

PRESIDENT’S CABINET MANUAL



President's Cabinet Manual

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President – Job Description

The President of the University is specified in [Article VI of the Bylaws](#).

Article VI: The President of the University

Section 1. Qualifications

- A. The President shall qualify as set forth in [Article IV](#), Section 3.A of the Bylaws.
- B. Qualifications to consider in evaluating a prospective President shall include:
 - 1. Credentialed by the Assemblies of God.
 - 2. Commitment to the philosophy and goals of Northwest University.
 - 3. Proven experience in administration: Organizing and directing people, finance and business management.
 - 4. Leadership preparation.
 - 5. Academic preparation.
 - 6. Public Relations and fund-raising ability.
 - 7. Cultural and intellectual breadth.
 - 8. Demonstrated ability as an innovator, with real comprehension of the academic enterprise.

Section 2. Election

- A. The President of the University shall be elected by the Board of Directors by secret ballot, and a two-thirds vote shall constitute an election.
- B. Election to subsequent terms of office shall be by a majority of votes cast.

Section 3. Duties

- 1. The President shall administer the policies of the Board, be responsible for the general management of the University, and have general oversight of all phases of University life and activity.
- 2. The President shall represent the Faculty, the staff and the student body to the Board, and shall submit to the Board progress reports, budgets, new full-time faculty position nominations, recommendations for rank and tenure, and other pertinent information and facts.
- 3. Further duties of the President related to the welfare of the University shall be:
 - 1. Direction of the Office of the President and its Administrative functions in:
 - a. Academic programs
 - b. Business and plant management
 - c. Student development
 - d. Public relations and student recruitment
 - e. Development and fund-raising

2. Selection of administrators and organization of the University administrative and supervisory structure including general, academic, business, student life, development, and University relations
3. Making faculty selections upon recommendation of the Faculty
4. Appointment of staff
5. Representation of the University at conventions and educational meetings
6. Promotion of spiritual life of the school
4. The President shall be authorized to sign such official documents as the occasion may require.
5. The President shall determine all internal policies of the school not otherwise decided by the Board and recommend to the Board new policies or changes in present policies.
6. The President shall acknowledge all gifts and contributions.
7. The President shall be a member of the Board of Directors and the Executive Committee.
8. The President shall perform such other duties as are customary to the office.
9. The President shall have one month of vacation annually.

Section 4. Term of Office

The President serves at the pleasure of the Board. The term of office may be indefinite or a specified number of years, provided, however election or appointment of the President shall not of itself create contract rights. The President may be removed at any time by a vote of two-thirds of the Directors present at any regular meeting or at any special meeting called in whole or in part for that purpose, but such removal shall be without prejudice to the contract rights, if any, held by the President.

Provost – Job Description

Position Summary

The Provost is the primary administrative link to the Faculty and serves The Office of the President in leadership of the core academic process and fulfillment of the mission. The Provost is a legitimate member of the Faculty and leads the Academic Deans, who serve as administrative faculty, in their work of delivering the educational mission. The Provost coordinates all Faculty governance work and manages the flow of governance information to and from the Faculty.

Essential Functions

1. The Provost serves in the Office of the President as the chief academic officer of the University and as the President's representative in academic matters in the absence of the President. As a colleague in the Office of the President the Provost:
 1. Articulates and assures the centrality of the academic enterprise in the ethos of the institution.
 2. Engages in the budgetary planning process to assure that appropriate budget attention is given to the academic enterprise of the University.
 3. Serves as the primary resource to the President to ensure that the Board is able to appropriately and fully fulfill its role in regard to curricular matters, academic standards, and the acquisition and maintenance of a strong faculty.
 4. Supervises and provides counsel to Vice President for Student Development.
 5. Develops the agenda and, in the absence of the President, chairs the meetings of the President's Cabinet.
 6. Coordinates the appointment of membership for all standing committees of the University and submits same for the approval of the President and the Board.
 7. Plans and executes, with counsel of the President, convocational chapels, academic honors chapels, baccalaureate, and commencement.
 8. Maintains the academic calendar.
2. As chief academic officer the Provost provides visionary leadership in all aspects of Northwest University's academic enterprise. The Provost:
 1. Develops, monitors, and as necessary, amends all academically related budget expenditures.
 2. Oversees development and assessment of academic programs, including academic curriculum development.
 3. Establishes achievement standards and on that basis evaluates performance for all programs and personnel within the academic affairs organization, and submits same to The Office of the President.
 4. Supervises and enables the coordination and communication processes among and between all school Deans, various academic program directors, key faculty groups, and The Office of the President.

5. Coordinates accreditation processes for primary, secondary, and professional accreditations.
6. Supervises through the Dean of Academic Services and provides counsel to the office of the Registrar, the office of Student Advising, and the Hurst Library.
7. Evaluates, plans, and oversees off-campus study programs.
8. Provides administrative leadership and oversight for specific committees such as Academic Affairs, Graduate Programs, Deans' Conferral, and Academic Planning Commission. Coordinates work of other academic committees.
9. Promotes the university-status capabilities of the Hurst Library and of additional academic support systems necessary to academic vitality.
10. Oversees publication of the academic catalogue.
11. Oversees pre-registration and academic orientation.
12. Oversees academic advising.
3. As chief academic officer the Provost provides leadership to the faculty within an ethos of shared governance. The Provost:
 1. Advises the President in faculty personnel matters such as employment, faculty-load policy, academic rank, sabbatical leaves, salaries, additional benefits.
 2. Recommends the appointment of Deans and Department Chairs to the President.
 3. Assesses effectiveness of Deans.
 4. Oversees the hiring, retention, assessment, and tenure of faculty.
 5. Oversees faculty governance and faculty development
 6. Plans, in conjunction with the Faculty Development Committee, the annual faculty retreat and new faculty orientation.
 7. Works with Faculty Development Committee to revise and publish the Faculty Manual.
 8. Oversees the faculty process of defining and maintaining faculty identity and role within the context of shared governance.
 9. Models the highest intellectual and spiritual ideals for the University faculty.
 10. Proactively engages the academic community of Northwest University in activities to position the University among all denominational, Christian, and secular institutions of higher learning.

Relationships

1. The University President - Directly responsible to the President (CEO).
2. The Office of the President – Serves as a colleague in the context of The Office of the President.
3. The Faculty – Serves as a member of the faculty and leads meaningful interchange between the faculty and the administration.
4. The University Board of Directors – Serves as the primary resource to the Board's Teaching, Learning and Spiritual Formation Committee and Academic Planning Commission. Audits Board meetings.
5. The College Community – As a Vice President and member of The Office of the President, charged with the general well-being and success of members of the Northwest University community.

Qualifications

1. Graduate Degree in a related field.
2. Strong leadership skills with demonstrated excellence in communication.
3. Assemblies of God ministry experience (credentials preferred).

Lifestyle Standards

Recognize, understand and agree to live by the moral and ethical standards of Northwest University, as outlined in the Assemblies of God Statement of Faith, the Northwest University Community Affirmation and Northwest University Statement of Principles.

Proposed 10/25/07

Approved 11/10/05

Chief Financial Officer – Job Description

EXECUTIVE SUMMARY

Northwest University (Kirkland, Washington) seeks candidates for the position of Chief Financial Officer (CFO). This executive will lead all aspects of financial management as well as campus maintenance and information services for the University, serving as a member of the Office of the President. The position is currently open and will remain open until a suitable candidate is selected, with the goal of having the CFO serving by January 2012.

OVERVIEW

Northwest University is a comprehensive baccalaureate university in the Christian liberal arts tradition. Founded by the Assemblies of God (A/G) in 1934 as Northwest Bible Institute in Seattle, the founding statement of purposes envisioned the current status of the school as a full-fledged institution of higher learning, offering academic and professional training at all degree levels across such fields as ministry, education, nursing, business, and others. We began offering degrees only in Bible, but in our 50th year of operation, we added degrees outside the area of church ministry, and in our 75th year, we launched our first doctoral program, the Doctor of Psychology degree.

The university currently offers over 50 undergraduate degree programs, eight master's degrees, and one doctorate in six colleges and schools (Business, Education, Nursing, Ministry, Social and Behavioral Sciences, and Arts and Sciences). We have stayed the course set for us by our founders. Commissioned by the six A/G districts of the Northwestern United States as their best ministry to the rest of the Body of Christ, the University serves a wide variety of Christians in our undergraduate degree programs. Approximately 33% of our students are from churches affiliated with the General Council of the Assemblies of God, and the majority of our students come from other Pentecostal and Charismatic churches and denominations.

The school remains deeply committed to the Spirit-filled academic and professional life, and the university requires that members of the Office of the President be members of Assemblies of God churches. All students admitted to traditional Undergraduate programs must be confessing Christians and provide a pastoral reference attesting to their good testimony. In contrast, Graduate and Adult Education programs are open to students of all faith backgrounds, including students who may be unbelievers but are willing to study in a community committed to Christian values, morality, and faith.

Northwest University is a multigenerational and international community composed of some 8,000 alumni, around 1,500 current students, 68 full-time faculty members, over 200 employees, over 1,000 regional churches, 32 board members (Board of Directors), and thousands of constituents of other kinds.

In Fall of 2011, the President recognized the need to reframe the university's internal

management and workplace culture and made strategic personnel changes, requiring the search for a new Chief Financial Officer; the new leader will be expected to bring fresh ideas, outside experience, strong people skills, and skillful management of funds to accomplish the mission and vision set forth by the Board and the Office of the President, continuing the long-established frugality and financial conservatism that has sustained the university this point while helping to establish a more people-centered culture of management.

HISTORY

Seventy-five years ago, Norwegian immigrant Henry A. Ness, with the approval of the Northwest District of the Assemblies of God and the support of the church he pastored, founded Northwest Bible Institute in the basement of Hollywood Temple in Seattle. While the primary focus of the founders was to establish a college to train pastors, evangelists, and missionaries for the A/G in the Pacific Northwest region, their vision included a liberal arts education that would include “an introduction to the basic fields of learning such as language, literature, history and science, as well as courses of a specialized nature.”

Church ministry was clearly their priority, but they also sought to “provide training in Christian Education for the student qualifying them to engage full time in Christian Education and youth work, or to return to their home churches and become active and efficient lay workers.”

Along those lines of lay ministry, they envisioned “a complete course of instruction and adequate practical experience for those desiring to develop their musical talents, or to devote their lives to a ministry of music” and also “to assist those who desire to prepare for the chaplaincy, teaching, nursing, education, and other types of occupation and service as a recognized need develops.” They also dreamed of offering instruction at all degree levels.

After World War II, the availability of G.I. Bill benefits led the college to set a course toward accreditation as a Bible College. In 1949, a fourth year was added to the curriculum and the name was changed to Northwest Bible College. Accreditation was granted by the American Association of Bible Colleges in 1953. In 1959, the college moved from Seattle to its permanent location in Kirkland, Washington, occupying a 35-acre campus that had formerly served as a barracks facility that housed WWII shipbuilders for the federal government. Since then 21 more acres have been added to comprise the present 56-acre campus.

Important developments over the second 25-year period of the college’s history were the establishment of a Junior College division and a name change (Northwest College of the Assemblies of God) in 1962, regional accreditation by the Northwest Commission on Colleges and Universities in 1973, and the offering of an education major in 1984.

In the past 25 years, the college has developed into a comprehensive university, being approved for membership in the Council for Christian Colleges and Universities, an association of Christ-centered colleges and universities of the liberal arts and sciences in 1992. In 2005, the first graduate programs were launched, and the name of the college was changed to Northwest University. Since then, eight master’s degree programs have been added and the total number of undergraduate programs has grown to over 50. The first doctoral program (Doctor of Psychology) began in 2009.

In recent years U.S. News and World Report has repeatedly ranked Northwest University in the top tier among Regional Colleges in the West. It is probable that the University will be reclassified as a Regional University in the next rankings, joining a category populated by close competitors Seattle Pacific, Seattle, Whitworth, Gonzaga, and Pacific Lutheran universities.

The history of the college has been marked by repeated instances of God's miraculous provision, including the purchase of the original campus for \$1 from the federal government. The quality of the Board of Directors is attested to in the fact that only six presidents have served over the 75-year history of the school.

THE FUTURE

The next 25 years promise to be the most exciting ones in the story of the college as we finish "the Northwest Century." The university's logo, a steep upward curve, powerfully expresses the growth of the school in the past 25 years since the school began offering majors in addition to church ministry fields. We are currently in the middle of that curve, and during the next 25 years we will actualize the full potential of our founders' vision. The resident undergraduate population will grow to its ideal maximum of about 1,500 students. Current major offerings will fully mature and admissions will continue to be more selective.

Additional sports, such as lacrosse, rowing, and golf, will be added to our athletic offerings as the student population grows. The Kirkland campus is also in need of new and rebuilt buildings such as a new Student Activities Building (gymnasium, cafeteria, and student center), a Performing Arts Center, new and rebuilt residence halls, and finally, a new classroom and faculty office complex to replace the current Ness Academic Center, the first buildings constructed on the Kirkland campus.

The number of graduate, adult, extension, and distance education students will swell the total headcount to perhaps 3,000. Graduate programs will continue to grow as new schools are brought into being. The College of Behavioral and Social Sciences plans to add a School of Social Work, and the College of Ministry will grow in size and depth of offerings at the graduate level as well. A number of Academic and Professional doctoral programs will be added in each graduate school, which may include the Doctor of Philosophy, Doctor of Nursing Practice, Doctor of Worship Studies, Doctor of Education, and Doctor of Business Administration degrees.

In addition to on-campus development, sites will continue to be developed off-campus to meet the ministerial training needs of our heartland districts. The recent acquisition of Salem Bible College in Oregon and the founding of a new study center in Southern Idaho represent our commitment to serving the need of the church for effective leaders outside the urban areas of the Interstate 5 corridor.

Accomplishing these goals over the next 25 years, the university will become a national university recognized as such in rankings such as U.S. News and World Report. We believe

Northwest is the best candidate to provide the level of Pentecostal/Charismatic education in the West that Regent University provides in the East and Oral Roberts University provides in the Mid-West.

ORGANIZATION

The governing Board of Directors, made up of clergy and business leaders primarily but not exclusively from the Assemblies of God denomination, has 32 committed Christian members who love Northwest University and volunteer their work, wealth, and wisdom to help us achieve our mission. The Board has five standing committees: Executive, TLSF (Teaching, Learning, and Spiritual Formation), Advancement, Finance, and President.

The university elected its sixth president, Dr. Joseph L. Castleberry, in May, 2007. As an ordained Assemblies of God minister, Dr. Castleberry served as a missionary to Latin America for 20 years, serving residential terms in El Salvador, Texas (Global University), and Ecuador. He spent the last five years of his missionary appointment on loan to the Assemblies of God Theological Seminary, where he served as Academic Dean and continued to manage overseas projects, traveling frequently to Latin America and Europe. He has always sought to span the gap between the church and the academy in his professional life, and he preaches frequently in churches and in conferences around the world. Dr. Castleberry is a people person, and he has continuously been professionally involved in higher education since 1978. He is also an active scholar and writer.

The President carries out his duties with the collaboration of the members of the Office of the President. Known as the Administrative Team, the members of the Office of the President include Dr. Jim Heugel, Provost; Dr. Paul Banas, VP for Student Development; Rose-Mary Smith, Assistant VP for Enrollment Management; Phil Rasmussen, Campus Pastor, and Jason Miles, VP for Advancement. The Administrative Team meets every Tuesday afternoon in full session, and the senior VPs (Provost, CFO and VP-ADV) meet weekly for a conferral with the President to discuss emerging issues.

SOME FACTS

- In addition to the main campus in Kirkland, Washington, Northwest operates an extension campus currently known as Salem Bible College of Northwest University in Salem, Oregon and another extension site in Nampa, Idaho. Additional study centers operate at seven churches in the state of Washington and in Kalispell, Montana.
- The University exists in the context of six contributing district councils and ministry networks of the Assemblies of God, including the Northwest Ministry Network (Washington and Northern Idaho), the Oregon Ministry Network, and the A/G district councils of Alaska, Montana, Idaho, and Wyoming.
- In the 2009-2010 academic year, the University enrolled a total headcount of over 1,422 students, including about 800 traditional undergraduates, 274 graduate students, 221 LEAP (Leadership Education for Adult Professionals) students, 80 students in Ministry Head Start centers at local churches, and 47 students at Salem Bible College.
- Students at Northwest come overwhelmingly from the state of Washington (82%). A total of 21 states were represented in the 2009-10 student body, as well as 16 foreign countries.

- Students represent a variety of Christian traditions, including in the 2009-10 school year Assemblies of God (471), Independent (339), Foursquare (104), Baptist (42), Presbyterian (31), Roman Catholic (27), Nazarene (7), Lutheran (16), Methodist (15), Church of God in Christ (2), and others (308). The overwhelming majority of students come from Pentecostal and Charismatic churches.
- The faculty represents a variety of churches as well, but 67% are from the Assemblies of God.
- The University promotes a conservative lifestyle and requires students to refrain from sexual immorality and the consumption of alcoholic beverages and tobacco.
- The University has over 8,358 graduates.
- The University offers over 50 undergraduate degree programs in six schools and colleges. Graduate programs are offered in the schools of Business and Management (Master of Business Administration, Master of Arts in Social Entrepreneurship), Behavioral and Social Sciences (Master of Arts in Counseling Psychology, Master of Arts in International Care and Community Development, Doctor of Psychology), Education (Master of Education, Master in Teaching), and Ministry (Master of Arts in Theology and Culture, Master of Arts in Missional Leadership).
- Northwest University has 180 full-time employees, including 114 staff and 66 professors. The university also employs 50-60 part-time staff members and 229 adjunct professors.
- Historically, gifts to the university have come from 7,573 individual donors and 1,488 institutional donors; giving in 2009-10 totaled over \$2.2 million.
- The budget of the University for fiscal year 2009-10 was \$31,919,861. The University endowment stood at \$9,252,855 at the close of the 2008-2009 fiscal year.
- It has appreciated with the improving stock market since then, after falling significantly during the previous year.

VISION AND MISSION

The vision of Northwest University was revised in 1999, and it is enthusiastically embraced by the whole community. The vision is summarized with the words “Carry the Call with Heart, Head, and Hand.” The mission of the University was not revised at that time, but the community just completed (2009) a thorough, year-long process of rewriting its mission statement. While it is the prerogative of the Northwest University Board of Directors to establish the mission of the University, the process involved discovery from the ground upward, involving all constituencies of the university and crystallizing in the following new mission statement: "We, the people of Northwest University, carry the Call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need." See www.northwestu.edu/about/mission/ for more details.

THE POSITION

The (CFO) is responsible to the President, and is an associate member of the Faculty Council. Under the direction of the President, the CFO administers and supervises the business affairs of Northwest University and the personnel involved in it. The CFO is responsible to become thoroughly familiar with the purposes, functions and internal and external relationships of the department; to assign and instruct the departmental personnel in their duties and confer with them as needed, offering guidance, holding them accountable and developing them in their respective job functions; to report to the President as stipulated and to interact with the Office of

The President as need requires about the ongoing work of the department and its personnel, and submit proposals for its furtherance and development as requested.

ESSENTIAL FUNCTIONS

1. Direct the operations in accounting, and disbursements.
2. Serve as purchasing agent with power to delegate responsibility to subordinate personnel, but retaining budgetary control over designated areas.
3. Maintain and safeguard all records relating to plant, including legal documents such as titles, mortgages, etc.
4. Carry general responsibility for fire prevention and supervise the insurance programs.
5. Assist the Office of The President in the preparation of the annual budget and provide progress reports to the President on budgetary income and expenditures.
6. Serve on committees whose functions are related to the business management of the college.
7. Maintain continuous communications and rapport on matters of policy and serve as a colleague to members of the Office of The President.
8. Submit semi-annual reports to the President, including reports from directors serving under the CFO's direction.
9. Chair the Financial Planning and Priorities Committee. Record, keep and distribute the minutes of the committee meetings.
10. Evaluate employees under the CFO's direction in accordance with the Personnel Evaluation Policy of the college.
11. Review these responsibilities annually in self-evaluation of performance, commenting appropriately on this evaluation in your annual report to the President.
12. Supervise the maintenance and upkeep of campus facilities, including buildings, grounds, and equipment and manage external vendor relationships for such services.
13. Chair the Campus Planning Commission.
14. Manage all new construction projects on the university campus.
15. Supervise the Information Services department and all computer facilities on campus and at extension sites.
16. Recognize, understand and agree to live by the moral and ethical standards of Northwest University, as outlined in the Assemblies of God Statement of Faith, the Northwest University Community Affirmation and Northwest University Statement of Principles. (Cf. <http://www.northwestu.edu/about/mission/>.)

DESIRED BACKGROUND

Candidates should have a bachelor's or equivalent degree. A master's degree and/or doctorate is beneficial. The candidate will have a proven and successful track record as a senior financial officer, either at the CFO or Controller level. The person should be a member of an Assemblies of God church or willing to join one. The candidate will also need to be able to subscribe to the doctrinal position of the university as specified at <http://www.northwestu.edu/about/mission/> and attend an Assemblies of God church.

PERSONAL ATTRIBUTES AND STYLE

This CFO must be a committed follower of Jesus Christ who is committed to a lifestyle of discipleship. The candidate must have strong relational skills and be committed to both kindness and firmness in the respectful treatment of both superiors and other coworkers.

The candidate should be a self-starter who can organize work and time without having a great deal of direction. This person must enjoy and be effective in working in fast-paced organizations with a positive and “can-do” attitude, able to put together a plan and work the plan to successful conclusion. He or she is motivated by and wants to be accountable to measurable outcomes.

The candidate should be a strategic thinker and an excellent communicator (both written and verbal), personable, engaging, highly relational, sensitive to others’ needs, and possessing an entrepreneurial spirit. The candidate must be articulate and able to speak effectively one-on-one or in large groups. He or she must be a leader, able to inspire the members of the finance team and hold them accountable to attain our goals.

This person must have a proven record of assembling or developing a professional staff, able to motivate, mentor, and inspire them as a team to accomplish the goals. The person must have had successful experience in identifying, hiring, training, motivating, and leading others to successful results. Success in this job will require the ability to work under pressure and stress. Persistence, perseverance, honesty, integrity, and patience are needed to be successful.

THE CALL

Given the vision statement of Northwest University, “Carry the Call with Heart, Head, and Hand,” it is crucial that the CFO understand financial management to be a specific call of God for his or her life and a serious ministerial role. It is important to understand the relationship between mission and money, and to be able to communicate this effectively and with passion. Integrity, grace, and character are the most important things needed in this servant. The “fruit of the spirit” must be exhibited in the style and life of the CFO.

WHERE IS THIS PERSON LIKELY TO BE TODAY?

The ideal candidate may currently be working for a non-profit or for-profit organization where primary responsibilities include vigilance over accounting services, debt management, and budgeting at the CFO or Controller level.

COMPENSATION AND BENEFITS

The compensation for the Chief Financial Officer will be appropriate for similar levels of responsibility in the non-profit sector, matched with the candidate’s proven success and experience. Northwest University has a competitive employee benefits package.

THE SEARCH AND SELECTION PROCESS

A Search Committee will review all applications and *curricula vitae* received for the position and make a recommendation to the President. The President will take a single recommended candidate to a committee of the Board for final approval after interviewing the final candidate personally.

Anyone considering applying for the position should know that significant effort will be taken by the search committee to maintain confidentiality up to the time that one person becomes the preferred candidate and is introduced to the campus community.

Northwest University does not discriminate on the basis of age, sex, ethnicity, national origin, or physical handicap. Women, internationals, and persons of color are encouraged to apply. For further information on this position, please contact Victoria Clark at victoria.clark@northwestu.edu

OUR MISSION: We, the people of Northwest University, carry the call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need. See <http://www.northwestu.edu/about/mission/>

Senior Vice President for Advancement – Job Description

EXECUTIVE SUMMARY

Northwest University (Kirkland, Washington) seeks candidates for the position of Senior Vice President for Advancement (SVPA). This executive will lead all aspects of enrollment, marketing, and development (fundraising) management for the University, serving as a member of the Office of the President. The position is currently staffed, but a “hand-off” transition will occur as soon as a suitable candidate is selected, with the goal of having the SVPA serving no later than January, 2014.

OVERVIEW

Northwest University is a comprehensive baccalaureate university in the Christian liberal arts tradition. Founded in Seattle by the Assemblies of God (A/G) in 1934 as Northwest Bible Institute, the founding statement of purposes envisioned the current status of the school as a full-fledged institution of higher learning, offering academic and professional training at all degree levels across such fields as ministry, education, nursing, business, and others. We began offering degrees only in Bible, but in our 50th year of operation, we added degrees outside the area of church ministry, and in our 75th year, we launched our first doctoral program, the Doctor of Psychology degree. The university currently offers over 50 undergraduate degree programs, eleven master’s degrees, and one doctorate in seven colleges and schools (Business, Education, Nursing, Ministry, Social and Behavioral Sciences, Arts and Sciences, and Adult and Professional Studies). We have stayed the course set for us by our founders.

Supported by eight A/G districts in the Northwestern United States (Northwest, Oregon, Alaska, Montana, Southern Idaho, Wyoming, Northern California & Nevada, and Northern Pacific Latin American) to be their best ministry to the rest of the Body of Christ, the University serves a wide variety of Christians in our undergraduate degree programs. Approximately 30% of our students are from churches affiliated with the General Council of the Assemblies of God, and the majority of our students come from other Pentecostal and Charismatic churches and denominations. The school remains deeply committed to the Spirit-filled academic and professional life, and **the university requires that members of the Office of the President (President and Senior Administrators) be members of Assemblies of God churches.** All students admitted to traditional undergraduate programs (including the campuses at Kirkland (WA), Salem (OR), and Sacramento (CA) must be confessing Christians and provide a pastoral reference attesting to their good testimony. In contrast, programs in the College of Adult and Professional Studies are open to students of all faith backgrounds, including students who may be unbelievers but are willing to study in a community committed to Christian values, morality, and faith.

Northwest University is a multigenerational and international community composed of some 9,700 alumni, around 1,600 current students, 68 full-time faculty members, over 200 full-time employees, over 1,000 regional churches, 32 board members (Board of Directors), and thousands of constituents of other kinds.

In the Spring of 2013, the President recognized the need to restructure the university's internal management, reducing two vice presidential positions (Student Development and Enrollment Management). The current Vice President for Advancement is taking early retirement to pursue philanthropic and business opportunities, and the President seeks to create the higher-ranking position of Senior Vice President for Advancement to oversee director-level leadership in enrollment, marketing, and development. The new leader will be expected to bring fresh ideas, for-profit or non-profit business experience at a chief officer level, strong quantitative skills and experience with econometrics, winsome people skills, and rigorous management that holds employees accountable to quantitative goals ensuring successful achievement of strategic goals and accomplishing the mission and vision set forth by the Board and the Office of the President.

OUR MISSION:

We, the people of Northwest University, carry the call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need.

HISTORY

Seventy-five years ago, Norwegian immigrant Henry A. Ness, with the approval of the Northwest District of the Assemblies of God and the support of the church he pastored, founded Northwest Bible Institute in the basement of Hollywood Temple in Seattle. While the primary focus of the founders was to establish a college to train pastors, evangelists, and missionaries for the A/G in the Pacific Northwest region, their vision included a liberal arts education that would include "an introduction to the basic fields of learning such as language, literature, history and science, as well as courses of a specialized nature." Church ministry was clearly their priority, but they also sought to "provide training in Christian Education for the student qualifying them to engage full time in Christian Education and youth work, or to return to their home churches and become active and efficient lay workers." Along those lines of lay ministry, they envisioned "a complete course of instruction and adequate practical experience for those desiring to develop their musical talents, or to devote their lives to a ministry of music" and also "to assist those who desire to prepare for the chaplaincy, teaching, nursing, education, and other types of occupation and service as a recognized need develops." They also dreamed of offering instruction at all degree levels.

After World War II, the availability of G.I. Bill benefits led the college to set a course toward accreditation as a Bible College. In 1949, the school added a fourth year to the curriculum and the name changed to Northwest Bible College. Accreditation by the American Association of Bible Colleges followed in 1953. In 1959, the college moved from Seattle to its permanent location in Kirkland, Washington, occupying a 35-acre campus that had formerly served as a barracks facility that housed WWII shipbuilders for the federal government. Since then 21 more acres have been added to comprise the present 56-acre campus.

Important developments over the second 25-year period of the college's history included the establishment of a Junior College division and a name change (Northwest College of the Assemblies of God) in 1962, regional accreditation by the Northwest Commission on Colleges and Universities in 1973, and the offering of an education major in 1984.

In the past 25 years, the college has developed into a comprehensive university with membership in the Council for Christian Colleges and Universities, an association of Christ-centered colleges and universities of the liberal arts and sciences. Since 2001, we have added ten master's degree programs, and the total number of undergraduate programs has grown to over 50. The first doctoral program (Doctor of Psychology) began in 2009. In 2005, the name of the college changed to Northwest University.

In recent years U.S. News and World Report has repeatedly ranked Northwest University in the top tier among Regional Colleges in the West. It is probable that the University will soon classify as a Regional University, joining a category populated by close competitors Seattle Pacific, Seattle, Whitworth, Gonzaga, and Pacific Lutheran universities.

The history of the college has been marked by repeated instances of God's miraculous provision, including the purchase of the original campus for \$1 from the federal government. The quality of the Board of Directors is attested to in the fact that only six presidents have served over the 75- year history of the school.

THE FUTURE

We expect next 20 years promise to be the most exciting ones in the story of the college as we finish "the Northwest Century." The university's logo, a steep upward curve, expresses the growth of the school in the past 25 years since the school began offering majors in addition to church ministry fields. We are currently in the middle of that curve, and during the next 25 years we will actualize the full potential of our founders' vision. The resident undergraduate population should grow to its ideal maximum of about 1,200 students allowing current major offerings to fully mature, admissions to continue to be more selective, and additional athletic programs. To achieve this, the Kirkland campus is will need new and refurbished facilities such as a new athletics/recreation center, a major new

and refurbished residence halls and cafeteria complex, a performing arts center, and a new classroom and faculty office complex to replace the current Ness Academic Center.

The transition to full university status in 2005 set in motion a new business model at the university. In that year, traditional undergraduate enrollment constituted 75% of the Northwest University student body. With existing dormitories virtually full and very limited funds available for campus expansion, continued growth demanded that the university grow in graduate programs and non-traditional offerings such as adult evening programs, extension sites, and online programs. As of Fall 2013, this non-traditional and graduate enrollment comprised 40% of the total. Online programs added in the summer of 2013 and the acquisition of a new Sacramento Campus should soon increase the percentage of these programs to 51% of the student whole. The administration has set a goal of increasing the enrollment percentage of these programs to 75%.

Accomplishing these goals over the next 20 years, will allow us to simultaneously add new graduate programs including a number of new academic and professional doctoral programs.

ORGANIZATION

The Board of Directors, made up of clergy and business leaders from the Assemblies of God churches and denominational offices, has 32 committed Christian members who love Northwest University and volunteer their work, wealth, and wisdom to help us achieve our mission. The Board has five standing committees: Executive; Teaching, Learning, and Spiritual Formation (TLSF); Advancement; Finance; and President.

The university elected its sixth president, Dr. Joseph L. Castleberry, in May, 2007. As an ordained Assemblies of God minister, Dr. Castleberry served as a missionary to Latin America for 20 years, serving residential terms in El Salvador, Texas (Global University), and Ecuador. He spent the last five years of his missionary appointment on loan to the Assemblies of God Theological Seminary, where he served as Academic Dean and continued to manage overseas projects, traveling frequently to Latin America and Europe. A people person, Dr. Castleberry is also an active scholar and writer. He has managed to maintained professional involvement simultaneously in the church and the academy, preaching frequently in churches and conferences around the world.

The President carries out his duties with the collaboration of the members of the Office of the President, including Dr. Jim Heugel, Provost; John Jordan, Chief Financial Officer; Jason Miles, retiring VP for Advancement, and Phil Rasmussen Campus Pastor. They are joined in the President's Cabinet by the Director of Marketing (Steve Bostrom), the Director of Admissions (Anna Pflug), and the Dean of Student Development (Kim Stave). The Cabinet meets every Tuesday afternoon in full session.

SOME FACTS AT A GLANCE

- In addition to the main campus in Kirkland, Washington, Northwest offers campuses in Salem, Oregon and Sacramento, California. Another extension site operates in Nampa, Idaho. Additional study centers operate at seven churches in the state of Washington and in Kalispell, Montana.
- The University exists in the context of eight contributing district councils of the Assemblies of God, including the Northwest Ministry Network (Washington and Northern Idaho), the Oregon Ministry Network, the Alaska Ministry Network, and the A/G district councils of Montana, Idaho, Wyoming, Northern California & Nevada, and Northern Pacific Latin American.
- In 2012 the University enrolled a total headcount of over 1,612 students, including 948 traditional undergraduates, 257 graduate students, 298 CAPS (College of Adult and Professional Studies) students, 65 students in Ministry Head Start centers at local churches, and 44 students at Salem Campus.
- Students at Northwest come overwhelmingly from the state of Washington (82%). A total of 22 states were represented in the 2012-13 student body, as well as 17 foreign countries.
- Students represent a variety of Christian traditions, including in the 2009-10 school year Assemblies of God (464), Independent (377), Foursquare (125), Baptist (59), Presbyterian (33), Roman Catholic (37), Nazarene (14), Lutheran (16), Methodist (12), Church of God in Christ (2), and others (416). The overwhelming majority of students come from Pentecostal and Charismatic churches.
- The faculty represents a variety of churches as well, but 67% are from the Assemblies of God.
- The University promotes a conservative lifestyle and requires students to refrain from sexual immorality and the consumption of alcoholic beverages and tobacco.
- The University has over 9,700 graduates.
- The University offers over 50 undergraduate degree programs in six schools and colleges. Graduate programs are offered in the schools of Business and Management (Master of Business Administration, Master of Arts in Social Entrepreneurship), Behavioral and Social Sciences (Master of Arts in Counseling Psychology, Master of Arts in International Care and Community Development, Doctor of Psychology), Education (Master of Education, Master in Teaching), and Ministry (Master of Arts in Theology and Culture, Master of Arts in Missional Leadership).
- Northwest University has 172 full-time employees, including 107 staff and 65 professors. The university also employs 62 part-time staff members and 279 adjunct professors.
- Historically, gifts to the university have come from over 7,500 individual donors and 1,488 institutional donors; giving in 2012-13 totaled \$1,124,204.
- The gross budget of the University for fiscal year 2012-13 was \$37.9 million. The University endowment stood at about \$7.9 million at the close of the 2012 fiscal

year. It has appreciated with the improving stock market since then, after falling significantly during the previous year.

- Revenue consists of 85% from tuition, before deducting scholarships. After the deduction of scholarship awards, tuition constitutes 79% of total revenue for FY 2014.

VISION AND MISSION

The vision of Northwest University was revised in 1999 and is enthusiastically embraced by the whole community. The vision is summarized with the words Carry the Call. The mission of the University was not revised at that time, but in 2009 the community conducted a thorough, year-long process of rewriting its mission statement. While it is the prerogative of the Northwest University Board of Directors to establish the mission of the University, the process involved discovery from the ground upward, involving all constituencies of the university and crystallizing in the following new mission statement:

"We, the people of Northwest University, carry the Call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need." See www.northwestu.edu/mission for more details.

THE POSITION

POSITION SUMMARY Manage the advancement functions of the University in a Christ-centered, and professional manner; lead traditional undergraduate enrollment and financial aid teams. Oversee marketing and the long-term brand strategy as well as the ongoing marketing tactics. Supervise fundraising activities, shaping donor engagement activities and managing the Development department, Foundation, and Alumni functions.

ESSENTIAL FUNCTIONS

- 1) Enrollment (35%)
 - a) Articulate and accomplish enrollment goals in accordance with the University's goals and vision as well as University Budget.
 - b) Lead systems of communication for key "influencers" giving special attention to leaders of top "feeder" institutions (churches, schools, etc.).
 - c) Develop and direct undergraduate recruitment and admissions, providing guidance and support to the Director for Admissions.
 - d) Develop and direct financial aid, providing guidance and support to the Director for Financial Aid.
 - e) Develop and direct data management for Advancement, providing guidance and support to the Director of Institutional Research.
 - f) Collaborate with other University personnel regarding new program development and program modifications, giving emphasis to program marketability.

- g) Serve as a member of the President's Cabinet, Scholarship Committee, Athletic Committee, and on other committees and teams as appointed or elected.
- h) Report regularly to the President's Cabinet on enrollment and marketing activities, and on trends, experiences, policies, and procedures that are noteworthy or in need of change.
- i) Confer with the Admissions Committee regarding any applicants for admission who are questionable or who may not fully meet the published standards of the University.
- j) Submit semi-annual reports to the President for inclusion in the President's Report to the Board of Directors.
- 2) Marketing, (25%)
 - a) Manage a team of marketers with the goal of creating a culture of professionalism and continuous improvement.
 - b) Oversee brand strategy and development, ensuring that Northwest's mission, vision, and value are effectively conveyed through various marketing mediums including Print, Radio, In-Person, Online and Social Media.
- 3) Development, (25%)
 - a) Coordinate fundraising strategy and donor treatment across a spectrum of engagement methods including Events, Alumni Relations, Major Gifts, Grant-writing, and Planned Giving.
- 4) Budget Management, (10%).
 - a) Oversee the Enrollment and Advancement budgets ensuring the effective use of institutional resources, and appropriate internal controls.
- 5) Perform other work related duties as assigned. [5%]

QUALIFICATIONS

- 1. Bachelor's degree (master's or doctorate preferred).
- 2. Current membership, or the willingness to begin membership, in an Assemblies of God congregation.
- 3. 7-10 years experience in a corporation or business, large non-profit organization, or higher education institution.
- 4. In-depth experience in enrollment, marketing, fundraising, and management.
- 5. Proven communication skills and a history of collegiality and effective relationships with colleagues.
- 6. Significant budget management experience.
- 7. Significant experience managing revenue (Profit/Loss).
- 8. Significant experience holding employees accountable to numerical goals.
- 9. Significant quantitative and econometric skill and experience.

DIRECT REPORTS

- 1. Director of Admissions

2. Director of Development
3. Director of Event Planning
4. Director of Alumni and Planned Giving
5. Director of Marketing
6. Director for Financial Aid
7. Director of Institutional Research

LIFESTYLE STANDARDS

Recognize, understand and agree to live by the moral and ethical standards of Northwest University, as outlined in the Assemblies of God Statement of Faith, the Northwest University Community Covenant, and Northwest University Statement of Principles.

PERSONAL ATTRIBUTES AND STYLE

The SVPA must be a committed follower of Jesus Christ who is committed to a lifestyle of discipleship. The candidate must have strong relational skills and be committed to both kindness and firmness in the respectful treatment of both superiors and other coworkers. The candidate should be a self-starter who can organize work and time without having a great deal of direction. This person must enjoy and be effective in working in fast-paced organizations with a positive and “can-do” attitude, able to put together a plan and work the plan to successful conclusion. He or she is motivated by and wants to be accountable to measurable outcomes.

The candidate should be a strategic thinker and an excellent communicator (both written and verbal), personable, engaging, highly relational, sensitive to others’ needs, and possessing an entrepreneurial spirit. The candidate must be articulate and able to speak effectively one-on-one or in large groups. He or she must be a leader, able to inspire the members of several teams and hold them accountable to attain our goals.

This person must have a proven record of assembling or developing a professional staff, able to motivate, mentor, and inspire them as a team to accomplish the goals. The person must have had successful experience in identifying, hiring, training, motivating, and leading others to successful results. Success in this job will require the ability to work under pressure and stress. Persistence, perseverance, honesty, integrity, and patience are needed to be successful.

Given the vision statement of Northwest University, Carry the Call, it is crucial that the SVPA understand higher education leadership to be a specific call of God for his or her life and a serious ministerial role. It is important to understand the relationship between mission and money, and to be able to communicate this effectively and with passion. Integrity, grace, and character are the most important things needed in this servant. The “fruit of the spirit” must be exhibited in the style and life of the SVPA.

WHERE IS THIS PERSON LIKELY TO BE TODAY?

Whether in a university, non-profit, or for-profit organization, the ideal candidate currently may in a senior executive capacity.

COMPENSATION AND BENEFITS

The compensation for the SVPA will be appropriate for similar levels of responsibility in the non-profit sector, matched with the candidate's proven success and experience. Northwest University has a competitive employee benefits package.

THE SEARCH AND SELECTION PROCESS

A Search Committee will review all applications and *curricula vitae* received for the position and make a recommendation to the President. The President will take a single recommended candidate to a committee of the Board for final approval after interviewing the final candidate personally.

Anyone considering applying for the position should know that significant effort will be taken by the search committee to maintain confidentiality up to the time that one person becomes the preferred candidate and is introduced to the campus community.

Northwest University does not discriminate on the basis of age, sex, ethnicity, national origin, or physical handicap. Women, internationals, and persons of color are encouraged to apply.

For further information on this position, please contact Victoria Clark at victoria.clark@northwestu.edu.

Vice President for Campus Ministries & Church Relations – Job Description

Position Summary

The Vice President for Campus Ministries and Dean of the Chapel models the highest spiritual life, commitment and ministry in a constant visible presence on campus. Serves as coordinator for all student ministries. Augments the efforts of the administration and faculty as all seek to promote total spiritual life and growth on campus. The Vice President for Campus Ministries has a highly visible presence on campus and a warm spiritual heart that seeks, with personal Holy Spirit enabled ministry, to build the spiritual life and ministry opportunities of all students.

Relationships

1. President - Serving at the pleasure of the President. Keeps the President informed about pertinent student and University issues relating to spiritual growth and formation.
2. Provost - Works alongside and communicates consistently with the Provost to maintain consistent relationship between academics and spiritual life of the University.
3. Office of the President - Serves as a colleague to the members of the Office of the President, representing student voices and providing perspective from the vantage point of Campus Ministries.
4. Campus Ministries Staff - Devoted to the success of the individuals and teams in Campus Ministries.
5. University Board of Directors- Generally audits board meetings and provides perspective from the vantage point of student spiritual life and Campus Ministries.
6. Students- Serves as pastor, counselor, and leader for spiritual formation and development of students on both an individual basis and corporate basis in weekly chapel services and other events with the purpose of spiritual formation. Provides leadership for student leaders of ministries such as small groups, Pursuit, and prayer ministry.
7. Student Development- Serves on Student Development Committee as representative for students' spiritual growth and formation.
8. Faculty - Works with Faculty to assure a strong, productive relationship in regard to facilitating student spiritual formation.

Essential Functions

1. Administrative Responsibilities
 1. Serve as a member of the Office of the President.
 2. Serve as a member of the President's Cabinet.
 3. Serve as a member of the Student Development Committee.
2. Chapel and Campus-wide Spiritual Formation
 1. Serve as a pastor to the Northwest College community i.e., students, faculty, and staff.
 2. Provide pastoral leadership over all chapel services and events. Be available before and after all chapel services and events to pray and counsel with students.

3. Coordinate campus-wide spiritual development/formation activities including mentoring, small groups, prayer meetings, Bible studies, etc.
4. Work with the Vice President for Student Development in leading the various spiritual emphases or foci activities on campus as the two confer to identify needs and opportunities.
5. Consult with students about spiritual life and personal growth challenges on campus. Work with the [Vice President for Student Development](#) and all Student Development staff in meeting the needs of all students (on-campus, off-campus, adult degree completion and family students).
6. With the assistance of the music faculty, coordinate and approve chapel music, worship leading/teams, and all presentations.
7. Communicate with the President, the goals and organizational approaches of all Campus Ministries and a Chapel Schedule no later than August 1 of each year. Upon approval revise and disseminate to college community via college web site.
8. Eat a minimum of 3 meals a week in the University dining hall for the purpose of building relationship with students.
9. Monitor and maintain student chapel attendance throughout the academic year communicating with the President on a monthly basis.
10. Be available for church based ministry opportunities throughout the region.
11. Assist the President in representing the University.
12. Give spiritual leadership and college representation to the traveling choir.
13. Serve as the direct liaison and host to the District Youth Directors for the DYD days event.
14. Give hospitality to chapel guests as needed.
15. Direct the campus Media department and give leadership to all media personnel.
16. Assist the [CFO](#) in giving care and necessary upkeep to the chapel facilities.
3. Faculty Responsibilities
 1. Lecture in classes scheduled by the Provost or upon request by professors.
 2. Attend faculty meetings, retreats and participate in all faculty functions, assuming professional faculty status.
4. Perform other work related duties as assigned.

Qualifications

1. Master's degree and or experience in religion/ministry or related field required (doctoral degree preferred).
2. 2 years of pastoral experience (3-5 years preferred).
3. Proven leadership, communication and interpersonal skills.

Lifestyle Standards

Recognize, understand and agree to live by the moral and ethical standards of Northwest University, as outlined in the Assemblies of God Statement of Faith, the Northwest University Community Affirmation and Northwest University Statement of Principles.

Approved 12/08
Edited and Approved 12/2/05

ARTICLES OF INCORPORATION
OF
NORTHWEST UNIVERSITY

amended and approved
May 10, 2013

Filed with State of Washington Secretary of State Kim Wyman
May 20, 2013

Articles of Incorporation of Northwest University

Article I: Name and Duration

The name of the corporation shall be Northwest University. The duration of this corporation is to be perpetual.

Article II: Relationship

Section 1. Northwest University is and shall be affiliated with the General Council of the Assemblies of God, of Springfield, Missouri, and shall operate in conjunction with the General Council of the Assemblies of God.

Section 2. Northwest University shall be established by and is supported by the Northwest Ministry Network of the Assemblies of God, the Southern Idaho District Council of the Assemblies of God, the Montana District Council of the Assemblies of God, the Alaska District Council of the Assemblies of God, the Wyoming District Council of the Assemblies of God, and the Oregon District Council of the Assemblies of God.

Section 3. Other District Councils of the Assemblies of God which may hereafter desire to share in the administration and support of the University may be included.

Article III: Tenets of Faith

The Articles of Faith shall be the same as those set forth in the Statement of Fundamental Truths of the General Council of the Assemblies of God.

Article IV: Purpose and Powers

Section 1. Northwest University shall maintain, conduct, and operate a non-profit institution of Christian higher education at the university level, with particular emphasis upon the historic purpose of ministerial and missionary training, and any other lawful activity permitted under the laws of the State of Washington.

Section 2. This corporation is organized and operated exclusively for religious, charitable, and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provision of any further United States internal revenue law or successor statute ("Code").

Section 3. No part of the net earnings of the corporation shall inure to the benefit of any private shareholder or individual.

Section 4. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise provided in Section 501(h) of the Code).

Section 5. The corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office, all within the meaning of Section 501(c)(3) of the Code.

Section 6. This Corporation shall have all the powers granted by law necessary and proper to carry out its above stated purposes, consistent with its qualification under Section 501(c)(3) of the Code.

Article V: Board of Directors

The responsibility for the management and control of Northwest University shall rest exclusively with its Board of Directors. There shall be no members of this corporation. Provisions for the regulation of the internal affairs of the corporation, including a change in the number of Directors, shall be set forth in the Bylaws.

Article VI: Amendments

Amendments to these Articles of Incorporation may be made at any regular or special business meeting of the Board of Directors by a two-thirds vote, provided that the proposed amendment has been distributed to each member of the Board of Directors at least thirty days prior to such meeting.

Article VII: Director Liability

To the full extent that Washington law, as it exists on the date hereof or may hereafter be amended, permits the limitation or elimination of the liability of Directors, a Director of the University shall not be liable to the University for monetary damages for conduct as a Director. Any amendments to or repeal of this Article VIII shall not adversely affect any right or protection of a Director of the University for or with respect to any acts or omissions of such Director occurring prior to such amendment or repeal.

Article VIII: Indemnification

The University has the power to indemnify (including the power to advance expenses to) its Directors, officers, employees, and agents made a party to a proceeding, as defined in the Washington Business Corporation Act, without regard to the limitations in RCW 23B.08.510 through 23B.08.550; provided, however, that no such indemnity shall indemnify any such Director, officer, employee, or agent from or on account of: (1) acts or omissions of such Director, officer, employee, or agent finally adjudged to be intentional misconduct or a knowing violation of law; (2) conduct of the Director, officer, employee, or agent finally adjudged to be in violation of RCW 23B.08.310; or (3) any transaction with respect to which it was finally adjudged that such Director, officer, employee, or agent personally received a benefit in money, property, or services to which such person was not legally entitled.

Article IX: Dissolution of the University and Disposition of Assets

If the corporation is dissolved, its net assets will be distributed in equal parts to each participating district council of the General Council of the Assemblies of God, as defined in Article II of the Northwest University Bylaws, that is a tax exempt organization described in Section 501(c)(3) of the Code and is also willing and able to accept its portion of the distribution. If at the time of dissolution there are no participating districts that qualify as distributees, then the assets of this corporation will be distributed to one or more tax exempt funds, foundations, or organizations described in Section 501(c)(3) of the Code, as designated by the Board of Directors to receive the distribution.

BYLAWS
OF
NORTHWEST UNIVERSITY

amended and approved
November 21, 2014

BYLAWS OF NORTHWEST UNIVERSITY

Article I: Principal Offices

The Corporation may have its principal offices, and such other offices as may be deemed appropriate, either within or without the State of Washington, as the Board of Directors may determine from time to time.

Article II: Participating Districts

In addition to the other charter Districts now participating in the support of Northwest University, any District of the Assemblies of God may apply to become a participating District in support of the University by passing a resolution to that effect at any regular or special meeting of its District Council. The Board of Directors of Northwest University is empowered to accept such District as a participating District by a majority vote.

Article III: Mission

Section 1. Mission Statement

We, the people of Northwest University, carry the call of God by continually building a learning community dedicated to spiritual vitality, academic excellence, and empowered engagement with human need.

Section 2. Core Values

The Mission of Northwest University, a Christian university affiliated with the Assemblies of God, is derived from the following core values:

- A. Spiritual Vitality (Heart)
 - 1. Moving together in personal relationship with Christ Jesus and knowledge of God's calling, we dedicate ourselves to Spirit-filled service.
 - 2. Practicing discipleship and worship with biblical faithfulness, we develop courage and character to meet the challenges of our world.
 - 3. Crafting a diverse, lifelong community, we recognize the intrinsic worth and dignity of each individual and facilitate friendships and networks that reach out to welcome others in love.
- B. Academic Excellence (Head)
 - 1. Exploring all truth with scholarly excellence, we build a biblical worldview to prepare each other for service and leadership throughout the world.
 - 2. Developing moral, spiritual, intellectual, and aesthetic values through the arts and sciences, we integrate faith, learning, and life.
 - 3. Thinking critically, we aid one another in academic achievement and lifelong pursuit of knowledge, wisdom, and skills.
- C. Empowered Engagement (Hand)
 - 1. Growing holistically, we clarify and obey individual God-given callings.
 - 2. Communicating and modeling the Gospel, we call people and communities to be reconciled to God and to each other.

3. Demonstrating Spirit-inspired compassion and creativity, we meet the needs of individuals, build communities, and care for creation.

Section 3. Vision Statement

Carry the Call: Heart, Head, and Hand

Section 4. Motto

Vocationem Dei Gerite which is translated “carry, carry out, and be characterized by God's calling.”

Article IV: Board of Directors

Section 1. Management

In accordance with this University's philosophy and principles of shared governance, the Board of Directors retains ultimate responsibility for the management of the University, delegates to the Office of the President administrative oversight of the University, and further delegates to the Provost and the Faculty, through the President, oversight of educational programs and personnel.

Section 2. Composition

- A. The Board of Directors shall consist of the following:
 1. Directors by District Designation
 - a) The Superintendent of each participating District.
 - b) One additional Director shall be appointed by the Board from each participating District from among three district-nominated candidates, at least one of whom shall be a female and one non-credentialed.
 2. Directors by Virtue of Office
 - a) The Northwest University President.
 - b) The President of the Alumni Association of Northwest University and seated by the Board of Directors.
 - c) The Chair of the Northwest University Foundation Board of Trustees and seated by the Board of Directors.
 - d) The Executive Presbyter selected from the Northwest Region of the Assemblies of God.
 - e) One District Youth Director from one of the participating Districts.
 3. Directors by Board Appointment: Additional Directors shall be elected by the Directors in compliance with guidelines from the General Council of the Assemblies of God.
- B. Honorary Directors: Directors retiring from the Board of Directors after faithful service may, by majority vote, be designated as Honorary Directors. Honorary Directors do not have voting rights, and are not Directors for purposes of the Washington Nonprofit Corporation Act.

Section 3. Qualifications

- A. In the process of selecting Directors for the Northwest University Board of Directors, the following guidelines shall be used:
 - 1. Spirit-filled Christian.
 - 2. Member of the Assemblies of God, or holding personal beliefs compatible with those of the Assemblies of God.
 - 3. In agreement with the doctrinal position, philosophy, and objectives of Northwest University.
 - 4. Reputation for honesty and sound ethical principles.
 - 5. Interest in the church and in Northwest University.
 - 6. Knowledgeable about University life and purposes.
 - 7. Evidence of practicality and good business sense.
 - 8. Evidence of ability to work cooperatively in group relationships.
 - 9. Generous participation in God's work.
 - 10. Conservative attitudes regarding fiscal management.
 - 11. Possessing knowledge or skills which would be helpful in assessing some aspect of University life—spiritual, administrative, educational, personnel relations, financial, plant development or management, promotional.
 - 12. Able and willing to devote the necessary time to serve as a Director.
- B. In the event a Director, except the President of the University, accepts full-time employment with the University, the Director will be deemed to have given notice of immediate resignation and shall remain ineligible for continued membership during the time of such employment.

Section 4. Election, Term of Office, Vacancies, and Removal

- A. Election and Term of Office
 - 1. Directors by District Designation: Participating Districts shall appoint or elect the District Superintendent and nominate three candidates, at least one of whom shall be a female and one non-credentialed.
 - 2. Directors by Virtue of Office
 - a) The Northwest University President is seated upon election for a term coinciding with that of the office held.
 - b) The President of the Alumni Association shall be considered the nominee from the Association, and shall be elected and seated by the Board of Directors at the beginning of the next regular meeting after election by the Association. The term shall coincide with that of the office held.
 - c) The Chair of the Northwest University Foundation Board of Trustees shall be considered the nominee from that association, and shall be elected and seated by the Board of Directors at the beginning of the next regular meeting after election by the Board. The term shall coincide with that of the office held.
 - d) The Nonresident Executive Presbyterian is seated upon election for a term coinciding with that of the office held.

- e) A District Youth Director from one of the participating Districts shall be presented to the Executive Committee of the Board as a recommendation from the District Youth Directors serving in the Districts, and shall be elected at the annual meeting and begin to serve at the meeting after election by the Board. The term shall be for two years after which a different Youth Director must be elected as a Director of the Board.
- 3. Directors by Board Appointment
 - a) Directors who are not District representatives shall be elected by the Board of Directors. The Executive Committee of the Board shall serve as a nominating committee.
 - b) Nominations of potential Directors shall be recorded in the Executive Committee minutes and presented in a plenary session of the Board of Directors. Voting shall be by secret ballot and election by majority vote. The new Director may be seated upon election.
 - c) The term shall commence at an annual meeting of the Board of Directors, and shall be three years, with eligibility for reappointment.
- B. Vacancies: In the event of a vacancy, a new Director may be selected and seated in accordance with this Section 4 for the remainder of the term of the original Director.
- C. Resignation: Any Director may resign at any time by delivering notice to the President or the Secretary, or by giving oral or written notice at any meeting of the Board of Directors. Any Director serving on any committee may resign at any time by delivering notice thereof to the president, the secretary, or the chairperson of such committee, or by giving oral or written notice at any meeting of such committee. Any such resignation shall take effect at the time specified therein, or if the time is not specified, upon delivery thereof and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.
- D. Removal: Any one or more of the Directors may be removed at any time by a vote of two-thirds of the Directors present at any regular meeting or at any special meeting called in whole or in part for that purpose.

Section 5. Quorum, Meetings, Voting, Action without a Meeting

- A. Quorum: A majority of the Board of Directors shall constitute a quorum, except for the purpose of electing or removing officers or the President or amending the Articles of Incorporation or Bylaws, at which time three-fourths of the members of the Board shall be required.
- B. The Board of Directors shall meet as follows:
 - 1. The Board of Directors shall meet twice annually. The semi-annual meeting shall occur in the latter part of the Fall semester; the annual meeting shall occur during commencement week. Notice of a regular meeting shall be given to a Director in writing or by personal communication not less than ten (10) days before the

meeting. If in the judgment of the Board of Directors, the meeting cannot be then held, it shall be held as soon as feasible thereafter. The Board of Directors may specify by resolution the time and place, whether within or without the State of Washington, for holding any other regular meetings, which may be held without notice other than such resolution.

2. Special meetings of the Directors shall be held upon the call of the Executive Committee, by the President, by the Chair, or upon the written request of one-third of the Board of Directors. Notice of a special meeting shall be given to a Director in writing or by personal communication not less than three (3) days before the meeting. Notice of any meeting of the Board of Directors may be waived in writing by any Directors at any time.
 3. Each Director (other than Honorary Directors) shall be entitled to cast one vote at any election or on any subject at any meeting of the Board.
 4. Directors may participate in a meeting of the Board by means of a conference telephone or similar communications device by means of which all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.
- C. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if a written consent setting forth the action to be taken is signed by all of the Directors. Any such written consent shall be inserted in the minute book as if it were the minutes of a Board meeting. Members who are present, either in person or electronically, shall be permitted to vote by electronic mail or any other means of electronic transmission approved by the Executive Committee.
- D. Members who are neither physically nor electronically present at a regularly scheduled or specially called meeting of the Executive Committee or entire board shall not be permitted to vote electronically on any matter considered during that meeting.

Section 6. Duties and Individual Director Expectations

- A. Duties – The Board of Directors shall:
1. Be responsible to articulate and clarify the institutional purposes of the University and to interpret the institution to the general public.
 2. Elect the President of the University and maintain oversight of the President's performance.
 3. Have final authority to employ the administrators, faculty, and staff; shall determine their remuneration and the length of their employment, including granting of tenure upon recommendation of the Faculty; and shall have the power to terminate their services or administer other discipline as may be required.
 4. Assume the financial responsibility for the operation and maintenance of the University and shall establish and maintain budgetary control thereof. Directors of the participating Districts shall initiate in their respective Districts ways and means of supporting the University.

5. Determine fees, tuition, and other charges.
 6. Authorize and establish the academic program of the University consistent with the statement of institutional purpose with recommendation of the Faculty, and shall have the power to ratify all Faculty actions. This duty shall include the right to authorize majors, academic foci and minors to be offered, and to approve major curricular changes requiring additional faculty or physical resources to effect the change.
 7. Authorize student government and shall have the right to review, and to ratify or revoke all student body actions.
 8. Be the final court of appeal in all campus matters not finding their resolution at lower administrative levels through stated guidelines.
 9. Be responsible for the planning, development, and maintenance of the University's campus and physical plant.
 10. Be responsible for the orientation of new Directors and shall continually assess the quality of the Board's own performance.
 11. Perform other duties customarily performed by a university's Board of Directors.
- B. Individual Director Expectations – An individual Director has no authority to make decisions affecting the University unless such authority has been specifically delegated by the Board. As a Director, however, the Director should be conscious of the responsibilities stated above and work toward their fulfillment. Some specific expectations of the individual Director are as follows:
1. Attend and actively participate in all Board meetings unless providentially hindered.
 2. Study reports, documents, and other materials prepared for the Board, so that they may be given informed consideration in committees and plenary sessions.
 3. Represent the interests of their own District or constituency in the decision making process without neglecting ethical principles and the best interests of the total University constituency.
 4. Attend commencement and other major events of the University when schedules permit.
 5. Keep informed about the University and its programs and accurately respond to the public's inquiries concerning them.
 6. Promote the University as opportunity affords with a view to recruiting students and developing financial support, prayer support, and goodwill toward the University.
 7. Support the University through individual prayers and finances as God enables.
 8. Honorary Directors have no official capacity but may participate in academic processions with the Board, may share with them in fellowship at the Faculty-Board dinners or other Board mealtimes, may be invited to serve as resource persons, and will be listed with other Directors in the University catalog (with years of service).

Section 7. Executive Committee

- A. There shall be an Executive Committee comprised of the elected officers of the University (Article V), the Superintendents of the participating Districts, and the Executive Presbyter of the Assemblies of God from the Northwest Region.
- B. The Executive Committee shall have power to transact the necessary business of the Board of Directors in the interim of the meetings of the Board. A full report of all such transactions shall be made to the Board at the next regular meeting.
- C. The Executive Committee shall meet each year in the Fall before the semi-annual Board meeting and they may meet in the Spring before the annual meeting. Additional meetings may be called at the discretion of the Chair in consultation with the President of the University.
- D. The Committee shall serve as the Awards and Honors Committee of the Board of Directors.
- E. The Committee shall receive the President's recommendations regarding the University administrative and supervisory structure and authorize the structure.

Section 8. Other Committees and Related Boards

- A. The Board of Directors may designate and appoint by resolution adopted by a majority of the Directors one or more standing or temporary committees, each of which shall consist of two or more Directors. Such committee or committees, to the extent provided in such resolution, shall have and exercise the authority of the Board of Directors in the management of the corporation, subject to the limits of RCW 24.03.115 or similar statute. A majority of the number of Directors composing any committee shall constitute a quorum, and the act of a majority of the committee members present at a meeting at which a quorum is present shall be the act of the committee. Any committee member may be removed from committee by a majority vote of the Board.
- B. Standing committees and commissions of the Board of Directors shall be listed in the Board Manual.
- C. The Northwest University Foundation, though a separate corporation, was created for the principal benefit of Northwest University. The Northwest University Foundation shall be governed by the Northwest University Foundation Board of Trustees, which shall be appointed by the Board of Directors and be amenable to it. It shall communicate to and from the Board of Directors through the Office of the President. It shall participate in and give general counsel to the Development program in accordance with the policy adopted by the Board of Directors. The Foundation Board of Trustees shall be governed by its own Articles of Incorporation and Bylaws, adopted, amended, altered, changed or repealed by the Board of Trustees of the Foundation with approval of the Northwest University Board of Directors.

Section 9. Board Manual

There will be a Board Manual that specifies policies and procedures of Board operation. The Manual will be reviewed and distributed annually and may be amended at any annual or semi-annual meeting of the Board by majority vote.

Section 10. Loans to Directors Prohibited

No loans shall be made by the corporation to its Directors. The Directors who vote for or assent to the making of a loan to a Director, and any officer or officers participating in the making of such loan, shall be jointly and severally liable to the corporation for the amount of such loan until the repayment thereof.

Article V: Officers

The elected officers of the University, who must be Directors, shall be the Chair, Vice Chair, Secretary, Treasurer, and President. Election as an officer shall constitute reappointment to the board for four years, including board members who serve ex-officio.

Section 1. Chair

- A. Shall be elected by the Board from among their number by secret ballot, and a majority vote shall constitute an election, and shall assume office immediately upon the close of the annual meeting.
- B. Shall be considered the first of two Vice Presidents for purposes of the officers listed in RCW 24.03.125.
- C. Shall perform all necessary functions incident to the office of Chair.
- D. Shall preside at all meetings of the Board of Directors, and shall serve as chair of the Executive Committee.
- E. Shall be an ex-officio member of all committees.
- F. Shall serve as acting President of the University with full authority to act until either another acting President or full time President is designated by the Board of Directors in the event there is a sudden vacancy in the President's position.
- G. Should a vacancy occur in the office of the chair, the vice chair shall complete the unexpired term.
- H. The regular term of office shall be four years.
- I. Election shall occur at an annual meeting.

Section 2. Vice Chair

- A. Shall be elected by the Board from among their number by secret ballot, and a majority vote shall constitute an election, and shall assume office immediately upon the close of the annual meeting.
- B. Shall be considered the second of two Vice Presidents for purposes of the officers listed in RCW 24.03.125.
- C. Shall preside in the absence of the chair.
- D. Should a vacancy occur in the office of vice chair, an election shall be held by the Board at the next regular meeting to choose a new officer to complete the unexpired term.
- E. The regular term of office shall be four years.
- F. Election shall occur at an annual meeting.

Section 3. Secretary

- A. Shall be elected by the Board from among their number by secret ballot, and a majority vote shall constitute an election, and shall assume office immediately upon the close of the annual meeting.
- B. Shall act as secretary at all meetings of the Board of Directors and of the Executive Committee.
- C. Shall make and keep true records of the proceedings of all meetings of the Board of Directors and shall publish the same as approved and directed by the Board. D. Shall make and keep true records of all official transactions.
- E. Is authorized to sign all official and legal documents, and to perform such other functions as are customary to this office, or as may be directed by the Board of Directors.
- F. Shall be custodian of the official seal.
- G. Should a vacancy occur in the office of the secretary, an election shall be held by the Board at the next regular meeting to choose a new officer to complete the unexpired term.
- H. The regular term of office shall be four years.

Section 4. Treasurer

- A. Shall be elected by the Board from among their number by secret ballot, and a majority vote shall constitute an election, and shall assume office immediately upon the close of the annual meeting.

- B. It shall be the prerogative of the treasurer to review all accounts of the officers and employees of the University which have to do with receipts and disbursements of funds and securities. Furthermore, the treasurer shall obtain full and true reports of all such receipts and disbursements from the aforesaid officers and employees, who shall keep their accounts and render statements in such manner as required, in order that the treasurer may ascertain correctly the financial condition of the University, or any of its departments, and report the same to the Board of Directors.
- C. All expenditures authorized by the Board of Directors shall be paid using secure and legal means for disbursement, as designated by the Treasurer or such individual or individuals as he or she may designate.
- D. Shall file with the secretary a bond for the faithful performance of the treasurer duties in such sum as may be fixed by the Board, the premium of said bond to be paid by the University.
- E. Should a vacancy occur in the office of the treasurer, an election shall be held by the Board at the next regular meeting to choose a new officer to complete the unexpired term.
- F. The regular term of office shall be four years.

Section 5. Resignation or Removal

- A. Any officer may resign as an officer at any time by delivering written notice to the President or the Secretary, or by giving oral or written notice at any meeting of the Board of Directors. Any such resignation shall take effect at the time specified therein, or if the time is not specified, upon delivery thereof and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Resignation as an officer shall not constitute resignation as a Director unless the notice so specifies.
- B. Any officer may be removed by the majority vote of the Board of Directors whenever in its judgment the best interests of the corporation will be served thereby.

Article VI: The President of the University

Section 1. Qualifications

- A. The President shall qualify as set forth in Article IV, Section 3.A of the Bylaws.
- B. Qualifications to consider in evaluating a prospective President shall include:
 1. Credentialed by the Assemblies of God.
 2. Commitment to the philosophy and goals of Northwest University.
 3. Proven experience in administration: Organizing and directing people, finance and business management.

4. Leadership preparation.
5. Academic preparation.
6. Public Relations and fund-raising ability.
7. Cultural and intellectual breadth.
8. Demonstrated ability as an innovator, with real comprehension of the academic enterprise.

Section 2. Election

- A. The President of the University shall be elected by the Board of Directors by secret ballot, and a two-thirds vote shall constitute an election.
- B. Election to subsequent terms of office shall be by a majority of votes cast.

Section 3. Duties

- A. The President shall administer the policies of the Board, be responsible for the general management of the University, and have general oversight of all phases of University life and activity.
- B. The President shall represent the Faculty, the staff and the student body to the Board, and shall submit to the Board progress reports, budgets, new full-time faculty position nominations, recommendations for rank and tenure, and other pertinent information and facts.
- C. Further duties of the President related to the welfare of the University shall be:
 1. Direction of the Office of the President and its Administrative functions in:
 - a. Academic programs
 - b. Business and plant management
 - c. Student development
 - d. Public relations and student recruitment
 - e. Development and fund-raising
 2. Selection of administrators and organization of the University administrative and supervisory structure including general, academic, business, student life, development, and University relations
 3. Making faculty selections upon recommendation of the Faculty
 4. Appointment of staff
 5. Representation of the University at conventions and educational meetings
 6. Promotion of spiritual life of the school
- D. The President shall be authorized to sign such official documents as the occasion may require.
- E. The President shall determine all internal policies of the school not otherwise decided by the Board and recommend to the Board new policies or changes in present policies.
- F. The President shall acknowledge all gifts and contributions.

- G. The President shall be a member of the Board of Directors and the Executive Committee.
- H. The President shall perform such other duties as are customary to the office.
- I. The President shall have one month of vacation annually.

Section 4. Term of Office – The President serves at the pleasure of the Board. The term of office may be indefinite or a specified number of years, provided, however election or appointment of the President shall not of itself create contract rights. The President may be removed at any time by a vote of two-thirds of the Directors present at any regular meeting or at any special meeting called in whole or in part for that purpose, but such removal shall be without prejudice to the contract rights, if any, held by the President.

Article VII: The Office of the President

The President will carry out the management of the University along with the Vice Presidents described in this Article VII. The President and Vice Presidents will constitute the Office of the President. Among the Vice Presidents shall be included a Chief Academic Officer (Provost) and a Chief Financial Officer. Other Vice Presidents may be appointed at the President's initiative with advice and ratification by the Executive Committee. The organization of the Office of the President will be the prerogative of the President with ratification by the Executive Committee. The President will specify, and communicate to the Chair of the Board, a specific line of command among the Vice Presidents in the event that action or decisions are required in the absence of the President. The Vice Presidents within the Office of the President shall not be members of the Board of Directors and shall not be considered corporate officers for purposes of the Washington Nonprofit Corporation Act.

Article VIII: Faculty

Section 1. The Faculty

- A. The Faculty of Northwest University shall include full-time teaching personnel, the President, the Provost, professional librarians, the Registrar, and academic deans.
- B. Appointment to membership on the Faculty shall be made under the authority of the Board in accordance with procedures authorized by the Board and as described in the Faculty Manual.

Section 2. Composition and Membership of the Faculty Council

- A. Regular members of the Faculty Council shall be the Faculty.
- B. Associate members of the Faculty Council shall include missionaries in residence, student development professionals, enrollment professionals, adjunct teaching

personnel and the members of the Office of the President, Associate members enjoy voice but no vote on the Faculty Council.

- C. The Faculty Council shall elect its own officers from the Faculty: the Chair and the Secretary. The Chair of the Faculty Council, in counsel with the Provost, shall establish the agenda for Council meetings, call and preside over Council meetings, and invite other members of the University community when appropriate.

Section 3. Prerogatives and Responsibilities – The prerogatives and responsibilities of the Faculty Council shall include:

- A. Reviewing the philosophy and educational objectives of the University and making recommendations relating thereto.
- B. Recommending the general curricular patterns and the content of degrees, majors, academic foci, and minors whose study or implementation have been authorized by the Board of Directors.
- C. Reviewing and making recommendations concerning the calendar and time schedules.
- D. Establishing graduation requirements and approving candidates for degrees, and establishing academic policies, such as grading and attendance, within the program approved by the Board.
- E. Conferring honors and awards within policies adopted by the Board.
- F. Engaging in study and research for the purpose of strengthening the academic program of the University.
- G. Fostering the spiritual growth and professional development of its members through in-service training.
- H. Fostering the social, cultural, and spiritual development of its members through appropriate group activities.
- I. Serving as a council of reference on matters pertaining to student life and government, student publications standards, scholarships, citizenship, campus development, public relations, spiritual life, admissions, library, catalog publication, placement, Christian service, counseling, and other matters referred to it by the Office of the President.
- J. Faculty Manual. The Faculty Manual is to be reviewed annually by the Faculty and the Board, in consultation with the President and the Provost. The Faculty Manual shall set forth procedures and guidelines for Faculty membership and for the organization of the Faculty Council along with such committees as are deemed necessary for the faculty to fulfill its oversight of academic programs and faculty

member development. All changes to the Faculty Manual must be approved by the Board of Directors.

- K. Academic programs. Responsibility for the curricular and instructional direction of programs shall be vested in the Faculty, under the oversight of the President and the Provost, in accordance with the procedures authorized by the Board and as described in the Faculty Manual. Subject to general institutional policy and regulations and to the powers vested in the President and in the Board, the Faculty shall have primary jurisdiction over the educational program including admission requirements, curriculum development, instruction, schedules, and degree requirements.
- L. Faculty working conditions. Development of policies and procedures on Faculty employment, professional development, performance assessment, promotion, tenure, discipline and termination shall be vested in the Faculty, under the oversight of the President and the Provost, and in accordance with the procedures authorized by the Board and as described in the Faculty Manual.

Section 4. The Provost – The President shall appoint the Provost in consultation with the Faculty, subject to Board of Directors ratification. The Provost shall be responsible to the President for the oversight of educational programs and personnel.

Article IX: Staff

The staff shall consist of all personnel who are not members of the Faculty. The President, or a designee, shall meet with the staff at least twice annually to discuss matters of mutual interest. The staff may be invited by the President to joint meetings with the Faculty.

Article X: Students

Section 1. Enrollment – Enrollment is open to qualified students who desire to undertake serious study and show promise of success in such an endeavor at Northwest University.

Section 2. Attendance Privilege – Attendance is a privilege and not a right. Students applying for admission do so voluntarily and are free to withdraw at their pleasure, subject only to the fulfillment of their financial obligations to the University.

Section 3. Responsibilities and Rights – By applying for admission, and being accepted, each student agrees to be bound by the rules, policies, procedures, and administrative regulations as they exist at the time of the student's admission, and as they may be modified during enrollment.

Section 4. Conduct – Each student is expected to conduct himself or herself with dignity and with due respect for the rights of others, and in keeping with the principles and guidelines of the student manual.

Article XI: Nondiscrimination

Northwest University shall not discriminate on the basis of race, color, sex, age, national or ethnic origin, military service, or disability with respect to admission to the University or the administration of any of its policies and programs to the extent required by applicable laws.

Article XII: Official Records and Confidentiality

The Board of Directors recognizes the President's Reports, the Board of Directors Docket, the Board Manual, and all Board of Directors meeting minutes, as well as the minutes of its committees and commissions, as its official records. It also recognizes these as confidential. It identifies the Board of Directors' actions, committee recommendations, finance decisions, disciplinary actions, and personnel matters as confidential. Persons authorized to release appropriate information are the President of the University and the Chair of the Board of Directors when representing the Board of Directors.

Article XIII: Real Property

No real property may be sold, mortgaged, encumbered or otherwise disposed of unless authorized at a duly constituted meeting of the Board of Directors called for that purpose.

Article XIV: Amendments

Amendments to these Bylaws may be made at any regular or special meeting of the Board of Directors by a two-thirds vote, provided that the proposed amendment has been distributed to each member of the Board of Directors at least thirty days prior to such meeting.

Article XV: Indemnification of Directors, Officers, Employees and Agents

Section 1. Powers – In addition to its powers not specifically enumerated herein, Northwest University shall have the following specified powers:

- A. Power to Indemnify – The University may indemnify and hold harmless to the full extent permitted by applicable law each person who was or is made a party to or is threatened to be made a party to or is involved (including, without limitation, as a witness) in any actual or threatened action, suit or other proceeding, whether civil, criminal, administrative or investigative, and whether formal or informal (hereinafter a "proceeding"), by reason of the fact that he or she is or was a Director, officer, employee or agent of the University or, being or having been such a Director, officer, employee or agent, he or she is or was serving at the request of the University as a Director, officer, employee, agent, trustee, or in any other capacity of another corporation or of a partnership, joint venture, trust or other enterprise, including service with respect to employee benefit plans, whether the basis of such proceeding is alleged action or omission in an official capacity or in any other capacity while serving as a Director, officer, employee, agent, trustee or in any other capacity, against all expense, liability and loss (including, without limitation, attorneys' fees, judgments, fines, ERISA excise taxes or penalties and amounts to be paid in settlement) actually or reasonably incurred or suffered by such person in connection therewith. Such indemnification may continue as to a person who has ceased to be a Director, officer, employee or agent of the University and shall inure to the benefit of his or her heirs and personal representatives.
- B. Power to Pay Expenses in Advance of Final Disposition – The University may pay expenses incurred in defending any proceeding in advance of its final disposition (hereinafter "advancement of expenses"); provided, however, that any advancement of expenses shall be made to or on behalf of a Director, officer, employee or agent

only upon delivery to the University of (a) a written affirmation of the Director's, officer's, employee's or agent's good faith belief that he or she has met the standard of conduct described in RCW 23B.08.510, and (b) a written undertaking, by or on behalf of such Director, officer, employee or agent, to repay all amounts so advanced if it shall ultimately be determined by final judicial decision from which there is no further right to appeal that such Director, officer, employee or agent is not entitled to be indemnified under this Article or otherwise, which undertaking may be unsecured and may be accepted without reference to financial ability to make repayment.

- C. Power to Enter Into Contracts – The University may enter into contracts with any person who is or was a Director, officer, employee or agent of the University in furtherance of the provisions of this Article and may create a trust fund, grant a security interest in property of the University, or use other means (including, without limitation, a letter of credit) to ensure the payment of such amounts as may be necessary to effect indemnification as provided in this Article.
- D. Expansion of Powers – If the Washington Business Corporation Act or the Washington Nonprofit Corporation Act is amended in the future to expand or increase the power of the University to indemnify, to pay expenses in advance of final disposition, to enter into contracts, or to expand or increase any similar or related power, then, without any further requirement of action by the Directors of the University, the powers described in this Article shall be expanded and increased to the fullest extent permitted by the Washington Business Corporation Act and the Washington Nonprofit Corporation Act, as so amended.
- E. Limitation of Powers – No indemnification shall be provided under this Article to any such person if the University is prohibited by the Washington Business Corporation Act or other applicable law as then in effect from paying such indemnification. For example, no indemnification shall be provided to any person in respect of any proceeding, whether or not involving action in his or her official capacity, in which he or she shall have been finally adjudged to be liable on the basis of intentional misconduct or knowing violation of law by the person, or from conduct of a Director in violation of RCW 23B.08.310, or that the person personally received a benefit in money, property or services to which the person was not legally entitled.

Section 2. Indemnification of Directors, Officers, Employees and Agents

- A. Directors – The University shall indemnify and hold harmless any person who is or was a Director of the University, and pay expenses in advance of final disposition of a proceeding, to the full extent to which the University is empowered.
- B. Officers, Employees and Agents – The University, by action of its Board of Directors, may indemnify and hold harmless any person who is or was an officer, employee or agent of the University, and provide advancement of expenses to the full extent to which the University is empowered, or to any lesser extent which the Board of Directors may determine.

- C. Character of Rights – To the extent the rights of indemnification and advancement of expenses have been conferred by or pursuant to this Article, such rights shall be contract rights.
- D. Enforcement
 1. A Director ("Claimant") shall be presumed to be entitled to indemnification and/or advancement of expenses under this Article upon submission of a written claim (and, in an action brought to enforce a claim for an advancement of expenses, where the undertaking in Article XIV, Section 1, B. above has been delivered to the University) and thereafter the University shall have the burden of proof to overcome the presumption that the Claimant is so entitled.
 2. If a claim under this Article is not paid in full by the University within sixty days after a written claim has been received by the University, except in the case of a claim for advancement of expenses, in which case the applicable period shall be twenty days, the Claimant may at any time hereafter bring suit against the University to recover the unpaid amount of the claim. If successful in whole or in part, the Claimant shall also be entitled to be paid the expense of prosecuting such claim. Neither the failure of the University (including its Board of Directors or independent legal counsel) to have made a determination prior to the commencement of such action that indemnification of or advancement of expenses to the Claimant is proper in the circumstances nor an actual determination by the University (including its Board of Directors or independent legal counsel) that the Claimant is not entitled to indemnification or advancement of expenses shall be a defense to the action or create a presumption that the Claimant is not so entitled.
- E. Rights Not Exclusive – The right to indemnification and advancement of expenses conferred in this Article shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, provision of the Articles of Incorporation or Bylaws of the University, agreement, vote of disinterested Directors, or otherwise.

Section 3. Insurance – University may purchase and maintain insurance, at its expense, to protect itself and any Director, officer, employee or agent of the University or who, while a Director, officer, employee or agent of the University, is or was a Director, officer, partner, trustee, employee or agent of another corporation, partnership, joint venture, trust, employee benefit plan or other enterprise against any expense, liability or loss, whether or not the University would have the power to indemnify such person against such expense, liability or loss under the Washington Business Corporation Act.

Section 4. Survival of Benefits – Any repeal or modification of this Article shall not adversely affect any right of any person existing at the time of such repeal or modification.

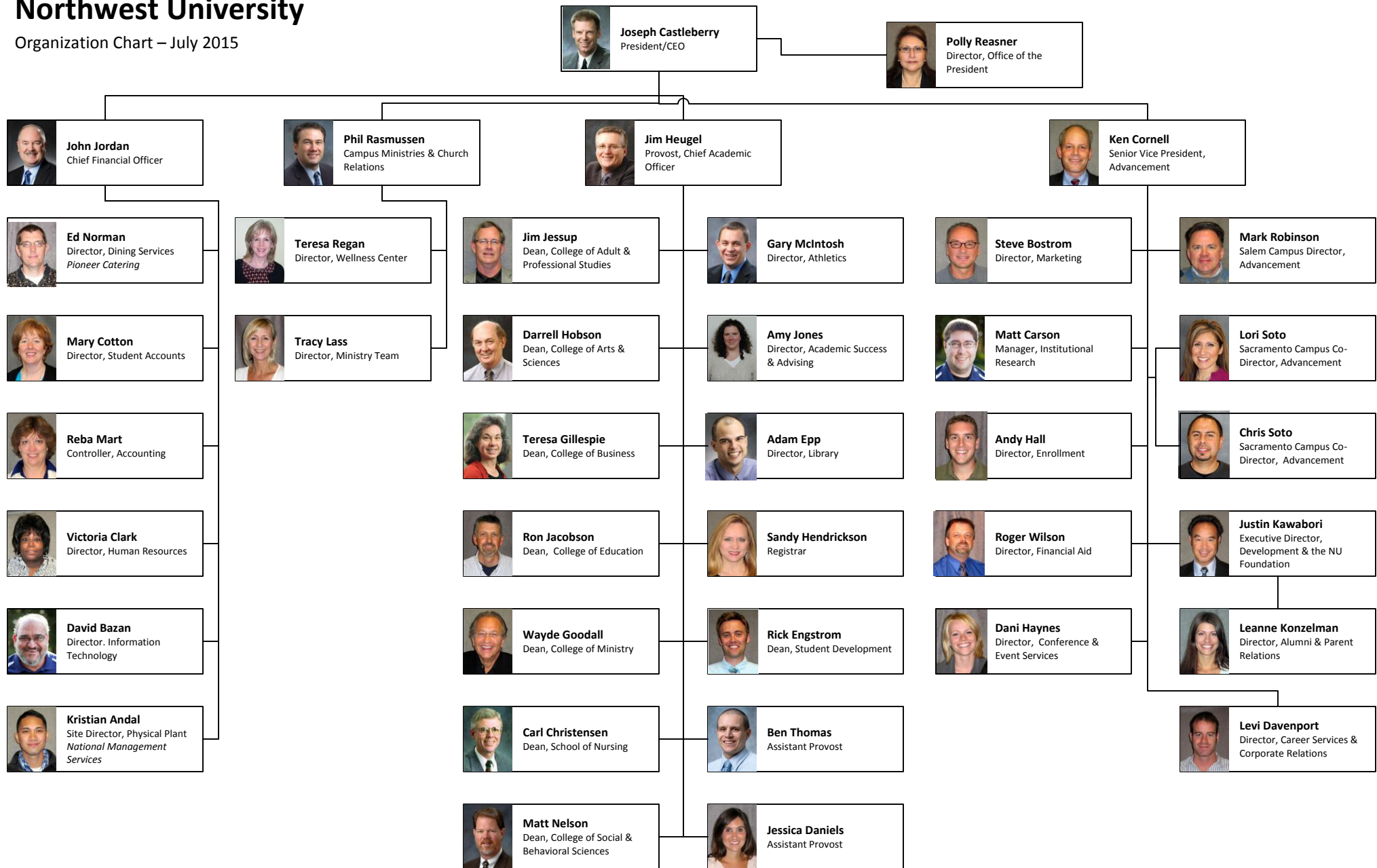
Section 5. Severability – If any provision of this Article or any application thereof shall be invalid, unenforceable or contrary to applicable law, the remainder of this Article, or the application of such provision to persons or circumstances other than those as to which it is held

invalid, unenforceable or contrary to applicable law, shall not be affected thereby and shall continue in full force and effect.

Section 6. Applicable Law – For purposes of this Article, "applicable law" shall at all times be construed as the applicable law in effect at the date indemnification may be sought, or the law in effect at the date of the action, omission or other event giving rise to the situation for which indemnification may be sought, whichever is selected by the person seeking indemnification. indemnification may be sought, whichever is selected by the person seeking indemnification.

Northwest University

Organization Chart – July 2015



Links to Useful Resources

- [Northwest University Homepage](http://www.northwestu.edu/) Link: <http://www.northwestu.edu/>
- [Strategic Data Dashboard](http://eagle.northwestu.edu/departments/strategic-data/) Link: <http://eagle.northwestu.edu/departments/strategic-data/>
- [Eagle Homepage](http://eagle.northwestu.edu/) (NU Intranet) Link: <http://eagle.northwestu.edu/>
- [Board of Directors Homepage](http://eagle.northwestu.edu/departments/board/) Link: <http://eagle.northwestu.edu/departments/board/>

Authorization and Amendment

The President's Cabinet Manual is the property of the Board of Directors with specific authority to maintain the manual resting in the Board's [Executive Committee](#). All action will be specified in Executive Committee minutes and subject to Board review as specified in the Board Manual.

- The President's Cabinet has the authority to propose revised or new policies or procedures for the Manual.
- Each policy or procedure will be reviewed and receive specific action by the Executive Committee before the policy or procedure will be considered officially approved.

The format of the manual, as well as any informational sections the manual, will be the maintained by the Office of the President.

Approved by the Board 12/2/05

Consolidated Leave and Vacation (CLV)

Consolidated Leave combines the accruals for both sick, personal, and vacation leave into one account. Employees may use this account for vacation, for absence due to illness, to attend to family matters (including bereavement) or for any other personal business.

The amount of Consolidated Leave administrators receive depends on their length of continuous service with Northwest University. The following schedule shows the Consolidated Leave days administrators may accrue for each paid day and the maximum number of Consolidated Leave days administrators can earn for each year of continuous service. It also shows the maximum total number of Consolidated Leave days administrators can accumulate in their Consolidated Leave account ("Cumulative Personal Leave Limit"). Consolidated Leave accrual stops once an employee reaches this maximum number of accrued hours.

Years of Employment	Days of personal leave credited per paid day	Annual Accrual	Cumulative Personal Leave Limit
0-4	.10385	27	54
5-9	.11155	29	58
10-20	.11925	31	62
Over 20	.12695	33	66

All Consolidated Leave days taken must be recorded and reported to Payroll on the appropriate form.

Approved by the Board 12/2/05

Vice President Rank

Vice Presidents may serve at one of four ranks:

- Senior Vice President
- Vice President
- Associate Vice President
- Assistant Vice President

Rank is assigned at the discretion of the President with advice and ratification by the Executive Committee of the Board of Directors. Assignment, or change, in rank is based on weighing factors including, but not limited to: role, performance, and qualifications.

1. Role

1. Breadth of Responsibility

Those with broad ranging responsibility that directly impacts a majority of the University's work would generally serve with the rank Vice President or Senior Vice President. Those who serve more specifically in a limited range or responsibility may serve with the rank of Associate or Assistant.

2. Specific Roles

Those serving in highest influence roles such as Provost, Chief Financial Officer, or Executive Vice President would generally serve with the rank of Senior Vice President.

3. Direct Reports

Those serving as Vice President or Senior Vice President would generally have a number of direct reports with an administrative rank of Director or Dean. Those serving as Senior Vice President may have other Vice Presidents as direct reports.

4. Fiscal Responsibility

Those serving with the rank of Vice President or higher would generally be directly responsible for a significant portion of expense and/or revenue budget.

2. Performance

1. Specific Job Performance

Job performance at the University may be a factor in changing rank.

2. Years of Service

Years of service at the University may be a factor in changing rank.

3. Qualifications

1. Education

Those serving with the rank of Vice President or higher would generally hold a graduate degree in a related field.

2. Experience

Those serving with the rank of Vice President or higher would generally have ten or more years of experience in a directly related field.

3. Ministerial Affiliation and Credential

All Vice Presidents are expected to be actively engaged in the ministry of a local Assemblies of God Church; ministerial credentials may be a factor in assigning rank.

Approved by the Board 12/2/05

Church Attendance

Each member of the Office of the President is expected to be an active member of a local Assemblies of God church, fully participating in the life of that church, and attending that church regularly unless duties require that an administrator represent the University in other churches.

Members of the Office of the President are expected to attend the University chapel service as schedules allow and otherwise engage in the spiritual life and activities of the University.

Approved by the Board 12/2/05

Commitments

Our work as members of the Office of the President will be characterized by the following commitments:

Commitment to honor God both individually and corporately

- We strive to be guided by the values, attitudes and actions that Christ modeled in all our decisions and in our style of behavior.
- We hold ourselves to the highest standards of stewardship for the resources that God has placed in our care.
- We acknowledge that we are dependent on the Holy Spirit to be shaped as followers of Christ, to be guided in our relations with others, and to be empowered and enabled in our work.

Commitment to honor each other through healthy interaction and accountability

- We determine to see all others as brothers and sisters made in the image of God and worthy of our love, respect and honesty.
- Our relationships will be characterized by genuine concern and respect for others, humility, openness, and a willingness to admit mistakes.
- It is within this atmosphere that we strive to interact as a team with unguarded transparency, rigorous honesty, readiness to ask hard questions, willingness to hold others and to be held accountable, and eagerness to tackle tough issues as a team.

Commitment to honor the team by owning decisions and insisting on results

- We endeavor to understand each other's projects and challenges, to be more quick to give praise than to seek it, and to sacrifice for the success of the team.
- We will personally own and work for the success of decisions made by the team regardless of how we originally felt about them.
- We will not distance ourselves from bad decisions or blame them on others; rather we will work together to correct and learn from our mistakes.

Approved by the Board 9/25/06

Adopted by NUTOP 8/29/06

Honorary Bachelor's and Master's Degrees

In the event of the death of a student, the Provost shall be authorized to arrange for the conferral of the appropriate honorary Bachelor's or Master's degree posthumously.

Approved by the Board 5/3/07

Adopted by NUTOP 5/2/07

Performance Evaluation

Office of the President members will use the following procedure for an annual performance review.

1. Self-referential Performance Review

2-3 Pages in length. Each team member will prepare a self-referential performance report.

1. **Review:** Following the format of the job description, each administrator should highlight performance indicators for each major responsibility for the past 12 months. One should also report on progress toward achieving the goals specified in the previous year's review.
2. **Reflect:** Each administrator should provide a brief evaluation concerning adherence to the Commitments.
3. **Goals:** Indicate significant performance goals for the coming year.
4. **Propose:** Indicate any changes that should be considered to the job description.

The self-referential performance report should be an organized list of verifiable facts that indicate performance and competence. The report serves as a tool for the supervisor, and colleagues, throughout the review process.

Please include a copy of the job description with the email to the team.

2. Team Performance Evaluation

1 day session using the job description and the self-referential performance report, each team member will be prepared to answer the following questions for each fellow team member.

1. What **outstanding individual characteristics and performance accomplishments** are noteworthy, should be affirmed, and encouraged.
2. What characteristics and performance areas **need attention and improvement** in order to contribute to the growing success of the President's Cabinet, the individual, and the individual's area of responsibility.
3. In what ways can **team members help** address the items exposed by item two above? The form of the meeting will be open dialog. We will focus on one member at a time, first addressing item number 1. Then we will focus on items number 2 and 3 together, again one member at a time. The order of consideration will be determined at random.

Nothing that is shared in the context of the dialog should come as a *surprise* to anyone, especially the one being reviewed. Team members are instructed that in a case when their might be some element of surprise, there should be a one-on-one conversation prior to the team session.

The focus of the dialog will be *formative* rather than *summative* with the emphasis being on how each team member can serve the team, fulfill their role as a leader of the University, and perform as the leader of their specific areas of responsibility better.

3. **Team Performance Evaluation Summary**

1-2 Pages, to the supervisor and copied to polly.reasner@northwestu.edu Each member will be charged with summarizing what they learned in the *Team Evaluation* session, reflecting on what they heard in answer to each of the three questions, and responding to both the specific points and the general evaluation.

The summary will then be available for the supervisor's use; these uses may include:

1. Adjusting job description and/or performance goals
2. Salary review and recommendations
3. Report to the Board's Executive Committee and/or Committee on the President

*Edited and Approved Spring 2009
Approved by the Board 12/2/05*

Annual Loyalty Statement

As a requirement for Assemblies of God Alliance for Higher Education (AAGHE) affiliation, administrators annually sign an affirmation of their support for the Assemblies of God, in accordance with these guidelines (*check all that apply*):

- ☐ Assemblies of God member: I affirm loyalty without mental reservation* to the *Statement of Fundamental Truths* of the Assemblies of God. I have been personally baptized in the Holy Spirit according to Acts 2:4 and live a Spirit-filled life (Galatians 5:22-23). I willingly influence others with regard to the loyalty and spirituality of the preceding points.
- ☐ Pentecostal Non-Assemblies of God: I affirm that my beliefs are compatible with the Assemblies of God. I have been personally baptized in the Holy Spirit according to Acts 2:4 and live a Spirit-filled life (Galatians 5:22-23). I willingly influence others with regard to the loyalty and spirituality of the preceding points.
- ☐ Non-Pentecostal Non-Assemblies of God: I affirm that my beliefs are not anti-Assemblies of God, and I further pledge to be supportive in my respect and appreciation for the Assemblies of God and its doctrines.

*Please note: “mental reservation” does not refer to the circumspection, caution, doubts, or carefulness which normal people, especially academics, experience when making important affirmations. Rather, mental reservation refers to intentional deception. It is “the internal act of adding a qualification to, or exploiting an ambiguity in one’s words, or privately vowing that one does not mean what one is saying, like children keeping their fingers crossed in order to nullify a promise they are making” (*The Oxford Dictionary of Philosophy*, 1994).

As a further requirement for AAGHE affiliation administrators annually report the local church in which they are a member, and the extent of their attendance and involvement in the life of that church.

Local church in which membership is held: _____

Extent of Attendance and involvement in Church: _____

With my signature, I affirm my compliance to all that is stated above:

Name: _____

Title: _____

Signature: _____ Date: _____

June 29, 2015

Line of Command

Pursuant to [Article VII of the Bylaws](#), the President is charged with specifying and communicating to the Chair of the Board a specific line of command among the members of the Office of the President in the event that action or decisions are required in the absence of the President. The President has designated the Provost to lead the Office of the President in decision making on such an occasion. If the Provost is also absent, the Chief Financial Officer will act in his stead. If the President, Provost, and Chief Financial Officer are not present, the Senior Vice President for Advancement should lead, followed by the Campus Pastor.

Communicated to the Chair by the President:

[August 2013](#) | February 2012 | December 2010 | September 2007

Capitalization

The policy for Northwest University is to capitalize the purchase of any fixed assets that have a useful life beyond the current fiscal year if the item costs at least \$500. Furthermore, our policy is that this new minimum applies to each individual asset. However, we will capitalize a batch of smaller items if purchased as a group of assets when the total for the group of assets costs at least \$2,500.

An exception to this provision applies to library acquisitions. We will capitalize library books by treating all books purchased in one fiscal year as a single asset. This includes library purchases of publications and also includes other media, not just paper books.

This policy also establishes the depreciable lives of fixed assets as follows:

- Land: none
- Land improvements: 10-50 years (depending on item)
- Buildings: 50-75 years (depending on construction type)
- Master Plan: 10 years
- Computers & software: 6 years
- Equipment: 10 years
- Furniture/Fixtures: 10 years
- Library books: 20 years
- Autos: 5 years
- Vans & pickups: 9 years
- Amortizable assets: 10 years (or more depending on item)

Our policy is to depreciate items using these useful lives, without any offset for residual value. It is also our policy to claim one half year's depreciation in the year the asset is placed into service, regardless of the day in which it is placed in service.

Approved by Admin Team and FP&P 10/06/10

Approved by the Executive Committee 11/28/07

Approved by NUTOP 11/13/07

Certain Benefits for Officers, Directors, and Key Employees

IRS Form 990 requires that Northwest University establishes and follows its process on the following list of benefits. This policy applies to these following benefits as applied to any Officer, Director, Trustee or Key Employee of the University (ODTKE). Northwest University's policy is included.

First-class or charter travel: Northwest University limits reimbursement for this travel to the cost of coach fare travel.

Travel for companions: Northwest University allows companions to travel with ODTKE but does not allow for reimbursement of the additional cost for the spouse. An exception applies to the spouse of board members for the board meetings. In those cases, the university will cover the additional costs for hotel and costs of meals for the spouse. Another exception applies to the spouse of field personnel for the Minister's Institute and District Council of which the individual is a member. In this case, the spouse's room expense (additional only) and meals will be covered.

Tax indemnification and gross-up payments: Northwest University does not cover tax liability for any benefits for ODTKE.

Discretionary spending account: Northwest University does not provide any discretionary spending account for ODTKE. Only valid business expenses with adequate and timely documentation will be reimbursed under an accountable reimbursement plan.

Housing Allowance or residence for personal use: Northwest University does not make any payment for the home of an ODTKE. The only exception is that certain minister employees may request that the University designate a portion of their compensation as an IRC 107 parsonage allowance within the limits of law.

Payments for business use of personal residence: Northwest University does not make any payment for the business use of the personal residence of an ODTKE.

Health or social club dues or initiation fees: Northwest University does not reimburse the cost of any health or social club dues for any ODTKE.

Personal services (e.g., maid, chauffeur, chef): Northwest University does not pay or reimburse the cost for any personal services of any ODTKE.

*Approved by Board 5/8/09
Proposed 4/09*

Financial Policies and Procedures Committee

A Financial Policies and Procedures Committee should consist of the CFO and Controller, (one of which will serve as chair), Provost, Dean of Student Development, Human Resources Director, leaders from among Finance and Accounting personnel and other budget managers that may add relevant perspective to our financial policies, procedures and processes.

The Committee is to serve the Office of the President and should number 7-9. It should:

1. Review all financial procedures and related instructions, making changes as needed.
2. Review of all financial policies, recommending changes as needed.
3. Review and take action on any finance related appeals.
4. Approve ministerial housing allowances in advance and for submission to Board of Directors by way of report.
5. Award special undesignated aid and scholarship moneys.
6. Keep minutes of meetings, submitting those minutes to the Office of the President Administrative Team for ratification.

Compensation Committee

A Compensation Committee should consist of the Director of Human Resources (who serves as Chair), CFO, Provost, Vice-President for Advancement, Vice-President for Student Development, one member of the Faculty, and any other deemed appropriate by the President.

The Committee is to serve the Office of the President and should number 5-7. It should meet regularly to:

1. Review internal and external compensation reports from the CFO and Director of Human Resources.
2. Evaluate and report to the Administrative Team and Budget Committee the University's practice with regard to its Compensation Philosophy and any action plans in effect.
3. Annually review the University's employee compensation package and practices.
4. Annually review the salary grade of all employee positions.
5. Review and make recommendation regarding the salary grade for new employee positions
6. Receive and make recommendation on any requests or appeals to regrade an employee position.
7. Keep minutes of meetings, submitting those minutes to the Office of the President Administrative Team for ratification.

Budget Committee

A Budget Committee should consist of the members of the Office of the President plus two staff members and two faculty members as appointed by the President. The CFO will serve a chair.

The Committee is to serve the Office of the President and should number 10-12. It should meet as needed to accomplish the following tasks:

1. Review reports from the CFO regarding the finances of the University.
2. In October of each year prepare a recommendation for presentation to the Board for annual tuition and fee increases and set general parameters for the annual budget.
3. Prior to the February Executive Committee of the Board meeting, review and provide feedback on the budget that has been prepared by members of the Accounting department with input from all department budget managers. This budget should include the following:
 - a) Income statement summary for next fiscal year
 - b) Balance sheet for next fiscal year
 - c) Capital budget for next fiscal year
 - d) Five year summary income statement, balance sheet and capital budget
 - e) Projection of loan covenants based on five year look forward statements
4. Make recommendations for any budget adjustments to current fiscal year in October and February of each year after fall and spring enrollment and financial results are known.
5. Keep minutes of meetings, submitting those minutes to the Office of the President Administrative Team.

Form 990 Preparation and Review

Form 990 shall be prepared annually for Northwest University and separately for Northwest University Foundation. These will be prepared by the Comptroller or by the University's external auditors. IRS deadlines, including extensions, should be met for filing of these tax returns.

Upon completion of the University's required forms and schedules, an electronic copy will be prepared and distributed to each member of the University Board of Directors and to the University's team of vice presidents. This document includes confidential information that is not open to public inspection. Therefore, a reminder of discretion will be made when sending this document.

Upon completion of the Foundation's required forms and schedules, an electronic copy will be prepared and distributed to each member of the Foundation Board of Trustees and to the University's team of vice presidents. This document includes confidential information that is not open to public inspection. Therefore, a reminder of discretion will be made when sending this document.

The University should wait as long as possible, within the constraints of the deadline, to receive any comments back from board members. These comments should be addressed and changes should be made to the return as needed before submitting the return to IRS.

*Approved by Board 5/8/09
Proposed 4/09*

Gifts of Securities

General Rules

1. For purposes of this document, ‘securities’ refers to gifts of privately or publicly held shares or stock options.
2. In order to constitute a gift for which a donation receipt may be issued, the ownership of the securities must be surrendered and transferred to the University. No receipt can be given where only a pledge has been made – there must be a transfer of property.
3. The securities must be given voluntarily.
4. Northwest University will make reasonable efforts to honor the donor intent and maintain a positive relationship with the donor.
5. As part of the due diligence in accepting the gift, Northwest University will make reasonable efforts to assure that federal government rules and guidelines as set forth by the Internal Revenue Service, have been properly adhered to when issuing a charitable receipt.
6. Donors should be encouraged to seek professional advice with regards to tax implications of their respective gifts.

Selling of Securities

1. It is the University’s general policy to dispose of gifts of securities as expeditiously as possible. Thus, the University will attempt to sell, as soon as reasonably practical, all gifts of securities at a reasonable price, consistent with market conditions and otherwise in accordance with this policy. Notwithstanding, however, the University reserves the right to retain a security from time-to-time.
2. Capital gains, capital losses, commissions on securities, and deferred fees are absorbed by Northwest University unless, in unusual circumstances, there is an agreement to the contrary.

Acceptance of Securities by Northwest University

1. Gifted securities will be received and termed “stocks/securities” and recorded in financial records at the value on the date of ownership transfer.
2. Upon receipt, ownership of gifted securities will be transferred, with appropriate approvals, into a University account, from which the securities will be sold in the market as outlined above. In this way, University personnel are positioned to receive the assets and to issue official correspondence, and are enabled to do so without the responsibility of handling the related investment decisions. These decisions will be performed by the appropriate University committee, board, or personnel, and accounted for in the financial records of the University.

Determination of the Value of Securities for Receipting Purposes and Recognition

Approved by NUTOP 1/2/07 and Executive Committee 2/26/07

1. The Advancement Office is responsible for developing appropriate due diligence policies and procedures, including documentation standards, and to present such policies and procedures to be periodically reviewed and approved by the Advancement Committee of the Board.
2. Regular reports on the status of securities held by the Northwest University will be prepared by the Finance Office for Investment and Finance Committees or professional auditors.
3. A donor is entitled to claim a donation credit or deduction for the full fair market value of any gift of securities made to Northwest University.
4. For publicly traded securities, the fair market value will be determined by reference to the opening and closing market price and calculating the mean on the day gifted. Recognition will be based on the receipted value of the gift.

Procedural Guidelines

1. Processing gifts of securities is the responsibility of the Office of Advancement through the Development Office and is the contact for the broker. Financial Services is responsible for receiving the proceeds of disposal.
2. Procedures for proper transfer of securities from a donor will be established and maintained by the Office of Advancement through the Director of Development. These procedures will be revised and updated from time to time as appropriate.
3. Communication will be made available to donors explaining the different ways to give securities, and possible related income tax benefits.
4. Any changes in Internal Revenue Service regulations will be appropriately reflected in the procedures and in information available to donors.
5. The following information will be required to properly process the gift:
 - Donor name and address
 - The type of securities to be transferred
 - Name of shares being transferred
 - Quantity of shares being transferred
 - Valuation per share
 - Total value transferred (i.e. amount of gift)
 - Valuation date (used for receipting purposes)
 - Designation of the gift, if any (i.e. an account number will be required for the Finance Office)
 - Name of the appraiser (if any)
 - And such other information as is deemed necessary by the University to properly assess and process the gift.

Designation of Gifts

At the time of liquidation, it is probable that the value per share of a security will be either higher or lower than the per share value on the original date of transfer. Capital gains and losses will be absorbed by the University for designated gifts.

Approved by NUTOP 1/2/07 and Executive Committee 2/26/07

Gifts to the General Scholarship Fund

Northwest University may receive gifts to the General Scholarship Fund. The gifts are received without special conditions and may be awarded to any student or added to any Northwest University scholarship endowment or fund. When the gift is received, the University may receive a recommendation from the donor. The donor's suggestion should be disregarded if any of the following conditions apply:

- The donor is a member of the suggested recipients immediate family.
- The donor has received services or any other benefit from the suggested recipient that is related to the gift, possibly positioning the scholarship as *compensation* for services rendered or *payment* for goods.
- The scholarship would cause a refund to a student of any other grant aid or discount.

University personnel should verify that donors understand that their recommendation may not be followed, and that the gift will be used at the University's sole discretion.

Approved by NUTOP 1/2/07 and Executive Committee 2/26/07

Check Signing

Authorized Signatures:

The authorized signers on the University General bank account at US Bank is as follows as of February 28, 2015.

- Barbara Petty, Chair
- Chris Edwardson, Vice Chair
- Sallee Conn, Secretary
- Tony Pizelo, Treasurer
- Joseph Castleberry, President
- James Heugel, Provost
- Ken Cornell, Senior Vice President
- Phil Rasmussen, Campus Ministries & Church Partnership Program
- John Jordan, CFO
- Reba Mart, Controller

Number of Signatures Required:

All checks are processed through the secure AcuPrint check writing system that prints the President's signature on each check as it is printed. Checks that are \$10,000 or more require two signatures. This policy is observed by the bank. Our internal policy requires that there must be two handwritten signatures in addition to the computer printed signature of the President. At least one of these additional signatures must be a signer on the account. However, on days when two signers are not available, the second signature may be that of any Vice President, as long as the first handwritten signature does not belong to the President. This internal policy's restriction is not administered by the bank.

Signing Restrictions:

Specific restrictions are imposed upon the Comptroller. The Comptroller should only sign on checks from vouchers previously approved by the President or CFO or Exec VP or Provost, or if the first manual signature is the President or CFO or Exec VP or Provost. The Comptroller is also authorized to sign checks for normal recurring bills for utilities, property taxes, and contract vendors. This restriction is internal policy established for the protection of the University and is not administered by the bank. The executions of these restrictions should be reviewed in our annual audit.

Related Policy: Banking Resolution

Amended and Approved by Executive Committee 2/15
Amended and Approved by Executive Committee 02/11
[Approved by Executive Committee 9/08](#)
Approved by NUTOP 8/5/08

Pledge Monitoring, Modification, and Write-Off

The Development Office will monitor formal pledges made to Northwest University. Pursuant to the formal establishment of a donor's pledge, it may be deemed necessary to alter the original terms of the commitment. In such instances, the installment schedule, installment amounts, and/or overall pledge amount may be modified with some form of written correspondence with the donor. In some cases, an entire pledge or a portion of a pledge may be written off if requested by a donor or deemed necessary by the President's Office or Development Office. Pledges resulting from phone campaigns will be written off automatically as part of an automated programming feature of the PowerCampus Pledge/Gift Processing software package.

The following policies apply to larger, multi-year pledges.

Pledge Monitoring

1. The Development Office will produce a quarterly report for all pledges. The pledge installment profiles found on the reports will be sorted by account and will be grouped under the appropriate campaign. The reports will be distributed to the appropriate development officers (agents) for their review. A comprehensive copy of the report, encompassing all constituency areas, will be forwarded to the President, Vice President for Development, Director for Development, Executive Vice President and University Comptroller.
2. In the event of past due payments, the expectation is that the various officers will review the past due pledge(s) and take the most appropriate course of action. In some instances, the officer may contact the donor in order to ascertain current intentions. All follow-up conducted on these pledges should be routed through the Development Office by informing the Development Coordinator for the purpose of updating the pledge.

Pledge Modifications

Should a donor indicate that an existing pledge requires modification, a written confirmation outlining the altered conditions, such as changes in pledge period, installment amount, or fund designation, must be forwarded to the Development Office. Documentation relating to minor alterations may originate from either the donor or the development officer. No significant alterations will be made, however, without receipt of appropriate documentation from the donor. The Development Coordinator will be responsible for making all necessary modifications and entries relating to requested pledge alterations.

Pledge Write Offs

1. If deemed appropriate by Northwest University, its President, or the Development Office, unconditional (booked) pledges may be terminated by the Finance Office for a donor's pledge. If requested, an entire pledge balance, or the remaining portion of a pledge, may

be written off. Such requests may originate with either the donor or a University officer, or a development officer. The Development Office will accept written write-off requests and will coordinate with the Finance Office on implementing the write-off. A request must be in writing and should include a brief statement of justification.

2. All other pledges provided by the Development Office on the quarterly monitoring report will be written off at the end of the calendar year (Dec 31) unless otherwise notified.
3. Pledge write-offs associated with previously assigned naming opportunities will be handled in a manner appropriate to the particular pledge, and on a case-by-case basis, initiating with the appropriate University Committee or Board of Directors Committee as these situations may involve other policies and procedures as well as amendments and/or adjustments to financial statements, bond issuances, etc.
4. A statement addressing the total of pledge balances written off during the course of a fiscal year will be included in an annual report to the Northwest University Board of Trustees.

Approved by NUTOP 1/13/09

[illegible]

We, the people of Northwest University,
carry the call of God
by continually building
a learning community
dedicated to spiritual vitality,
academic excellence,
and empowered engagements
with human need.

