Distance Education

According to TRACS, the Federal definition of *Distance Education* is “education that uses one or more of the technologies listed to deliver instruction to students who are separated from the instructor and to support regular and substantive interaction between the students and the instructor, either synchronously or asynchronously. The technologies may include the internet; one-way and two-way transmissions through open broadcast, closed circuit, cable, microwave, broadband lines, fiber optics, satellite, or wireless communications devices; audio conferencing; or video cassettes, DVDs, and CD-ROMS, if used in a course in conjunction with any of the technologies listed above.”

All of BGU’s courses include an online component and most courses are completely online. The Populi online software is BGU’s Learning Management System (LMS). The minimum requirement for BGU’s courses is a computer and reliable access to the Internet, which is the same requirement for all courses for all students. Students register for online courses just as they register for hybrid courses in Populi. The student will be required to participate in both synchronous and asynchronous class interactions, which include online discussions, real-time virtual classroom sessions, readings, and other requirements which, if not fulfilled, will result in a lower grade, as described in the syllabus for each course. Students and professors are required to be in direct and substantive communication on a weekly basis throughout the course.

## Independent or Directed Studies

Students may include a total of two courses (or maximum 8 credits) of Independent studies in their program. PhD students are allowed a total of three courses (or maximum of 12 credits) of independent studies in their program. Any exception to this policy must be approved by the Academic Dean, in consultation with the Academic Cabinet. An Independent Study is defined as a course that the student designs with the assistance of a professor or a course in which the student is working with the professor individually, and not in conjunction with other students. One of the unique characteristics of BGU is its global student body; therefore, it encourages students to take classes where interaction with this international cohort enriches the learning experience. See BGU Core Appendices-*Appendix 25* for details. Independent and Directed Studies require the student and professor to meet weekly during the 3-month module in which the course is taken.

## Correspondence Courses

According to TRACS, the Federal definition of correspondence education is “education provided through one or more courses by an institution under which the institution provides instructional materials by mail or electronic transmission, including examinations on the materials, to students who are separated from the instructor; interaction between the instructor and the student is limited, is not regular and substantive, and is primarily initiated by the student; correspondence courses are typically self-paced; and correspondence education is not distance education.” No correspondence courses are available to BGU students.

## Changing Course Credits

A student can only be allowed to increase or decrease the number of credits for a course upon review and agreement of the Academic Dean and agreement of the student's Program Director. A student can only double a course's credits twice in the course of a program.

## Course Requirements

BGU's degree programs include fully online courses as well as hybrid courses that combine online components with face-to-face urban immersions, local cohorts and mentors. Urban immersions are held in various large cities on five continents and all travel expenses are the responsibility of the student. BGU has strict attendance policies, reading, assignments, and projects. For a full description of these requirements, see BGU Core Appendices-*Appendix 26*.

## Grading Policies

Course grades are submitted by the instructor to the Registrar's Office approximately two to four weeks following the date the students submit their projects. Final grades are based upon the course syllabus. Any course grade below a 2.67 GPA or B- will not be considered passing. Students must maintain an overall minimum 3.00 GPA to graduate. Students receiving a low course grade may invoke a one-time opportunity to resubmit their assignments. The student must then re-submit the revised project or assignments within 30 days of receiving the final grade and pay an additional \$100 to have the work re-graded. After the re-submission, the grade may be changed at the discretion of the course instructor or Academic Dean if warranted by an improved project and/or assignment. Grade points are calculated by multiplying the grade numerical value by the number of credit hours for a class. Grade Point Average (GPA) is calculated by dividing the total grade points by the total accumulated credit hours. If a student's overall GPA drops below 3.00, that student will be placed on Academic Probation and has one year to bring their GPA up to 3.00 or above. If the student fails to bring the overall GPA to above 3.00 within the one-year period, he/she will be withdrawn from the school. (See the Grading Scale BGU Core Appendices-*Appendix 27*.)

## Grading Rubrics

BGU has designed grading rubrics that shall be used by all professors in determining the grades for all student projects, online interaction, journals, etc. Rubrics are loaded into every course in Populi, BGU's LMS, under "Files." To see some of the rubrics in BGU's online library, go to: <https://bgu.populiweb.com/library/resource.php?resourceID=11175577>

## Credit Hour Definition

According to TRACS, the Federal definition of a credit hour is as follows: "A credit hour for Federal purposes is an institutionally established equivalency that reasonably approximates some minimum amount of student work reflective of the amount of worked expected in a Carnegie unit: key phrases being 'institutionally established,' 'equivalency,' 'reasonable approximate,' and 'minimum amount.'" For graduate-level work, one credit hour for BGU students is defined by the academic work consisting of professor instruction/student interaction, reading assignments, group projects,

class presentations, and independent project work and is equivalent to a minimum of 45 hours of work. Each degree program defines how many credit hours are needed to earn the degree.

## Satisfactory Academic Progress (SAP)

All students must meet the following standards of academic achievement to be classified as students in Good Standing. The qualitative standard requires the student to achieve and maintain a minimum overall or cumulative grade point average of 3.0 for the entirety of the program. The quantitative standard requires all students to complete their program of study within the normal time frame for completing the program. For details about how BGU determines SAP, academic probation, and dismissal, see BGU Core Appendices-*Appendix 29*.

## Degree Program Duration and Time Limits

A maximum of seven (7) years and minimum of three (3) years will be allowed to complete a BGU degree. The time limit will begin on the student's acceptance date. An extension may be granted, at the discretion of the Academic Dean, in consultation with the Academic Cabinet, if the student demonstrates steady progress toward degree completion and has a legitimate need for more time. Extensions must be requested in writing to the Registrar's Office explaining the extenuating circumstances and providing a projected completion date.

## Withdrawal from the University

There are two ways in which students may be withdrawn:

1. *Request Withdrawal*: Students requesting a withdrawal should submit a "Request to Withdraw" (found on BGU's website at <https://bgu.edu/students/student-resources/student-documents-to-download>) and submit to the Registrar's Office ([Registrar@bgu.edu](mailto:Registrar@bgu.edu)). The Academic Dean or Registrar will seek to hold a face-to-face or Zoom exit interview with a withdrawing student or at a minimum ask the withdrawing student to fill out an Exit Interview form. If withdrawing is due to financial reasons, arrangements need to be made to pay any outstanding balance due BGU.
2. *Withdrawal due to lack of involvement*: Students will be withdrawn who a) fail to request extensions for coursework that is more than six months overdue, b) are inactive for more than 12 months and have not responded to any BGU communications, or c) maintaining an outstanding balance for over a year without contacting BGU to set up a payment plan. The Registrar's Office will give the student a 30-day cautionary email (and copy the student's advisor) before proceeding with the withdrawal.

## Reinstatement of Withdrawn Students

A maximum of seven (7) years and minimum of three (3) years will be allowed to complete the doctoral programs (DMin, DTL, and PhD). A maximum of six (6) years and, except for transfer students, a minimum of two (2) years will be allowed to complete the master's programs (MATL). The time limit will begin on the student's acceptance date.

Students who want to be reinstated after having been withdrawn or inactive for over a year and less than 7 years will need to petition the Academic Dean's office for approval and will need to



update their personal data and PLC contact information. If the student has attended any other institution(s) during his/her absence, arrangements must be made for an official transcript (showing good standing) to be sent from each institution to the Office of Admissions (see Transfer policy above). Exceptions and appeals may be made to the Academic Dean, in consultation with the Academic Cabinet.

## Teach Out Policy

In the event that BGU is forced to close its doors or to eliminate a program, it has developed a policy to care for every current student to ensure either a teach out or transfer to another accredited institution to complete his or her degree. See BGU Core Appendices-*Appendix 60*.

## Degree Extension

BGU, in accordance with standard academic procedures, requires that a student complete his/her program within seven years, including all coursework and final projects, from the date on which the student enrolled for his or her first course. Any student who has not completed the degree within the 7-year limitation may appeal to the Academic Dean, in consultation with the Academic Cabinet, to be allowed to exceed the limitation by filling out a Degree Extension Request (downloadable from <https://bgu.edu/students/student-resources/student-documents-to-download>). This document includes a short statement about why the student was unable to complete the program within the 7-year limit as well as a plan for completion within a relatively short period of time, which will need to be approved by the Academic Dean in consultation with the Academic Cabinet.

## Dissertation Advisory Team

BGU's Director of Final Projects coordinates a Dissertation Advisory Team. The purpose of that team is to review dissertation proposals, review the congruence of expertise between proposed dissertation supervisors and second readers and the theme of a given dissertation, as well as to review any academic issue pertaining to the dissertation writing process. It reports to the Academic Cabinet on a monthly basis.

## Dissertation in Foreign Language

Because BGU has partnerships with organizations around the globe, there are instances when students may wish to write their dissertation in their native language. While BGU approves that practice, there are certain parameters that guide that practice. For the specific requirements refer to BGU Core Appendices-*Appendix 58*.

## Graduation Policy

BGU's academic curriculum and course calendar is designed for June Graduation; however, BGU students have the option of a December Graduation (first Monday of December) or June Graduation (first Saturday of June). A joint commencement ceremony is only held once a year on the first Saturday in June every year. All graduating students (December and June Graduation) are encouraged to attend and to invite their friends and family to celebrate their accomplishment during

the June commencement service. DTL and DMin students must complete the majority of their core classes before they will be allowed to take the dissertation proposal writing course (RES701). A student may appeal this decision by submitting a request to the Academic Cabinet via the Registrar's Office. See further graduation and candidacy requirements listed under each degree program.

All charges assessed to the student's account, e.g., course tuition, graduation fees, library fees, Dissertation, or Masters Final Project (MFP) fees, etc., must be paid in full before a degree will be issued. The deadline to submit all required course work, final projects, and payment of all dues for the December graduation is September 30 and the deadline to submit all required course work, final projects, and payment of all outstanding dues for the June graduation is April 30 (or before an oral review can be scheduled, whichever comes first).

The Catalog in effect at the time of a student's matriculation shall determine the complete requirements for graduation. The Dissertation Handbook that was in effect when the student took the research course will contain the requirements by which that student must abide when writing his/her dissertation. Any exceptions to this policy or special cases will be handled by the Academic Dean in consultation with the Academic Cabinet.

## Audit Registration Policy

Auditing students, spouses of students, and alumni may register for courses up to six (6) weeks before the first day of the professor-led class session/immersion portion of a course, *depending upon space availability*.

## BGU's Social Media Policy & Disclaimer

Bakke Graduate University encourages interaction among users on BGU's social media sites but is not responsible for the content of other contributors published on any official BGU websites, pages, or affiliates. This is including, but not limited to, Facebook, Twitter, YouTube, LinkedIn, Wikipedia, Foursquare, Google+, Instagram, Pinterest and all other social media websites listed here or not listed. For details about BGU's policy, please see BGU Core Appendices-*Appendix 30*.

Bakke Graduate University thanks any contributor in advance for their contributions to the university's social media pages, and for their compliance and assistance in creating a safe and vibrant online community. BGU abides by the European General Data Protection Regulations (EGDPR) (<https://gdpr-info.eu/>) in its communications. Any questions or concerns should be emailed to [info@bgu.edu](mailto:info@bgu.edu).

## Wiki-websites & Artificial Intelligence (ChatGPT, etc.)

BGU discourages the use of Wiki-related websites since they are not academically peer reviewed. BGU also discourages the use of artificial intelligence programs like ChatGPT or Jasper to create original academic documents since those sources cannot be properly cited, thus posing the issue of plagiarism. Furthermore, the information provided by such sources is often not academically reliable and may not reflect the original and critical thinking processes of the author.

Finally, students need to ensure that the privacy of the subjects of their research is protected. AI-related sources are not private nor encrypted, thus open to the whole world. Once something has

been uploaded to one of these sites, that information becomes available to anyone who uses the service. Private or institutional proprietary data should thus not be shared over Wiki- or AI-related sites.

On the other hand, Wiki- and AI-related tools may be used to provide certain information that students may need to critically evaluate a particular topic or subject. See for instance the following article from the American Psychological Association:

<https://www.apa.org/monitor/2023/06/chatgpt-learning-tool>.

## Student Records

The Family Educational Rights and Privacy Act of 1974 (FERPA) provides generally that: 1) students shall have the right of access to their educational records; and 2) educational institutions shall not release educational records to non-school employees without the consent of the student (or former student). With few exceptions, which are provided by law, students may see any of their educational records upon written request to the Registrar. For more details, see BGU Core Appendices-Appendix 31.

## Transcripts

All transcript requests must be authorized in person or in writing and must include the student's full name, Social Security number (US taxpayers only), date of birth, dates of attendance at BGU, the complete name and address of the office or person to whom the transcript is to be sent, and the signed authorization to release the transcript. There is a \$5.00 charge for every transcript issued. A minimum of *four days'* notice is required when requesting copies of official transcripts. A Transcript Request can be downloaded from the BGU website:

<https://bgu.edu/students/student-resources/student-documents-to-download>.

## Institutional Review Board

Bakke Graduate University (BGU) requires the conduct of ethical practices in relation to all research related to human subjects. BGU has adopted the guidelines outlined in the Code of Federal Regulations Title 45 (Public Welfare), Part 46 (Protection of Human Subjects). This document is available at <https://www.hhs.gov/ohrp/regulations-and-policy/regulations/45-cfr-46/index.html>

Before collecting data related to specific types of research with human subjects, all students, faculty, project supervisors, and other staff members must obtain approval from the BGU Institutional Review Board (IRB) when required by the guidelines established in Federal regulations § 45 CFR 46 and described in the *BGU Institutional Review Board Policy and Procedure Manual* (available on the BGU website). Engaging in research with human subjects without IRB approval when required has serious ethical implications and violates university and Federal policies. Some categories of research that will probably require approval of the IRB include the following:

1. Research involving interaction with children
2. Research involving prisoners
3. Research that involves deception or withholding of information from subjects

4. Research that involves intense physical exercise
5. Research that may cause emotional distress or discomfort greater than what would be expected in daily life

The IRB team coordinator reports to the Academic Cabinet on a monthly basis. For more information on the types of research requiring IRB approval, visit the BGU website.

<https://bgu.edu/students/student-resources/handbooks-catalogs>

## Referral Policy

Current BGU students may earn tuition credit by referring a new student to BGU. For the guidelines and the complete policy, see BGU Core Appendices-*Appendix 56*.

## Academic Programs: Description, Requirements & Outcomes

Bakke Graduate University currently offers five U.S. Accredited Academic Programs. Students in all five programs are invited to attend courses with those in other degrees, thus providing them with the additional advantage of experiencing BGU's unique geographic, cultural, and organizationally diverse relationships. BGU degrees provide theological, operational, and personal skill sets for entry into the most diverse range of world realities, from a call and ministry with those in abject poverty to a call and ministry with those in the corridors of the powerful. All five programs engage the unique niche areas of expertise in the BGU network of students, alumni, and faculty. For a list of the areas of expertise for each of these individuals, see BGU Core Appendices-*Appendix 32*.

### Master of Arts in Transformational Leadership (MATL)

The Master of Arts in Transformational Leadership (MATL) degree is designed especially for urban ministry leaders who desire greater expertise and skill in leading transformation in cities or for leaders of start-up organizations or small to medium-sized existing organizations, who need practical skills in leading teams and organizations. Students can specialize in personal leadership development or dig deeper in the core topic areas of relief, development or advocacy. Students can also access a unique set of theological core courses designed for leaders working with younger populations in global urban centers. Through Elective and Capstone courses, this degree is designed to contribute to the student's unique personal and organizational needs. For the program outcomes, see BGU Core Appendices-*Appendix 33*, and for the program outline, see BGU Core Appendices-*Appendix 34*.

### Executive Master of Business Administration (EMBA)

Bakke Graduate University offers an accredited, values-driven Executive Master of Business Administration (EMBA) degree for working adults that takes into account the worldwide marketplace trends and the need for organizations that are both socially responsible and profitable in today's global contexts. This degree is designed to provide students with the knowledge, perspective, models, mentors, relationships, and skills to address their work, their calling, and the whole of their life in an integrated manner. Leaders enrolled in this EMBA can be involved in for-profit, non-profit organizations (NGO) or governmental organizations. The EMBA is a hybrid

program that includes both online and face-to-face courses and immersions into global best business practices. Students are exposed to cross-cultural, internationally-oriented faculty, case-studies, historic, and emerging trends in the various fields of substantive, advanced business study. Students will also have opportunities to travel as part of their education to see first-hand the application of these skill sets and principles. The BGU EMBA is unique as every topic is taught from the perspective of social, spiritual, economic and environmental transformation of students' own lives, their organizations, cities and industry sectors. BGU's EMBA graduates are prepared to integrate their work, character and calling to make a positive difference in their career and impact. For the program outcomes, see BGU Core Appendices-*Appendix 35*, and for the program outline, see BGU Core Appendices-*Appendix 36*.

## Doctor of Ministry (DMin)

BGU's Doctor of Ministry (DMin) is a ministry degree program designed to enhance the leadership skills of individuals engaged in Christian ministry. BGU's DMin program is unique in many ways. We are not recruiting lone rangers into this program, but ministry leaders. The DMin is distinct from the PhD or ThD in that its primary focus is on implementing and strengthening effective ministry rather than preparing the participant for research or teaching in purely academic arenas. BGU follows the medical model of preparing doctors for surgery in the operating room. At BGU, the cities are the labs, and practitioners are professors. Although the DMin is not designed as simply a research degree, in recent years many seminary educators have chosen the DMin degree to enhance their ability to provide training relevant to practical issues in Christian ministry.

Those who pursue a DMin with BGU will obtain a doctoral education in the discipline of ministry to provide global transformation throughout the world. Students who have graduated with a DMin from BGU have utilized their degrees to:

- Plant global churches
- Develop and engage missional ministries throughout the world
- Pastor churches globally implementing ministries to transform lives and communities
- Develop faith-based non-profits
- Develop global mentoring ministries to disciple global communities
- Leadership development that has a global impact in the church and the community
- Develop ministries that assist individuals who are oppressed and abused to provide liberation and transformation

For the program outcomes, see BGU Core Appendices-*Appendix 37*, and for the program outline, see BGU Core Appendices-*Appendix 38*.

## Doctor of Transformational Leadership (DTL)

The Doctor of Transformational Leadership (DTL) is designed for leaders in organizations that are focused on urban relief, development or advocacy, economic, political, social or cultural influence, from a Christian perspective. These organizations can be non-profit, for-profit or government entities. BGU asks every student to write every assignment, including the Dissertation, in ways that benefit his/her sending organization. The DTL is distinct from the PhD or the EdD in that its primary focus is on implementing and strengthening effective organizational practices rather than preparing the participant for research or teaching in purely academic arenas. Once the student has

completed his/her degree both the organization and the student will have been strengthened. For the program outcomes, see BGU Core Appendices-*Appendix 39*, and for the program outline, see BGU Core Appendices-*Appendix 40*.

## Doctor of Philosophy (PhD) in Innovative Urban Leadership

The PhD in Innovative Urban Leadership is designed to equip scholar-practitioners and thought leaders to innovate in the urban context. Leaders will accomplish this goal as they build on demonstrated leadership practice and research skills to exemplify sustainable and regenerative leadership grounded in collaboration, community, and context. For the program outcomes, see BGU Core Appendices-*Appendix 51*. For the Program Outline, see BGU Core Appendices-*Appendix 52*.

## Degree Completion Requirements

For the details of each degree's completion requirements, see BGU Core Appendices-*Appendix 41*.

## High Honors

The designation of "High Honors" will be given to graduates, and designated on their diploma, when they have graduated with high honors in light of having attained an overall GPA of 4.0 or higher to attest to the high quality of their work.

## Academic Calendar

To see the current academic calendar, refer to BGU Core Appendices-*Appendix 42*.

## Role of the Board of Directors

The Board of Directors (hereinafter referred to as "the Board") has ultimate legal responsibility for governance of the institution. The Board is a legislative, not an executive, body with primary responsibility for the determination of policy. The Board's primary role is to ensure the financial and legal health of the school and to oversee the hiring, firing, and activities of the Chief Executive Officer (President). The Board establishes broad policies which are executed by the President and his/her executive administration. While the President is always free to recommend policy, the Board determines policy and carries out its programs and exercises its control through the President. The Board's major responsibility is to assist, guide, and evaluate the progress of the institution. The Board holds the President accountable for effective administration of the school. (See the Organizational Chart for lines of authority in BGU Core Appendices-*Appendix 50* and the members of the Board of Directors in *Appendix 46*).

## Staff and Faculty

See the following appendices for a complete list of BGU's administrative staff (BGU Core Appendices-*Appendix 43*), adjunct faculty (BGU Core Appendices-*Appendix 44*), resource faculty (BGU Core Appendices-*Appendix 45*), Board of Regents (BGU Core Appendices-*Appendix 47*), and all staff (BGU Core Appendices-*Appendix 48*).

## Academic Cabinet

The Chief Academic Officer is responsible for decisions affecting the academic integrity and effectiveness of the University and will delegate portions of this responsibility to the appropriate individual staff and faculty leaders. The Academic Cabinet serves as a standing advice process entity to support this effort. The Academic Cabinet advises regarding student acceptance and scheduling of courses, appointing of faculty, maintenance of all BGU academic documents such as the catalog, handbooks, curriculum, and syllabi.

Bakke Graduate University reserves the right, but is not obligated, to remove comments or posts that are racist, sexist, abusive, profane, violent, obscene or spam; that advocate illegal activity, include falsehoods, contain commercial solicitations, are wildly off-topic, or cannot be translated to English using free online tools; that libel, incite, threaten or make ad hominem attacks on BGU students, employees, guests or others. BGU also reserves the right to remove comments or posts that are deemed negative or offensive by the page's administrators. Violators will be banned from the page.

## Office of the Registrar

The Registrar's Office arranges course schedules, receives and processes student admission applications and course registrations, and maintains a repository of academic records. Students should contact the Registrar for official and unofficial transcripts, registration information, financial account questions, issues concerning grades, and any other inquiries related to student records. Appointments may be scheduled for advisement on course schedules, class registration, etc., by contacting the Registrar [Registrar@bgu.edu](mailto:Registrar@bgu.edu) or calling Julia Burk at the BGU office at 214-329-4447 ext. 120.

## Certificates

### Intensive Certificates

Graduate Certificates and Professional Development Certificates are opportunities for life-long learners to glean from what BGU has to offer without the commitment to a full graduate-level degree. For more information on certificates, please see BGU Core Appendices – *Appendix 53*.

# FOREWARD

## Purpose of Manual

The purpose of this handbook is to provide a reference for the Board of Directors of some of their legal responsibilities and the primary statutes and legal documents which affect the governance of the Institution.

### The Bakke Graduate University Board of Directors

The Bakke Graduate University Board of Directors is the sole governance board of this institution. It is a policy-making body. The Board has the ultimate legal responsibility for the governance of this institution. It is important for the Board to distinguish the concept of policy-making from that of day-to-day administration. The Board of Directors should limit its role to developing policies to guide the actions of the administration. The Association of Governing Boards of Universities and Colleges identifies nine areas in which Boards normally function:

1. Clarifying the institution's mission;
2. Approving long-range plans;
3. Developing the physical plant;
4. Ensuring financial solvency;
5. Selecting Board members;
6. Establishing an adequate Board organization;
7. Appointing, supporting, and maintaining presidential performance;
8. Developing an educational program;
9. Bolstering student relationships.

The most important method a governing Board can utilize in carrying out the functions is to question the administration and require adequate explanation of their recommended institutional policies and procedures. As a tax-exempt organization under IRS Section 501(c)-3, the Institution must protect that status by operating consistent with tax-exempt purposes in the Internal Revenue Code and by declaring and adhering to school policies that are nondiscriminatory on race, color, gender, national or ethnic origin, disability or any other protected characteristic.

### Federal Statutes

There are a number of federal statutes which affect the Institution because it is an employer and because it admits students. Such statutes normally affect management decisions of the administration; however, Board members should have general awareness of the laws which may affect the administration's ability to implement Board policies. Federal statutes can generally be divided into two categories: those applicable to schools receiving Federal assistance and those whose applicability is not tied to such assistance. The Federal assistance in most cases must come from the Department of Education.



## Examples of Statutes Based on Federal Assistance

1. Rehabilitation Acts of 1973 (as amended in 1974): Prohibits discrimination in programs or activities against qualified handicapped individuals (application of this statute at the present time appears to be limited to specific programs or activities receiving Federal assistance).
2. Title VII: Prohibits discrimination in programs and activities on the basis of race, color, or national origin. This statute has been applied extensively and expansively and was used to exclude the use of V.A. benefits at Bob Jones University.
3. Title IX: Prohibits discrimination in programs and activities on the basis of sex. This statute has an exemption which permits sex discrimination if consistent with the “religion’s tenants” of the college. The status of this statute, as a result of Grove City College vs. Bell, allows application only to specific programs or activities at the college receiving Federal assistance (at the present time only the Financial Aid Office). Although designed for students, this Act has been held to apply also to faculty.
4. Age Discrimination Act of 1975: Prohibits discrimination in programs and activities on the basis of age (40-70 years of age.)
5. Federal Equal Rights and Privacy Act of 1974: Establishes standards for access to and dissemination of student records.

## Examples of statutes not based on reception of Federal assistance

1. Title VII: Prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin. Exemptions in the Act allow a religious organization to establish religion as a bona fide occupational qualification.
2. Age Discrimination in Employment Act of 1967: Prohibits discrimination for persons between 40 and 70 years of age. However, the Act does allow for age as a bona fide occupational qualification where it can be shown that age is reasonably necessary to the normal operation of the business. In addition, there is no age discrimination if the Institution is acting pursuant to a bona fide seniority system of bona fide employee benefit plan.
3. Equal Pay Act of 1963: Prohibits discrimination on the basis of sex in paying wages where there is equal skill, effort, and responsibility and where performed under similar working conditions. Differential wage payments can be made in cases such as those where there is a seniority system or merit system.
4. Copyright Law of 1976: Grants increased protection to owners of intellectual property. The concept of fair sue has been significantly restricted with no exemption simply because copied materials are used in a nonprofit educational institution. The Act governs not only copying of copyrighted materials but performance and transmission of copyrighted works.

The above list of statutes does not exhaust those laws which impact the Institution. However, the identification of the above laws will assist the Board of Directors in understanding some of the legal constraints which the Institution administrators must address in carrying out Board policies.

### Other Legal Constraints

Besides legal constraints imposed by statutory and judicial standards, the Board operates under its own self-imposed limitations, the most important of which are found in the *Articles of Incorporation* and *Bylaws*. In addition, the Institution is limited in its dealings with faculty and students by provisions in official school publications such as the *Student Handbook and Catalogue*, the *Personnel Handbook*, the *General Policies and Procedures Manual*, the *Faculty Handbook* and the *Board of Directors' Handbook*. Because the Board has access to and approves each of these other legal documents, this Board of Directors Handbook will reference, but not duplicate sections found in these other sources.

# I. INSTITUTIONAL GOVERNANCE

## A. Institutional Purpose

“Bakke Graduate University strengthens ministry leaders who steward resources with and for vulnerable people and places by means of contextual, Christian-based education innovatively delivered throughout the urban world.” The institution is incorporated in the State of Washington and is classified as a 501 c (3) nonprofit corporation. (See *Articles of Incorporation*, Appendix B.)

## B. Board of Directors

### 1. Role of the Board

The Board has ultimate legal responsibility for governance of the institution. The Board is a legislative, not an executive, body with primary responsibility for the determination of policy. The Board establishes broad policies which are executed by the administration. While the Chief Executive Officer is always free to recommend policy, the Board determines policy and carries out its programs and exercises its control through the Chief Executive Officer. Through a president, the Board carries out its programs and exercises its control.

The Board's major responsibility is to assist, guide, and evaluate the progress of the institution. The Board holds the Chief Executive Officer accountable for effective administration of the school.

The authority of the Board rests in the Board as a whole and not in any individual member. The Board must always operate as a collective body. Board action must result from the decision of the whole and no individual member or committee can take official action unless authorized by the Board to do so. **The Board of Directors By-laws are reproduced in their entirety in Appendix C.** Below are direct excerpts from the By-laws that pertain to key areas of Board function.

### 2. Board Composition

Number of Directors. The number of directors of the University shall be not less than five (5) nor more than twenty (20). The President of the University shall serve as a director by virtue of the office. The Board, by resolution, may increase or decrease the number of directors to not less than five or more than twenty, provided that no decrease in number shall have the effect of shortening the term of any incumbent director.

### 3. Criteria for Membership

Election – Terms of Office. The Board shall elect directors at its annual meeting, except as necessary to fill vacancies. Persons shall be elected director by an affirmative two-thirds vote of the directors present at the annual meeting who are entitled to vote. Each director shall hold office for the term for which he or she is elected and until his or her successor has been elected and qualified.

The Board shall be divided into three classes of staggered terms of office, with the intent that at each annual meeting some of the directors will have terms that end at that annual meeting, some will have terms that continue for one year after that annual meeting, and some will have terms that continue two years after that annual meeting. The term of office of any director who is elected to the Board at an annual meeting will be three (3) years, except as otherwise provided by the Board. Notwithstanding any other provision of this Section, the Board may adjust the term of any director for the purpose of maintaining three staggered classes of directors, provided that no such adjustment may shorten the existing term of any director.

#### 4. Removal of Board Members

Vacancy and Removal. The Board shall fill any vacancy in a director position, other than vacancies occurring because of the natural expiration of a director's term or an increase in the number of director positions, for the unexpired term of the position. The Board may fill a vacancy at any time by the affirmative vote of two-thirds of the directors.

Any director may be removed as a director for cause by the affirmative vote of two-thirds of the directors. A director's unexcused absence from two consecutive Board meetings shall be cause for removal. A director's absence is excused by communicating to the Board Chairman or CEO the reason for their absence before the meeting. The Board may take action to remove a director at any Board meeting, provided that notice of the proposed removal is contained in the notice of the meeting.

#### 5. Frequency of Meetings

Annual Meeting. The annual meeting of the University shall be held in September of each year, or on such other date as the Board may fix. The annual meeting shall be held at the place designated by the Board, provided that the meeting shall be at the University's principal office if no other designation is made. The Secretary/Treasurer shall give notice of the annual meeting no less than ten (10) days before the meeting date, specifying the time and place of the meeting.

Any director whose term expires at an annual meeting shall not be entitled to vote at that meeting unless or until he or she has been reelected. If reelected and present, the director may thereafter participate in the meeting with full voting powers.

Regular Meetings. Regular meetings of the Board shall be held at the University's principal office at such time as the Board shall designate, subject to the power of the Chair to change the date, place or time of any such meeting for the convenience of the Board. At least two regular meetings shall be held each calendar year, in addition to the annual meeting. The Secretary/Treasurer shall give at least ten (10) days' notice of the time and place of such meetings. If the time of the next meeting is established by the Board at the previous meeting, no further notice shall be required, except to any directors who were not present at the previous meeting.

Special Meetings. The Chair, President, Secretary/Treasurer, or any two (2) directors may call special meetings of the Board. Written notice of the call, signed by the callers, shall be given to the Secretary, who shall thereupon give not less than five (5) days' notice of the special meeting. The notice shall specify the time and place of the special meeting and the purpose for which it is called. No business other than that stated in the notice may be transacted at a special meeting.

Notice of Meeting. Notice of any Board meeting may be given by mail, e-mail, air courier, telecopy or other facsimile transmission or other written communication or may be given orally by communication in person, over the telephone or other oral communication, including voice mail. Notice of any Board meeting may be waived in a writing, signed by the director, before, after or at the time of the meeting. Attendance at a meeting shall constitute a waiver of notice unless it is stated that attendance is for the purpose of protesting that the meeting is not lawfully called. Notice of more than one Board meeting can be given in a combined notice, which may consist of a calendar of meetings for a particular period of time.

Quorum and Voting. Each director shall possess one vote. A majority of the directors who are in office and are entitled to vote at the time a vote is held shall constitute a quorum for the transaction of business. The affirmative votes of a majority of such directors present at a meeting at which a quorum is present shall be sufficient to pass any measure coming before the Board, except as otherwise expressly required by statute or in these Bylaws. A director is present at a meeting if he or she participates in person or by means of a conference telephone, video conferencing or any similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time.

Actions by Written Consent. Any action required or permitted to be taken at a Board meeting may be taken without a meeting if a consent in writing, setting forth the action so taken, is signed by all of the directors entitled to vote with respect to the subject matter. Full participation by all Board members in a voting action without a meeting shall be considered the same as written consent. Such written consent shall have the same force and effect as a unanimous vote and may be described as such. This written consent and subsequent actions can be acquired through email correspondence or other digital means indicating written consent.

***The following includes additional information not quoted directly from the By-laws that pertains to Board function.***

## 6. Qualifications

Each candidate for membership on the Board of Directors must be a person who is a Christ follower and is in general accord with the philosophy and purpose of BGU. The Board member shall be proven to exercise sound judgment, to have a servant-orientation, and to be committed to academic excellence. Each Board member shall be in agreement with the mission, values and biblical foundations of the school and sign a Doctrinal Statement and Community Standards of Conduct Affirmation form, indicating any areas of disagreement. *(See Appendix C.)*

## 7. Powers and Duties of the Board

The Board of Directors may exercise all the powers of the corporation recited in the *Articles of Incorporation* and the *Bylaws* as permitted by the laws of the State of Washington, including by way of explanation and not limitation: (*See Appendices A and B.*)

1. Establish and approve institutional purpose, objectives, philosophy and policies and review these regularly to ensure that they are being faithfully implemented.
2. Select officers for the corporation.
3. Assume an active role in development activities.
4. Approve the annual operating budget.
5. Approve salary schedules and benefit packages as part of approving the annual budget.
6. Regularly review and approve personnel policies and procedures, the academic catalog, handbooks, and other legal documents.
7. Approve curricular programs and all substantive changes.
8. Appoint a President and have a process for the retention and annual review of the President.
9. Support the administrative officers and their staffs.
10. Approve long-range plans.
11. Approve the awarding of degrees.
12. Safeguard the assets and financial solvency of the corporation.
13. Promote the mission of the institution.
14. Safeguard the doctrinal standards and moral purity of the corporation.
15. Provide the proper facilities needed for the corporation.
16. Preserve institutional autonomy and academic freedom within the framework of the institution's biblical foundations and educational philosophy.
17. Enhance the public image.
18. Appoint committees of the board.

## 8. Orientation Process for New Board Members

New board members shall attend an orientation meeting where they will review institutional characteristics, receive institutional publications, and discuss board member responsibilities. Some major components of the orientation meeting will include a review of the following items.

1. Institutional Characteristics
  - a. Introduce administrators and other board members.
  - b. Review the school's history.
  - c. Review the school's mission statement and strategic objectives.
2. Key Institutional Documents and Publications
  - a. Five-Year Plan and Budget
  - b. Current budget and financial reports
  - c. Current Student Catalogue & Handbook
  - d. General Policies and Procedures Manual
  - e. Board of Directors Handbook

- f. Faculty Handbook
- g. Personnel Handbook

## 9. Selection of Board of Directors' Officers

The members of the Board of Directors shall elect from their number the following officers: A Chairman and a Secretary-Treasurer.

## 10. Officers of the Board

Chairman (*See Appendix B - Section IV of By-laws.*)

Secretary - Treasurer (*See Appendix B - Section IV of By-laws.*)

Delegation of Duties. The Board may delegate any of its powers or duties by resolution passed by the Board. The Secretary/Treasurer may delegate any of his or her duties to the administrative staff of the University. The Board may authorize any officer, agent or employee to execute contract, conveyance or other instrument in the name of Bakke Graduate University.

## 11. Board Self-Evaluation Process

The Board of Directors will review the effectiveness of their role, responsibilities and function at its fiscal year-end meeting (June). The Board Personnel and Governance Subcommittee will initiate and oversee this process. The self-evaluation process for the Board will include the following procedures.

1. At least six weeks before the fiscal year-end meeting, a Self-Evaluation Form will be distributed to all board members. This may be distributed in electronic survey media.
2. The Annual Board Evaluation Forms shall be completed and returned to the Office of the President at least two weeks before the annual meeting.
3. A tabulated summary of results will be developed from the submitted Annual Board Evaluation Forms and mailed out to the board members with their regular packet of materials in preparation for the annual meeting
4. The results of the Annual Board Evaluation Form will be discussed at the annual meeting and written recommendations to be evaluated and implemented according to a time table developed and approved by the Board.

## 12. Standards of Accountability

Board members are required to exercise ordinary and reasonable care in the performance of duties, exhibiting honesty and good faith. The legal obligations of a Board member are as follows:

- a. Duty of Loyalty and Conflicts of Interest: Board members are considered to be charged with a fiduciary responsibility with their overriding obligation to be that of fairness to the Institution. The standard of fairness is normally determined by whether a proposed transaction on behalf of the Institution would be at least as favorable to the Institution as if the transaction occurred between the Institution and a stranger. Thus, Board members must avoid using their position for personal gain or advantage, or to obtain favored status for any special group, business or family entity with which Board members are affiliated. Such abuse of one's position for personal gain or advantage is identified as conflict of interest.
- b. Abstention from Board Decisions Involving Conflict of Interest: No Board member may vote on a matter concerning a body in which he or she has a direct financial interest. Immediately upon becoming aware that such a conflict may exist, a Board member must disclose the existence of the potential conflict to the remaining Board members and withdraw from further deliberation on the issue. Any such disclosure and withdrawal shall be fully documented in the organization minutes.
- c. Annual Disclosure Statement: All Board of Directors and Officers shall submit a signed annual Disclosure Statement describing employment, volunteer activities, business transactions, direct and indirect remuneration from the institution and any other activity which could possibly be interpreted as a "conflict of interests" related to his or her ability to fulfill responsibilities to the institution with integrity. (*See Appendix D.*)
- d. Duty of Care: A Board member is expected to perform his/her fiduciary responsibility using the care, skill, common sense, and informed judgment that a reasonable person would use in a similar situation. It is incumbent upon each member to apply to Board decisions the particular skills possessed by that Board member. The duties of loyalty and care include the following and impose upon Board members a set of minimum responsibilities to be carried out as part of the critical questioning of Institution administrators to assure that their actions are consistent with Board policies:
  - i. To attend meetings of the Board and committees.
  - ii. To examine financial statements of the Institution.
  - iii. To acquire working knowledge of Institutional policies.
  - iv. To make inquiries and pursue the interests of the Institution.
  - v. To discharge responsibilities in a reasonable, prudent and informed manner.



### 13. Review of the Chief Executive & Chief Academic Officers

The Board of Directors shall provide an annual written and verbal review of the president and academic dean at the fiscal year end meeting (June). The Board Governance and Personnel Subcommittee will initiate and oversee this process. The evaluation shall be conducted in accordance with the following process.

- a. The president and academic dean shall complete a written self-evaluation and distribute it to the designated board members.
- b. A written evaluative survey shall be distributed to the designated members of the board for completion and return to the chairman of the Governance and Personnel Subcommittee of the Board.
- c. The chairman of the Governance and Personnel subcommittee shall receive the surveys, tabulate the results and prepare a written evaluation summary. A copy of the evaluation summary shall be given to the president with appropriate discussion at least one week before the annual meeting.
- d. The chairman of the Governance and Personnel subcommittee shall provide a presentation of the evaluation summary at the annual meeting. The full board shall discuss the evaluation summary at the annual meeting and provide the president and academic dean with appropriate commendations, recommendations and suggestions. The board's goal shall be to continually enhance the effectiveness of the president and academic dean's roles in leading the institution.

### C. Board of Directors Sub-Committees

#### 1. Nominating & Fundraising Committee (*One committee – Two functions*)

The Nominating & Fundraising Committee is made up of the President, and appointed board members.

Nominating Function: The Committee shall oversee the recruitment of prospective board members, including interviews with candidates and tentative proposals for membership. It shall also prepare a slate of officers for the annual election at the annual master planning meetings.

Fundraising Function: The Committee shall provide planning and coordination of the fundraising activities for the institution. Responsibilities include:

1. Develop and implement strategies to solicit gifts from individuals, organizations, corporations and other entities.
2. Develop and implement programs to enlist the financial support of alumni.
3. In conjunction with the President, function as the liaison between the school and other groups or individuals interested in raising funds for the institution.
4. Develop literature and other resources for distributing information on the school to potential donors.

## 2. Governance & Personnel Committee

The Governance and Personnel Committee is responsible for Board internal policies, self-assessment, as well as the annual review of the President and oversight of any Presidential search processes.

- *Governance Function:* The Governance and Personnel subcommittee will oversee the yearly self-evaluation of the Board. This committee will also conduct periodic reviews of the Board By-laws and will be the initial place of consideration for any changes in board by-laws or internal policies or procedures. This subcommittee may also request information from the President to ensure that the Board is fulfilling its legal reporting and filing duties to governmental regulators.
- *Personnel Function:* The Governance and Personnel sub-committee will oversee the yearly annual review of the President.
- *Presidential Search Function:* The Governance and Personnel subcommittee will oversee the search process on behalf of the board. The Search committee itself will include at least one member of the Governance and Personnel subcommittee.

The following paragraph is from the Policy and Procedures Manual.

## 3. Executive Administration

Upon the resignation or termination of the President, the Board will designate a Search Committee. The committee will receive resumes, conduct interviews and make a recommendation to the Board for final approval by at least two-thirds majority vote of members present.

## 4. Finance & Audit Committee

The Finance & Audit Committee is responsible for overseeing the annual audit including the recommendation of an independent auditor. This committee may also review and recommend financial reporting and control standards to the President as part of its function to oversee an independent audit of the Institution.

### D. Executive Administration

(See *Organization Chart* for lines of authority - Appendix F)

## 1. Executive Administrative Functions

The President is authorized to hire/appoint and lead an executive administration to carry out the daily operations according to the policies and objectives established by the Board.

The President shall recommend to the Board policies and procedures for the daily operation of BGU. These policies and procedures shall include, but will not be limited to, admission requirements, academic standards, fees and tuition schedules, and standards of conduct for the University's faculty, students and employees. The Board may grant the President full power to fix the rates of tuition and other charges to students, to employ and fix the duties and salaries of faculty and other employees and to establish such other regulations as may be deemed necessary for the operation of BGU. The President and other officers approved by two-thirds vote of the board shall have the power to contract for, purchase and acquire such supplies as may be desirable or necessary for the successful operation of BGU. Expenditures shall be regulated by an annual budget approved by the Board.

## 2. General Job Descriptions of Executive Administrative Personnel

*Note: A catalog of complete institutional job descriptions is to be kept on file at the University, reviewed at least every 12 months and updated as needed.*

**President** – The President shall function as the Chief Executive Officer of the University with responsibility for general oversight and management of the University. The President shall be directly responsible to the Board and provided with an annual review by the Board.

**Chancellor** – At the discretion of the President, a Chancellor may be appointed, a position normally reserved for a person who has been an outstanding spokesperson for BGU, such as a prominent past President or distinguished faculty member. The Chancellor shall provide vision and direction, and promote the mission of BGU in a manner consistent with the founding principles of the University. He/she shall function as the senior advisor to the President; promote a positive image for BGU through public relations activities, recruiting efforts and fundraising endeavors; and perform other duties as designated by the President. The Chancellor shall be directly responsible to the President and serves to support the work of the President.

**Vice President for Academic Affairs (Academic Dean)** – The Academic Dean functions as both an executive administrative officer of BGU, as well as a faculty member, serving as the Academic Dean of the faculty. The title of Academic Dean will be primarily used throughout this policy manual. The Academic Dean is responsible for the academic integrity and direction of BGU through ongoing planning and oversight of the academic program. Functions include the oversight of the faculty and their recruitment, Registrar procedures, curriculum development, library activities, dissertation and thesis procedures, candidacy requirements, extension programs and other academic functions, as needed. Other functions will involve teaching, research and counseling. The Academic Dean shall be directly responsible to the President.

**Chief Financial Officer** – The Chief Financial Officer shall oversee the financial operations of BGU and shall be directly responsible to the President. The position may be filled in a full-time, part-time or on a consultant basis depending upon the ongoing needs and size of the University.

**Director of Operations** – The person in this position shall oversee personnel, the operation of the physical plant of BGU, set up internal and external communications, and manage the planning and execution of public relations and special events. This position may be filled on a full-time, part-time or consultant basis depending upon the ongoing needs and size of BGU. The Director of Operations shall be responsible to the President or his/her designee.

**Other Executive Administration** – Other executive administrative positions may be created and filled by the President.

**Summary and complete job descriptions for other Administrative, support, faculty and outsourced positions are available to Board members upon request.**

### 3. Academic Committees

**Academic Affairs Committee** (See Faculty Handbook – Academic Affairs Committee.)

**Dean’s Leadership Team** – A group of senior faculty members who meet regularly to discuss, brainstorm and work on upcoming academic institutional projects.

### 4. The Board of Regents

The Board of Regents serves the President and Academic Dean in providing advice, oversight, and direction of the academic programs, global recruitment, marketing and overall programs of BGU. The Board of Regents is composed largely of faculty and international urban, business and government leaders. The Board of Regents is an advisory board, yet it serves as an essential voice to the school to ensure the global viability of the school’s programs. The Chairperson of the Board of Regents serves as an ex-officio member of the Board of Directors. The Regents also have authority to create advisory boards or task forces.

## II. OPERATIONAL POLICIES & PROCEDURES

*(The following section is included in the BGU General Policies & Procedures Manual, but is duplicated word-for-word in this section of the Board Handbook since it is important to the Board's responsibilities to ensure BGU employs adequate financial reporting and controls.)*

### A. Academic Policies & Procedures

All academic policies and procedures shall be made available in the *Catalogue & Handbook* and the *Faculty Handbook*, which are to be reviewed, updated and approved by the Board of Directors on an annual basis.

### B. Budgeting Process

The budget process will begin in February. The President shall receive and review recommendations from the staff and the Academic Affairs Committee. At the June meeting of the Board a budget proposal from the President will be reviewed and, if necessary, revised. The budget will be either approved at this time by the Board or sent back to committees with recommendations for final revisions. The final budget must be approved no later than June 30.

### C. Contracts & Memoranda of Agreement (MOA)

Course Contracts – Course contracts will be approved by the Academic Dean or Registrar, as appropriate.

Other Contracts & MOA's – All other contracts and MOA's must be reviewed and approved by appropriate staff and the Chief Financial Officer before being signed by the President or Academic Dean.

### D. Financial Policies & Procedures

#### 1. General Accounting Practices

The accounting practices for the University shall be in conformance with generally accepted accounting principles (GAAP). GAAP is described in the American Institute of Certified Public Accountants (AICPA) document, *Audit and Accounting Guide; Not-for-Profit Organizations*, June 1, 1996, or later edition. Accounting practices for the University shall be consistent with accepted institutional accounting practices as described in the following publications: 1) *College and University Business Administration* published by the National Association of College and University Business Officers (NACUBO) and *Audits and Accounting Guide For Colleges and Universities* published by the American Institute of Certified Public Accountants (AICPA).

As of the publication date of this manual, general accounting services for the University are provided by the Chief Financial Officer. The Chief Financial Officer provides monthly financial

reports for distribution to the executive administration and for meetings of the Board of Directors. The Chief Financial Officer also provides check writing services and oversees bank deposit services for the University. Payroll records are kept by the Chief Financial Officer. Financial records for students, adjunct faculty and donors are kept by the Registrar. Employee benefit records are kept by the Director of Operations. Further details are described below.

## 2. Accrual Basis of Accounting

Financial statements shall be prepared using the accrual basis of accounting.

## 3. Administration of Accounts Payable

The Chief Financial Officer will distribute checks upon receipt of approved check requests and will distribute checks and keep financial records for all other accounts payable.

## 4. Administration of Accounts Payable for Purchases

Invoices will be received and directed to the individual responsible for the expenditure. That person will prepare a check request for approval. The check request together with supporting documents will be submitted to the preparer's supervisor for approval. The supervisor will review the check request and attached documents to ensure the expenditure is appropriate and all appropriate documentation is attached and then sign the check request to note approval. The approved check request will be submitted to the Chief Financial Officer for payment and mailing.

## 5. Administration of Faculty Contracts, Stipends, Class Costs & Contracts

The Academic Dean or his/her designee is responsible to ensure contracts are prepared and signed for each faculty and lecturer for each class and for other class activities that will require payment. The form of each contract (or master contract) will be approved by the President, Dean and Chief Financial Officer before use and when modified. Contract amounts will be agreed upon in the budget process and controlled by the budget. Each contract will be executed at least six months prior to the class and will include provision to receive Form W-9 if not previously received and on file. The original of the contracts and Form W-9 will be maintained by the Registrar in each course file.

The Dean or his/her designee will maintain a master list of classes, faculty, lecturers and others for which contracts are required. Such master list will be kept up-to-date regarding class dates, contracts prepared, signed, sent out and returned (including Form W-9) as well as payments made.

When payments are to be made the Registrar will prepare a check request for the Dean's approval. The Dean will review the check request and attached documents to ensure the expenditure is appropriate and all appropriate documentation is attached and then sign the check request to note approval. The approved check request, along with a copy of the contract and Form W-9, if not

already on file, will be submitted to the Chief Financial Officer for payment. Signed checks will be given to the Administrative Assistant for mailing and filing.

## 6. Arrangement for Annual Financial Audits

A certified financial audit will be conducted annually by an independent certified public accountant. A management letter is to be received from the accountant with recommendations for ongoing improvements or legally necessitated adjustments to the financial policies and procedures of the University.

## 7. Authorization of Expenditures

All expenditures will be controlled by the budget and will be made only by authorized personnel. Special authorization will be required for all expenditures in excess of budgeted amounts and for expenditures not included in the budget.

Payment for expenditures will be initiated by a check request or an employee expense report except for payroll related items, normal office supplies and other specifically identified and authorized items. Forms for the check request and employee expense report are available on the corporate server. A check request will be used for all payments except those included on an employee expense report. Only expenditures charged to an employee's corporate credit card and those made by the employee personally for which he/she is requesting reimbursement should be included on an employee expense report. *(See the section entitled Expense Reimbursement below for policies related to expense reimbursements and use of the corporate credit cards.)*

## 8. Check Signing

A list of authorized check signers is to be maintained and updated as necessary.

## 9. Disbursement of Payroll

The Chief Financial Officer will prepare and distribute payroll checks to employees. The Director of Operations will track hours for part-time personnel not included under the Dean's responsibilities as described above and report the hours to the Chief Financial Officer.

The Director of Operations will maintain personnel files. These will include all required documents relating to payroll, e.g. agreements, contracts, Forms I-9, W-4/W-9, insurance elections. The Director of Operations will report new hires to the State of Washington (currently DSHS on-line).

## 10. Expense reimbursement

Employees will be reimbursed for allowable business-related expenses. Supply purchases, books, software, maintenance and repair expenditures and other centralized expenditures must go through the normal central purchasing procedures and not be incurred by individual employees or charged to corporate charge cards without prior authorization. Employees cannot enter into agreements or contracts. All agreements and contracts must be authorized and signed by officers of the corporation.

All expenses must be submitted on an expense report by the 10th of the month for reimbursement by the 15<sup>th</sup> of the next month. Use a separate expense report for expenses charged on the corporate credit card and those that were not, and indicate if they are charge card expenses, or other expenses to be reimbursed to the employee. Expense reporting forms are available on the corporate server.

**The corporate credit card can only be used for authorized business expenses and not for personal expenditures. If the expenditure is in question, or over the dollar limit set by a supervisor, the purchaser must get approval from the supervisor prior to the purchase.**

**Original receipts must be attached to an expense report for all expenses to be reimbursed.** Ask for receipts. Print out receipts from internet orders and submit the print out along with the packing slip for shipment, the boarding pass for travel or some other original form of documentation of the expense. A copy of a credit card billing showing the charge is not sufficient. *The employee must keep a copy of each expense report and receipts for their records in case of any questions.*

**Any expenses charged to the corporate credit card without proper authorization and documentation on an expense report may be charged back to the employee. The amount of any unauthorized expenditure(s) may be withheld from the employee's next paycheck.**

BGU will reimburse employees for charges related to internet access while traveling on authorized business trips. Such charges must be properly documented and submitted on an expense report. The expense report will be submitted to the employee's supervisor for approval. The supervisor will review the check request and attached documents to ensure the expenditure is appropriate and all appropriate documentation is attached and then sign the check request to note approval. The approved expense report will be forwarded to the Chief Financial Officer for payment and then forwarded to the Administrative Assistant for filing.

## 11. Fixed Assets

Fixed assets will be recorded at cost or market value for contributed items. Depreciation will be calculated over the estimated useful lives of the assets.



## 12. Fund Accounting

The University will follow fund accounting practices whereby all principle funds are kept separate and used only for the purposes for which they have been received. The “Net Asset” model, as found in the AICPA material will be used for financial reporting.

## 13. Insurance

Institutional Insurance and employee health insurance are maintained by BGU and monitored and reviewed by the Chief Financial Officer and Director of Operations. Appropriate coverage, limits and costs are reviewed at least annually.

## 14. Investments

All investments of the University will be monitored by the Chief Financial Officer. Such investments will be in savings accounts, certificates of deposit or instruments of similar low risk. No investment will be made with, or held by, any related party without specific approval of the Board of Directors. Stocks or other investments contributed to the University will be converted to be in accordance with this investment policy within a reasonable time after the University has the authority to execute transactions in the contributed security.

## 15. Mileage Reimbursement

BGU will reimburse mileage at 54.5 cents per mile or the going rate as indicated in the IRS mileage regulations for authorized business trips in excess of 40 miles greater than the normal round trip commute. Such charges must be properly documented and submitted on an expense report.

## 16. Phone Reimbursement

**For employees in the position of Director and above without authorized distance offices,** the University will pay a monthly stipend (beginning July 1, 2007) of \$75 for reimbursement of phone usage costs. *IRS rules require such allowances to be included in taxable income, so the allowance will be included in each employee’s paycheck as additional compensation.* Employees qualifying for such an allowance must inform the Chief Financial Officer of their desire to receive the phone allowance. No other costs will be reimbursed except in unusual circumstances, such as an extended international trip where actual usage charges exceed the allowance. When such circumstances arise, each employee must submit a request for reimbursement on their expense report and attach a copy of the invoice showing the calls for which reimbursement is being requested and describing the business purpose of each call.

## 17. Receipt of Cash, Checks and Bank Deposits

Checks and cash to be deposited will be received and restrictively endorsed immediately upon receipt, counted, copied and prepared for deposit. Any other employees receiving funds will promptly forward them to Chief Financial Officer. Each check will be marked with an indication as to what the payment is for. The Chief Financial Officer will make the deposit, attach the validated deposit slip from the bank to the deposit copy and file the deposit. Deposits will be filed in chronological order.

## 18. Recording of Donor Accounts

The Chief Financial Officer or his/her designee will receive donations to the University and supervise deposits and distribution of receipts to donors. An annual record of donations will be mailed out by the designee, indicating donations received for the year, as well as total donations received to date. The Director of Operations and his/her designee will oversee donor record keeping.

## 19. Recording of Student Accounts

The Registrar will keep financial records for all student accounts. The Registrar will receive tuition and fees no later than the first day of class sessions. Student Account Statements will be distributed on a quarterly basis. A full description of refund policies is described in the latest edition of the *Catalogue & Handbook*.

## 20. Reserving of Contingency Funds

In accordance with accreditation requirements issued by TRACS, the University will maintain a credit line or a segregated contingency reserve will be in place and must equal at least 10% of the operational budget.

## 21. Unallowable Reimbursements

While it is not possible to describe all unallowable expenses, the following is a brief list of items that are not generally reimbursable.

- Travel or other expenses for family members or individuals other than the employee
- Books and other reference materials for personal use
- Office, computer and other supplies (except authorized or recurring items)
- Phone charges, except those discussed above
- Any expense not supported by an original invoice (not a copy) or other form of original documentation as discussed above
- Any non-business related expense

(Reminder: Expenses that are questionable or over the dollar limit set by a supervisor must be preauthorized. If there are any questions, ask first.)

## E. Fundraising Policies & Procedures

### 1. Board & President Responsibilities

The Board of Directors is responsible for the financial viability of the University and will maintain a standing subcommittee for Fundraising to assist the President in accomplishing yearly fundraising goals. The President is responsible for developing and implementing BGU fundraising activities. Fundraising activities must strictly comply with the principles and guidelines mandated by BGU as described in the current edition of the policies and procedures manual and by-laws.

The President shall:

- Collaborate with and provide direction to the Fundraising Committee;
- Approve all internal fundraising activities of the institution and assist in planning and coordinating such activities as appropriate;
- Approve all fundraising activities by any organization which raises funds for the benefit of the institution or by any organization that uses the BGU name and/or facilities for the purpose of fundraising;
- Assure accurate recording, reporting, and acknowledgments of all gifts made to BGU;
- Function as BGU's certifying officer for all corporate matching gifts to the school.

### 2. Review of Fundraising Literature and Mailing Label Requests

Drafts of brochures, booklets, letters, posters, tickets, or other materials to be used to solicit funds shall be reviewed by the President or his/her designee prior to printing. Requests for mailing labels or computer-generated donor databases for any purpose shall be made to the Office of the President three weeks in advance. The purpose of the mailing and copies of the material to be sent must accompany all requests.

### 3. Accepting and Receiving Gifts

The Office of the President shall receive and answer all inquiries regarding gifts of cash, securities, property, equipment, art, estate gifts, bequests, as well as insurance, annuities and trusts, naming the BGU as beneficiary. This office shall be responsible for accepting gifts, maintaining accurate records and transferring gifts to the office of the Chief Financial Officer for deposit.

### 4. Acknowledgments and Reports

When gifts are received, the Finance office will send an acknowledgment from the President to the donor, including letters of quid pro quo and substantiation as required by the Internal Revenue Service. An annual summary of gifts will be sent to donors in January of each year. Confidential records pertaining to donors to the University will be maintained.

## 5. Disbursement of Funds

Designated gifts for specific use, such as scholarships, will be held in designated accounts and disbursed accordingly. Undesignated gifts will be disbursed within budget categories approved by the Board.

Funds will not be approved for personal gifts or for other purposes that personally benefit or are for the personal use of individuals except as part of an award, recognition program, or event formally recognized by the University.

## F. Master Planning Process

### 1. The Master Planning Document

A Five-Year Master Plan will be reviewed and updated at least every three years including projected plans for the next five years. The plan will include goals and objectives, resource needs, projected income and expenditures as well as methods of evaluation. The plan must include all major areas of the University, such as academic, financial, administrative, facilities and equipment. Additionally, each spring, each department of BGU will prepare yearly goals for the upcoming year and report on the results of last year's goals. The planning process will be under the direction of the President.

## G. Outcomes Assessment Policy

*(Also see Faculty Handbook.)*

BGU will continually strive to provide education which is geared to the real needs of its students. Therefore, an ongoing outcome assessment process will be in place to determine exactly how the University's degree programs are affecting the students as well as others who function in some capacity related to the University.

### 1. Assessment Tools

Specific survey forms are used to obtain data from various groups related to BGU.

1. Course Evaluation Form--A course evaluation form is distributed at the last session of each course module which allows students to provide suggestions for improving the class. The form shall also ask for an outcomes assessment on how the course will possibly affect the student's personal life and ministry. Results from the forms are tabulated and used for evaluation and revision of all courses.
2. Instructor Self-Evaluation Form--This evaluation is filled out by the instructor. It is to be done within two weeks of the conclusion of the course. It assists the individual instructors in reviewing their own performance and provides necessary data which will assist in future revisions of the course.

3. Institutional Survey Form--A survey is distributed each year to a sample of alumni, existing students and faculty, which requests input on various facets of the University's operation. Returned surveys are tabulated and a summary of the results is used in the master planning process of BGU.
4. Outcome Assessment Form--An outcome assessment survey is sent to each graduating student on the day of graduation and after five years of graduation. These surveys focus on how the education received at BGU is currently contributing to the former student's life and professional ministry. Returned surveys are evaluated by the Academic Dean, and the Academic Affairs Committee and others, as appropriate, for future curriculum planning.

## H. Partnerships

BGU's goals for all educational partnerships are the following:

- A partner's vision and mission will be consistent with BGU's.
- A partner will provide the right kind of students to BGU.
- A partner will provide resources to pay for BGU expenses (either through fees or from specific avenues to receive donations).
- A partner will strategically expand/solidify our geographic reach, influence and on-going network.

BGU will use the above goals in determining whether or not to pursue a partnership or to continue one. Partnerships will be formalized by contract or MOA, either of which must be reviewed and approved by the Chief Financial Officer before being signed.

## III. PERSONNEL POLICIES

*See the Personnel Handbook for comprehensive personnel policies and procedures. What is duplicated word-for-word below from the Personnel Handbook are specific policy areas that have the most important legal implications that the Board needs to be aware of.*

### A. Non-Discrimination Policy

BGU believes that every employee has the right to work in an environment that is free from all forms of unlawful discrimination. Consistent with applicable laws and our philosophy, we make all decisions involving any aspect of employment without regard to race, color, national origin, sex, age, marital status, or the presence of any sensory, mental or physical disability. This policy of non-discrimination governs all aspects of employment, including compensation, benefits, advancements, transfers, layoff and return from layoff. You are encouraged to raise any questions regarding your equal opportunity at BGU.

While BGU is an equal opportunity employer, it does reserve its right to hire Christians with beliefs and lifestyles consistent with BGU's character standards in any of its positions. (*See also Section H.2: General Employment Qualifications.*)

It is BGU's policy to comply with the applicable provisions of the local, state, and federal disability acts. An individual with a disability is any person who self-identifies a sensory, physical, or mental condition for which s/he needs some accommodation in order to perform the essential functions of the job in question. BGU will explore with the employee or applicant any reasonable accommodation that would enable him or her to perform the essential functions of the job. Persons requiring accommodation should notify their supervisor.

Employees who have questions or concerns about any aspect of, or BGU's implementation of, this equal employment opportunity policy are encouraged to bring these issues to their supervisor's attention. If it is inappropriate or uncomfortable to bring such concerns to the supervisor's attention, or if the supervisor has not addressed the concern to the employee's satisfaction, the employee may contact another member of management or the DOO. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be violating this equal employment opportunity policy will be subject to disciplinary action, which may include termination of employment.

## B. Harassment

It is expected that employees will treat each other with respect for their dignity. Any form of harassment related to an employee's race, color, religion, sex, national origin, age, or physical or mental ability or other protected characteristic is a violation of this policy and will not be tolerated. Unlawful harassment may take various forms including, ethnic or inappropriate jokes and innuendo, epithets, racial slurs, negative stereotyping, derogatory name calling, display in the workplace of offensive materials, and other physical, verbal, and/or visual conduct.

### 1. Definition of Sexual Harassment

Sexual harassment is a form of unlawful harassment by members of the same or opposite sex. In general, it is defined as unwelcome conduct of a sexual nature that is of a sexual nature or based on gender. Sexual harassment may include a range of subtle and explicit behaviors and may involve individuals of the same or different gender. Depending on the circumstances, these behaviors may include, but are not limited to: unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual's body, sexual prowess or sexual deficiencies; leering, whistling or touching, insulting or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal or visual conduct of a sexual nature. Employees have the right to be free from such harassment on the job, from co-workers, supervisors, and management. Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events.

Harassment is prohibited by state and federal antidiscrimination laws when:

- a. Submission to or rejection of such conduct is used as the basis of a tangible employment action affecting the individual, such as decisions relating to hiring, firing, promotions, assignments, or pay.
- b. The conduct creates an intimidating, hostile, or offensive work environment, which affects the terms and conditions of a person's job.

## 2. Reporting Procedure

If you feel that you are being harassed by another employee because of your race, color, religion, sex, national origin, age, physical or mental disability, or other protected characteristic, or have questions or concerns about unlawful harassment in the workplace, you are encouraged to bring your concerns to the attention of your supervisor. If it is inappropriate or uncomfortable to bring such concerns to the supervisor's attention, or if the supervisor has not addressed the concern to the employee's satisfaction, the employee may contact another trusted person or entity (e.g. your supervisor, the Director of Operations). Employees can raise concerns without fear of reprisal. Every effort will be made to ensure that complaints of unlawful harassment or discrimination are resolved promptly, confidentially, and effectively. Anyone found to be engaging in any type of unlawful discrimination or harassment will be subject to disciplinary action, which may include termination of employment.

## 3. Conflict of Interest

*(See Conflict of Interest Policy and Sample Disclosure Statement in General Policies & Procedures Manual.)*

Directors, officers and employees must act and perform their duties in an ethical, professional manner that avoids any conflict of interest. A conflict of interest arises when there is a conflict between an individual's duties on behalf of BGU and his/her personal or private interests or when the duty to exercise independent judgment in the best interest of BGU is interfered with because of a personal interest, such as economic gain or loss. All decisions regarding conflicts of interest rest in the sole discretion of the University's Board of Directors ("Board") in the exercise of its ultimate judgment of the best interest of BGU. Specific circumstances that may constitute a conflict of interest are listed in Appendix 8A.

Directors, officers and employees are required to complete an annual disclosure statement by December 31 of each year. Any questions, no matter how slight, about whether a conflict of interest exists or might be perceived, should be directed to the DOO.

# APPENDICES

## Appendix A. Core Document of BGU

Insert when approved



## Appendix B. Articles of Incorporation

The undersigned, acting as the incorporators of a corporation under the provisions of the Washington Non-Profit Corporation Act (Revised Code of Washington 24.03), adopt the following Articles of Incorporation for such corporation:

### **Article One**

The name of the corporation shall be:

BAKKE GRADUATE UNIVERSITY OF MINISTRY

A Non-Profit Corporation

### **Article Two**

The period of duration of the corporation shall be perpetual.

### **Article Three**

The purpose for which the corporation is organized is to provide religious training and education to equip and train professional ministers for a high level of excellence and competence in the practice of ministry. The corporation will provide guidance, practical help and resources to produce effective personal and professional growth in the pastorate. All teaching, education and training will be based upon the Holy Bible as the inspired Word of God.

This corporation is organized exclusively for religious, charitable or educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

Notwithstanding any of the provisions of these Articles, the corporation shall carry on no other activities except those permitted to be carried on by an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

### **Article Four**

The address of the initial registered office of the corporation shall be 9051-132nd Avenue N.E., Kirkland, Washington 98033.

The name of the initial registered agent of the corporation at such address shall be Daniel L. Erickson.

### **Article Five**

The number of directors constituting the initial Board of Directors of the corporation shall be five (5). The names and addresses of the persons who are to serve as initial directors of the corporation are as follows:

Skip Mercer, 6809 - 118th Pl. N.E., Kirkland, WA 98033  
Robert V. Owen, 18112 NE 22nd, Redmond, WA 98052  
William Payne, 13013 N.E. 109th Pl., Kirkland, WA 98034  
Daniel L. Erickson, 8820 -166th Ave. NE, Redmond, WA 98052  
J. Robert Moorehead, 12235 NE 140th St., Kirkland, WA 98033

Any change in the number of directors shall be made only by amendment to these Articles of Incorporation.

### **Article Six**

The names and addresses of the incorporators of the corporation are as follows:

James Mercer, 6809-118th Pl. NE, Kirkland, WA 98033  
Robert V. Owen, 18112 NE 22nd, Redmond, WA 98052  
William A. Payne, 13013 NE 109th Pl., Kirkland, WA 98033  
Daniel L. Erickson, 8820 -166th Ave. NE, Redmond, WA 98052  
J. Robert Moorehead, 12235 NE 140th St., Kirkland, WA 98033

### **Article Seven**

Upon the termination and dissolution of the corporation, after paying or adequately providing for the debts and obligations of the organization, the remaining assets shall be distributed to a non-profit fund, foundation or corporation which has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and will make such uses of those assets as described in Article III.

## **AMENDMENTS TO ARTICLES OF INCORPORATION**

Presented to the Board of Bakke Graduate University of Ministry for Approval  
February 27, 2003

### **1. Article Four**

The address of the corporation shall be 1013 Eighth Avenue, Seattle, WA 98104.

### **2. Article Five**

The number of directors constituting the Board of Directors of the corporation shall be at least five (5). The names and addresses of the persons who are serving as directors of the corporation on this date are as follows:

Bud Bylsma, P.O. Box 12851, Seattle, WA 98107  
Susan Camerer, P.O. Box 2951, Renton, WA 98056  
Dr. Gwen Dewey, 6613 114<sup>th</sup> Avenue Court. E., Puyallup, WA 98372  
Rev. Gary Gulbranson, 13646 NE 24<sup>th</sup> Street, Bellevue, WA 98005  
Rev. James Hayford, Sr., 14520 100<sup>th</sup> Avenue NE, Bothell, WA 98011  
Dave Hillis, 419 Martin Luther King Jr. Way, Tacoma, WA 98405  
Rev. Rick Hull, 1013 North Eighth, Seattle, WA 98104  
Russ Johnson, 1874 NW Blue Ridge Drive, Seattle, WA 98177  
Rita Nussli, 2807 Third Avenue, Seattle, WA 98112  
Rev. John Penton, 2045 East Sherman Street, Tacoma, WA 98404  
Rev. Kenneth Ransfer, 2425 South Jackson Street, Seattle, WA 98144  
Julaine Smith, 5403 154<sup>th</sup> SE, Bellevue, WA 98006  
Don Wallis, P.O. Box 307, Lopez Island, WA 98261  
Tito Hinojos, P.O. Box 9716, Federal Way, WA 98063

ARTICLES OF AMENDMENT  
OF ARTICLES OF INCORPORATION OF  
NORTHWEST GRADUATE SCHOOL OF THE MINISTRY

Articles of Amendment of Articles of Incorporation of Northwest Graduate School of the Ministry, a Washington nonprofit corporation (the "Corporation"), are herein executed by said corporation, pursuant to the provisions of RCW 24.03.165 and RCW 24.03.170, as follows:

1. The name of the Corporation is Bakke Graduate University of Ministry.
2. The amendment to the Articles of Incorporation deletes the language of Article One in its entirety and replaces such Article with the following language:

ARTICLE ONE

Name

The name of the corporation shall be Bakke Graduate University.

3. The Corporation has no members.
4. The date of the adoption of said amendment by the Board of Directors of said Corporation was January 18, 2008.
5. The amendment to the Articles of Incorporation was duly approved by the vote of a majority of the Directors in office in accordance with the provisions of RCW 24.03.170.

IN WITNESS WHEREOF, the undersigned has executed these Articles of Amendment in an official and authorized capacity under penalty of perjury this 18 day of January, 2008.

BAKKE GRADUATE UNIVERSITY OF MINISTRY

By: Brad Smith  
Brad Smith  
Its President

## Appendix C. Amended and Restated Bylaws

### OF BAKKE GRADUATE UNIVERSITY

(formerly Bakke Graduate University of Ministry/Northwest Graduate School of the Ministry)  
(A non-profit corporation incorporated under the Washington Non-Profit Corporation Act, RCW 24.03)

#### **SECTION 1**

##### Membership

There shall be no members of Bakke Graduate University (“BGU” or “University”).

#### **SECTION 2**

##### Purpose and Policies

2.1 Purpose. Bakke Graduate University is an organization formed to strengthen ministry leaders who steward resources with and for vulnerable people and places, by means of contextual, Christian-based education innovatively delivered throughout the urban world.

2.2 General Policies. Bakke Graduate University shall be nonprofit and nonpartisan. The name of the University or the names of its participants in official capacities shall not be used to endorse or promote a commercial concern or in connection with any partisan interest or for any purposes not appropriately related to promotion of the objects of the University. The Board of Directors, officers, employees and persons served by this University shall be selected entirely on a nondiscriminatory basis with respect to age, gender and national origin.

#### **SECTION 3**

##### Board of Directors

3.1 Management. The Board of Directors of Bakke Graduate University (the “Board”) shall have all the powers and duties necessary for, incident to, and appropriate for the management of the affairs of the University.

3.2 Number of Directors. The number of directors of the University shall be not less than five (5) or more than twenty (20). The President of the University shall serve as a director by virtue of the office. The Board, by resolution, may increase or decrease the number of directors to not less than five or more than twenty, provided that no decrease in number shall have the effect of shortening the term of any incumbent director.

3.3 Election – Terms of Office. The Board shall elect directors at its annual meeting, except as necessary to fill vacancies. Persons shall be elected director by an affirmative two-thirds vote of the directors present at the annual meeting who are entitled to vote. Each director shall hold

office for the term for which he or she is elected and until his or her successor has been elected and qualified.

The Board shall be divided into three classes of staggered terms of office, with the intent that at each annual meeting some of the directors will have terms that end at that annual meeting, some will have terms that continue for one year after that annual meeting, and some will have terms that continue two years after that annual meeting. The term of office of any director who is elected to the Board at an annual meeting will be three (3) years, except as otherwise provided by the Board. Notwithstanding any other provision of this Section, the Board may adjust the term of any director for the purpose of maintaining three staggered classes of directors, provided that no such adjustment may shorten the existing term of any director.

3.4 Vacancy and Removal. The Board shall fill any vacancy in a director position, other than vacancies occurring because of the natural expiration of a director's term or an increase in the number of director positions, for the unexpired term of the position. The Board may fill a vacancy at any time by the affirmative vote of two-thirds of the directors.

Any director may be removed as a director for cause by the affirmative vote of two-thirds of the directors. A director's unexcused absence from two consecutive Board meetings shall be cause for removal. The Board may take action to remove a director at any Board meeting, provided that notice of the proposed removal is contained in the notice of the meeting.

3.5 Compensation and Loans. Directors shall receive no compensation for their services as directors. The University shall make no loans to any directors. No more than one director may be a paid employee of the University.

3.6 Related Parties. The majority of the directors cannot be persons who are related to the President of the University.

3.7 Annual Meeting. The annual meeting of the University shall be held in September of each year, or on such other date as the Board may fix. The annual meeting shall be held at the place designated by the Board, provided that the meeting shall be at the University's principal office if no other designation is made. The Secretary/Treasurer shall give notice of the annual meeting no less than ten (10) days before the meeting date, specifying the time and place of the meeting.

Any director whose term expires at an annual meeting shall not be entitled to vote at that meeting unless or until he or she has been reelected. If reelected and present, the director may thereafter participate in the meeting with full voting powers.

3.8 Regular Meetings. Regular meetings of the Board shall be held at the University's principal office at such time as the Board shall designate, subject to the power of the Chair to change the date, place or time of any such meeting for the convenience of the Board. At least two regular meetings shall be held each calendar year, in addition to the annual meeting. The Secretary/Treasurer shall give at least ten (10) days' notice of the time and place of such meetings. If the time of the next meeting is established by the Board at the previous meeting, no

further notice shall be required, except to any directors who were not present at the previous meeting.

3.9 Special Meetings. The Chair, President, Secretary/Treasurer, or any two (2) directors may call special meetings of the Board. Written notice of the call, signed by the callers, shall be given to the Secretary, who shall thereupon give not less than five (5) days' notice of the special meeting. The notice shall specify the time and place of the special meeting and the purpose for which it is called. No business other than that stated in the notice may be transacted at a special meeting.

3.10 Notice of Meeting. Notice of any Board meeting may be given by mail, e-mail, air courier, teletype or other facsimile transmission or other written communication or may be given orally by communication in person, over the telephone or other oral communication, including voice mail. Notice of any Board meeting may be waived in a writing, signed by the director, before, after or at the time of the meeting. Attendance at a meeting shall constitute a waiver of notice unless it is stated that attendance is for the purpose of protesting that the meeting is not lawfully called. Notice of more than one Board meeting can be given in a combined notice, which may consist of a calendar of meetings for a particular period of time.

3.11 Quorum and Voting. Each director shall possess one vote. A majority of the directors who are in office and are entitled to vote at the time a vote is held shall constitute a quorum for the transaction of business. The affirmative votes of a majority of such directors present at a meeting at which a quorum is present shall be sufficient to pass any measure coming before the Board, except as otherwise expressly required by statute or in these Bylaws. A director is present at a meeting if he or she participates in person or by means of a conference telephone, video conferencing or any similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time.

3.12 Actions by Written Consent. Any action required or permitted to be taken at a Board meeting may be taken without a meeting if a consent in writing, setting forth the action so taken, is signed by all of the directors entitled to vote with respect to the subject matter. Such written consent shall have the same force and effect as a unanimous vote and may be described as such.

3.13 Procedural Rules. The Board may adopt rules of procedure to govern its meetings to the extent not inconsistent with law, the Restated Articles of Incorporation and these Bylaws. In the absence of any rules of procedure adopted by the Board, the Chair shall make all decisions regarding the procedures for any meeting.

3.14 Committees. The Board may from time to time establish committees as it deems advisable. The Board shall determine the authority, duties, members, chair, term and any other matters the Board shall deem appropriate for such committees. Committees and their members and chairs serve at the will and pleasure of the Board. The Board cannot delegate any authority to a committee that the Board is prohibited from delegating by statute or these Bylaws.

3.15 Minutes. The Board shall keep minutes and records of all of its proceedings and those of committees acting under its authority. A resolution by the Board approving or adopting the

minutes of a committee meeting shall be treated as approval by the Board of the actions taken or recommended by such committee in the minutes, except as otherwise provided in the Board resolution.

3.16 Delegation of Duties. The Board may delegate any of its powers or duties by resolution passed by the Board. The Secretary/Treasurer may delegate any of his or her duties to the administrative staff of the University. The Board may authorize any officer, agent or employee to execute contract, conveyance or other instrument in the name of Bakke Graduate University.

## **SECTION 4**

### Officers

4.1 Board Officers. Board officers shall be elected by the Board at its annual meeting for a term of one (1) year or until their successors are elected, unless sooner removed by the Board. Any vacancy occurring in such offices may be filled by the Board at any meeting held or called as herein provided. The following Board officers shall be elected from among the directors:

4.1.1. Chair of the Board. The Chair shall preside at the meetings of the Board, be responsible for carrying out the plans and directives of the Board and report to and regularly consult with the Board. The Chair shall have such other powers and duties as the Board may prescribe from time to time.

4.1.2. Secretary/Treasurer. The Secretary/Treasurer shall be responsible for and shall keep records and minutes of the proceedings of the Board, authenticate records of the University, and regular books of account. The Secretary/Treasurer shall provide proper notice for all meetings of the Board, be responsible for the care and custody of all funds and investments of the University, maintain bank accounts in depositories designated by the Board, and in general perform all of the duties incident to the office of Secretary/Treasurer and such other duties as may be assigned by the Board from time to time.

4.2 Administrative Officers. Administrative officers shall be elected by the Board at its annual meeting for a term of one (1) year or until their successors are elected, unless sooner removed by the Board. Any vacancy occurring in such offices may be filled by the Board at any meeting held or called as herein provided. The Board shall elect the following administrative officers:

4.2.1 President. The President shall exercise the usual executive powers pertaining to the office of President and shall perform such other duties and responsibilities as the Board may delegate from time to time. The President need not be elected from among the directors but shall serve as a director once elected. The President shall be the official channel of communications between the professional staff of the University and the Board.

4.2.2 Chancellor. The President may appoint a Chancellor to serve the President to provide vision and direction for the administration of the University, promoting the University's mission, functioning as the senior advisor to the President, promoting a positive image for the University



through public relations activities, recruiting efforts and fund raising endeavors, and performing such other duties as designated by the President.

4.2.3 Vice President for Academic Affairs (Academic Dean). The Vice-President for Academic Affairs shall have general supervision over the University's curriculum and shall perform all other duties as are incident to the office or designated by the President.

4.2.4 Other Vice-Presidents. The President may delegate to other Vice-Presidents such duties and responsibilities as the President shall determine from among those duties and responsibilities delegated by the Board. Other Vice-Presidents are not necessarily appointed as officers.

4.3 Compensation. The Board shall fix the salaries of the President and other administrative officers. The University shall make no loans to the President or any of its officers.

## **SECTION 5**

### **Faculty**

5.1 Qualifications. The faculty shall consist of Christians of high moral character with appropriate academic credentials and requisite professional experience in their subject area.

5.2 Appointment. Faculty members shall be appointed by the President or designated Vice President.

5.3 Specific Policies. The Vice-President for Academic Affairs shall promulgate and regularly update a "Faculty Handbook" detailing faculty responsibilities, procedures, committees, etc. to be distributed to all faculty.

## **SECTION 6**

### **Gift Acceptance**

Except as otherwise provided by the Board in a resolution, the Chair, President, Secretary/Treasurer or any other person or committee duly authorized by the Board may accept on behalf of the University any unrestricted contributions, gifts, bequests or devises for the general purposes or any special purposes of the University.

## **SECTION 7**

### **Fiscal Year**

The fiscal year of the University shall end on June 30.

## **SECTION 8**

### **Address**

The mailing address of the University shall be 1013 8<sup>th</sup> Avenue, Suite 401, Seattle, WA 98104-1222.

**SECTION 9**  
**Conflict of Interest**

The Board shall adopt, and may amend from time to time, a written policy governing conflicts of interest.

**SECTION 10**  
**Corporate Seal**

The corporate seal, if any, of the University shall be a circular seal with the name of the University around the border and the date of the statutory certificate of incorporation in the center.

**SECTION 11**  
**Amendment of Bylaws**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by an affirmative two-thirds vote of the directors at any meeting of the Board called in accordance with the provisions of these Bylaws, so long as notice of the substance of the proposed action is contained in the notice of the meeting.

The Bylaws were initially approved on September 4, 1997 and amended on August 20, 1998, June 1, 1999 and February 27, 2003.

Bylaws were amended February 27, 2003 by a unanimous vote of the Board of Directors.

Bylaws were amended January 18, 2008 by a unanimous vote of the Board of Directors.

**SECTION 12**  
**Limitation of Directors' Liability**

To the fullest extent permitted by Washington law as now or hereafter in effect, no director shall have any personal liability to the University for monetary damages for conduct as a director, provided that this provision shall not be deemed to eliminate or limit the liability of a director for: any breach of the director's duty of loyalty to the University; acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; any unlawful distribution; any proceeding by the University or in the name of the University in which the director is adjudged liable to the University; any transaction from which the director derived an improper personal benefit; or any act or omission in violation of the Washington Nonprofit Corporation Act.

Any amendment to or repeal of this Section 12 shall not adversely affect any right of a director with respect to any acts or omissions of such director occurring before such amendment or repeal.

**SECTION 13**  
**Indemnification**

To the full extent permitted by the Washington Non-Profit Corporation Act, the University shall indemnify any person who has or is a party or is threatened to be made a party to any civil, criminal, administrative or investigative action, suit or proceeding (whether brought by or in the name of the University or otherwise) by reason of the fact that he or she is a or was a director or officer of the University, or is or was serving at the request of the University as a director or officer of another corporation, whether for profit or not for profit, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding. The Board may, at any time, approve indemnification of any other person which the University has the power to indemnify under the Washington Non-Profit Corporation Act. The indemnification provided by this Section shall not be deemed exclusive of any other rights to which a person may be entitled as a matter of law or by contract. The University may purchase and maintain indemnification insurance for any person to the extent provided by applicable law.

### **CERTIFICATION**

Janet M. Morrow, being Secretary/Treasurer of Bakke Graduate University, hereby certifies that the foregoing Amended and Restated Bylaws were approved by the Board effective as of January 18, 2008.

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Janet M. Morrow, Secretary/Treasurer

Appendix D.  
Affirmation

**BAKKE GRADUATE UNIVERSITY**  
**Doctrinal Statement & Community Standards of Conduct**  
**Affirmation – Board of Directors**

**BGU’s accreditation requires that Directors sign the Doctrinal Statement & Community Standards of Conduct Affirmation form. If you have any questions, please contact the Director of Operations.**

**DOCTRINAL STATEMENT:**

I have read and affirm the Lausanne Covenant, which serves as BGU’s doctrinal statement and is found in the Board Orientation Binder.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**COMMUNITY STANDARDS OF CONDUCT:**

I have reviewed and affirm the Community Standards of Conduct found in the Personnel Handbook.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

(Check here if the following statement applies to you.)

I have concerns, questions or disagreements with BGU’s Doctrinal Statement (the Lausanne Covenant) and/or the Community Standards of Conduct that may not allow me to respect the beliefs and abide by the policies of BGU. I have attached a separate signed sheet describing in detail my concerns, questions or disagreements.

Please return this signed form to:  
Director of Operations  
Bakke Graduate University  
8515 Greenville Ave. Suite S206  
Dallas, TX 75243  
carolyn.cochran@bgu.edu  
fax: 972-907-1258

Appendix E.  
Disclosure Statement

BAKKE GRADUATE UNIVERSITY  
DIRECTORS' & OFFICERS' DISCLOSURE STATEMENT

DISCLOSURE STATEMENT FOR THE PERIOD OF \_\_\_\_\_ TO \_\_\_\_\_

- 1. NAME: \_\_\_\_\_
- 2. BGU TITLE/POSITION: \_\_\_\_\_
- 3. CURRENT EMPLOYER: \_\_\_\_\_  
TITLE/POSITION: \_\_\_\_\_  
BRIEF DESCRIPTION OF BUSINESS ACTIVITY-  
\_\_\_\_\_  
\_\_\_\_\_

During the period for this disclosure statement, please list below any areas where you, your spouse or any children under your financial care might receive financial benefit from your relationship with BGU. Include approximate dollar value when possible.

A. Salary, fees, honoraria (exclude per se reimbursements):

B. Business relationship between you and any other director, officer or employee of BGU:

C. Business, financial or ownership interest you might have in BGU:

D. Describe any business financial or ownership interest which you have in any organization which has an existing or potential business relationship with BGU by identifying the nature of your interest and the type of relationship the organization has or could have with BGU.

\_\_\_\_\_  
Signature of Director Date

\_\_\_\_\_  
Reviewed By Date

## Appendix F. Organizational Chart

Insert Bryan's new org chart