



SOUTHWESTERN
COLLEGE

Policy Manual



sckans.edu

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VOLUME 1 — Governance and Administration

The Southwestern College Policy Manual is a set of volumes that define the operational policies and procedures for the college. This Volume I sets forth the purpose, organization, governance, and administration of Southwestern College.

1.1 Introduction: Authority and Revision

The Board of Trustees holds ultimate authority over the policy manual and the policy contents of its six volumes. All policy (not informational) pronouncements herein can only be revised based on the recommendation of the president and approval by the Board of Trustees

For administrators and staff, the content of these volumes is for general information and is not a contract of employment (see VI ,5.1 for a more detailed statement of this policy). All college non-faculty employees are employed at-will and may be terminated according to state law, with or without cause.

For full-time faculty, the contents of Volumes II, III, and, in particular, Volume IV are contractual and are cited as contractual in the faculty member's contract. The at-will nature of employment at the college is modified to meet these contractual requirements as explained in section 4.11.

Volumes I, II, III, V, VI and VII are revised (in respect to policy items but not informational items) as appropriate on the recommendation of the president and approval by the Board.

In Volume I, sections 1.3 and subsections 1.7.4 through 1.7.5.1 follow the amendment process of the respective constitutions and bylaws with oversight by the president and the Board. The rest of Volume I follows the procedures in paragraph one above in this section.

In Volume IV, the faculty employment policy and procedures follow the amendment provisions found in Volume IV, section 4.13.

The Board reserves the rights laid out in Volume IV, subsections 4.13.4 through 4.13.6, with respect to the entire policy manual of the college.

1.2 History

The institution now known as Southwestern College was organized by the Southwest Conference of the Methodist Episcopal Church and was chartered in 1885 as Southwest Kansas Conference College. A conference committee selected Winfield as the location for the school.

The City of Winfield contributed land and \$60,000 in cash plus stone, water, lumber, and hardware for the original building, North Hall. On May 12, 1886, Dr. John E. Earp took office as first president of the college and immediately brought about the merger of the Southern Kansas Normal School and Business College with the new institution. Classes opened September 7, 1886, with forty-three students enrolled.

In the early 1900s it was recognized that an endowment, more classrooms, and gymnasium were needed to enhance the program. To fulfill these needs, Andrew Carnegie donated \$25,000 to the endowment, Richardson Hall was built for classroom space, and Stewart Field House was completed before the end of the decade. In 1909, the name was changed to The Southwestern College, and in 1917, the school was first accredited by the North Central Association of Colleges and Schools.

During the 1920s the college flourished with the beginning of unique academic ventures. Intercollegiate debate started on the Southwestern campus with the first such tournament anywhere being held here in 1923.

Dr. Leroy Allen, academic dean, was instrumental in the founding of Pi Gamma Mu, the international social science fraternity. Started in 1924, the organization has published its journal *Social Science* continuously since 1925. The international headquarters of Pi Gamma Mu remains in Winfield to this day.

The music program was augmented by the merger in 1926 of the Winfield College of Music with Southwestern. In 1929, Southwestern was honored by becoming one of the early members of the National Association of Schools of Music.

In the mid-twenties, the first formal acknowledgments were made that education often takes place outside the traditional classroom. Under the direction of Professor Henry W. Taylor the Southwestern Travel Club was organized. This organization promoted summer travel in Europe. At the same time the Omnibus College was developed. Headed by Dr. William G. Goldsmith, members of this group participated in summer tours of the United States in two specially built buses. Travel was concentrated in the eastern states and parts of Canada.

The financial problems of the late twenties and early thirties appear to have ended these nontraditional academic adventures.

Following the depression and the war years of the forties, Southwestern again began to grow. Sonner Stadium was completed in 1947. In 1949 North Hall was condemned and razed. But it was in 1950 that the real turning point came for Southwestern. On April 16, 1950, Richardson Hall burned to the ground. As much equipment from North Hall had been stored there, the school was left with little more than a women's residence hall which had been built in 1920, the field house, the stadium, and two buildings under construction for a library and science laboratories.

With the academic facilities so completely destroyed, there were many questions as to the survival of the institution. However, on June 26, 1950, the Central Kansas Conference of the United Methodist Church voted overwhelmingly to continue Southwestern College and authorized "The Million Dollar Building Program." The future of the college was now assured and the fifties saw the completion of Broadhurst Residence Hall, Mossman Science Hall, Memorial Library, a rebuilt administration building (Christy), a new home for the president, and Sutton Residence Hall. Construction continued in the sixties with the building of the Roy L. Smith Student Center, Wallingford Residence Hall, Reid Residence Hall, Shriwise Apartments, Honor Housing, Darbeth Fine Arts Center, White Physical Education Building, and the Frank A. White Library Addition. The seventies saw a tapering off of building with the construction of only the Ruth Warren Abbot Laboratories (greenhouse) and the Melvin Dixon Service Facility. Instead, attention was turned to an intensified upkeep program and the renovation of existing facilities.

The sixties and seventies saw significant academic development. In 1968, Southwestern was among the first forty colleges in the nation to adopt a calendar that let students partake in modular study and off-campus travel during the school year. The recognition continues today as students are encouraged to participate in international/intercultural study.

The 1980s were a time of relative stability in the college program, punctuated by the closing of St. John's College four blocks away in 1986. In response to pleas from the local medical

community, Southwestern introduced a nursing program to replace the one closed at St. John's. Also, the college took the unprecedented step of reducing tuition by 20 percent in 1985-1986.

The college's continuing strong relationship to the United Methodist Church was reflected in the 1988 election of the Southwestern president as a bishop of the church.

Significant changes in the college's program and structure came about in 1991-93, as a result of the adoption of a new mission statement and statements of purposes. At that time, the faculty introduced an integrated studies program to replace the general education program. The new program prescribed a core curriculum for students, with most of the course work completed during the first two years of college. The program was based on the "dance of science with the arts" and featured distinctive courses not wedded to any particular field of study.

Additionally, the faculty and trustees acted to replace their governance systems with standing committees and focusing faculty and trustee meetings on reports from those committees. In the new system, the faculty now elects its own chair.

Also, about this time, Southwestern entered into providing degree completion programs for working adults, a departure from the traditional focus on the residential campus program. In 1994, this program was reorganized and centers were opened in downtown Winfield and at two sites in Wichita. The centers offered degrees and majors aimed at working adults and offered their course work in six-week, accelerated formats.

In 1996, Southwestern launched a technology initiative and installed fiber optic connections in all campus buildings, bringing the world to the campus through the internet. In 1998, a state-of-the-art science facility was completed and named for Olive Ann Beech, a revered former trustee and head of the Beech Aircraft Corporation. In 1999, Southwestern reinforced its published description as "the premier college of Kansas" by issuing a laptop computer to every freshman and instituting learning innovations related to the computer and the Internet.

1.2.1 Accreditation

Southwestern is a comprehensive college of approximately 1,000 students and 50 full-time faculty members. It offers multiple programs on campus and selected programs for working adults through its professional studies centers. The college is accredited by the Higher Learning Commission, the University Senate of the United Methodist Church, the National Association of Schools of Music, the Council for the Accreditation of Educator Preparation, the National Association for the Education of Young Children, and the Kansas State Department of Education.

1.2.2 Presidents of Southwestern College

John E. Earp, 1886-1890

Milton E. Phillips, 1890-1894

Chester A. Place, 1895-1899

Fred C. Demorest, 1900-1903

George F. Cook, 1903-1905

Frank E. Mossman, 1905-1918; 1931-1942

Albert E. Kirk, 1919-1928

Ezra T. Franklin, 1928-1931

Charles E. Schofield, 1942-1944

Mearl P. Culver, 1945-1949
Alvin W. Murray, 1949-1953
C. Orville Strohl, 1954-1972
Donald B. Ruthenberg, 1972-1980
Robert Paul Sessions, 1981-1984
Bruce P. Blake, 1984-1988
Carl E. Martin, 1988-1998
W. Richard Merriman, Jr., 1998-2015
Bradley J Andrews, 2015 -

1.3 Vision and Mission

1.3.1 The Vision of Southwestern College

*Southwestern College in Winfield, Kansas,
is a learning community
dedicated to*

- intellectual growth and
career preparation,*
- individual development and
Christian values,*
- lifetime learning and
responsible citizenship, and*
- leadership through service
in a world without boundaries.*

1.3.1.1 The Vision Interpreted

Southwestern College in Winfield, Kansas, is a learning community...

- Challenging each person to search for truth through consistent discipline of the mind.
- Stimulating habits of careful reading and listening, clear speaking and writing, critical analysis, individual thought and collaborative action.
- Promoting rigorous intellectual competency within the context of vital interpersonal relationships.

Dedicated to intellectual growth and career preparation...

- Emphasizing a broadly-based, value-centered liberal arts curriculum as the core of intellectual life, professional development and personal growth.
- Integrating the core curriculum with career planning and preparation for a lifetime of service.
- Building academic excellence and leadership potential.

Dedicated to individual development and Christian values...

- Challenging each person to creative self-expression, aesthetic appreciation, freedom of thought, and responsible action.
- Inviting student to explore ultimate reality; honoring the spiritual nature of human existence; affirming Christian values as central to an ethical, caring and inclusive community life.

- Defining its historic commitment to community, freedom and diversity within a covenant relationship to the Kansas West Conference of the United Methodist Church.

Dedicated to lifetime learning and responsible citizenship...

- Promoting responsible citizenship through active learning, professional growth and volunteer service.
- Building wholeness, health and athletic abilities for lifetime physical fitness.
- Encouraging lifelong intellectual and personal growth.

Dedicated to leadership through service in a world without boundaries.

- Fostering opportunities for service in personal, family and professional life.
- Recognizing the inherent worth of each person, the need for personal and social responsibility, the interdependence of all peoples, and the requirements of the age for justice and responsible living on earth.
- Inviting graduates to accept leadership roles in the emerging global community.

1.3.2 The Mission of Southwestern College

Southwestern College provides a values-based learning experience that emphasizes intellectual, personal, and spiritual growth. Founded in 1885 by Kansas Methodists and now related to the Kansas West Conference of the United Methodist Church, the college offers both bachelor's and master's degrees on-ground and online.

Southwestern College:

- Prepares students for careers and for graduate studies with courses that foster critical thinking and effective communication and are characterized by meaningful professor-student interaction.
- Employs emerging technologies that promote learning.
- Strives to live by and teach a sustainable way of life.
- Provides preparation for a wide range of church-related vocations and involvement.
- Offers programs that embrace prior learning and facilitate career progression for working adults, members of the armed services, and persons in transition.
- Affords a residential learning experience abundant with co-curricular activities that build social awareness and interpersonal skills and cultivate an ethos of service and leadership.

1.3.3 The Strategic Plan for Southwestern College

<https://www.sckans.edu/other/strategic-plan/>

1.4 Charter and By Laws

1.4.1 Charter and Amendments of Southwestern College of Winfield, Kansas

THE STATE //SEAL// OF KANSAS
OFFICE OF THE SECRETARY OF STATE
ELWILL M. SHANAHAN • SECRETARY OF STATE

To all to whom these presents shall come, Greeting:

I, ELWILL M. SHANAHAN, Secretary of the State of Kansas, do hereby certify that the following and hereto attached is a true copy of

C H A R T E R
Of
THE SOUTH WEST KANSAS CONFERENCE COLLEGE

FILED:		July 19, 1885
	AMENDMENT	
FILED:		October 6, 1901
	AMENDMENT (changing name to) SOUTHWESTERN COLLEGE	
FILED:		July 19, 1909
	AMENDMENT	
FILED:		December 6, 1911
	AMENDMENT	
FILED:		May 6, 1915
	AMENDMENT	
FILED:		December 16, 1943
	AMENDMENT	
FILED:		July 2, 1958
	AMENDMENT	
FILED:		July 17, 1973

the original of which is now on file and a matter of record in this office.

IN TESTIMONY WHEREOF:

//SEAL//
my official seal.

I hereto set my hand and cause to be affixed

Done at the City of Topeka, this eighteenth day of

MAY A. D. 1972.

ELWILL M. SHANAHAN
SECRETARY OF STATE

By

ASSISTANT SECRETARY OF STATE

Whereas the South West Kansas Conference of the Methodist Episcopal Church at its Annual session held at El Dorado in March, 1885, decided to organize a college within its bounds designated the persons hereinafter named as the first Board of Trustees and appointed the undersigned a committee to locate the institution. Now therefore we members of said conference and citizens of Kansas in order to carry out the resolution and plans of said conference prepare this Charter of Incorporation and do hereby certify as follows to wit:

First,

The name of this corporation shall be "The South West Kansas Conference College."

Second,

The purposes of its formation are:

The establishment and maintenance of an Institution of learning of full collegiate powers.

The promotion of sound culture in the various branches of useful knowledge.

The holding of real estate and erection and use of buildings suitable for above purposes in harmony with the provisions of the Charter of the Kansas Educational Association.

Third,

The business of this corporation shall be transacted in the city of Winfield and at such other places as the said conference may convene in its regular annual sessions.

Fourth,

This corporation shall have perpetual existence.

Fifth,

The number of its trustees shall be nine and the names and residence of those appointed for the first year are:

Thomas Audas
C. A. King
B. C. Swartz
B. Kelley
M. L. Gates
J. D. Botkin
A. L. Reddin

Wichita
El Dorado
Anthony
Winfield
Wichita
McPherson
El Dorado

Amendment to Charter of South West Kansas Conference College
Winfield,
Cowley County

We the undersigned D. M. Yetter, President and Lewis E. Simes, Sec. Respectively of the Southwest Conference College of Winfield, Kansas, a corporation duly organized and existing under and by virtue of the laws of the State of Kansas do hereby certify; that at a called meeting of the Trustees, held at Winfield, Kansas November 5th, 1908 the following resolutions were offered and passed by more than 2/3 vote.

“Resolved that the name of the Southwest Kansas Conference College be changed to the Southwestern College.”

“Resolved that the second paragraph of Charter be amended by striking out the words ‘in harmony with’ and inserting the words ‘not violating.’

WITNESS OUR HANDS this 17th day of July, 1909.

/s/ D. M. Yetter President
Lewis E. Simes Secretary

472
A No. 5

approved July 19, 1909

/s/ F. S. Jackson
C. E. Denton

/stamp/ Filed Jul 19 1909\C.E. DENTON, SECRETARY OF STATE

IN THE MATTER OF THE APPLICATION FOR THE RENEWAL
OF A CHARTER FOR THE SOUTHWESTERN COLLEGE

Be it known that the president and secretary of the Southwestern College of Winfield, Kansas, a corporation duly organized under the laws of the State of Kansas, do certify that at a meeting of the trustees held at Winfield, Kansas, the following resolution was offered and passed by more than two-thirds vote:

“Resolved that application be and the same is hereby made for a renewal of the charter for said Southwestern College for the period of fifty (50) years.”

The president and secretary of said college as a reason for the renewal of said charter, state that when the corporation was organized it was to have a perpetual existence, and the corporation was not informed and did not know at that time that it could not be created for a perpetual existence. That its attention has recently been called to the fact that under the law, as then existed, the life of a corporation in the absence of definite time, could only be for twenty years, and by reason of oversight and inadvertency on the part of the said corporation and its trustees, said original charter has become lapsed without any intention on the part of the corporation or its trustees of

surrendering its corporate privilege and retiring from business. That said corporation desires to continue business, and requests a renewal of its charter for fifty years.

WITNESS Our hands this 27th day of November, 1911.

/s/ James Allison, President

P. L. George, Secretary

A No. 7

396

Approved by State Charter Board this 6th day of December, 1911.

/s/ John Dawson

[Another signature]

Chas. H. Sessions

/stamp/ Filed Dec 6 1911\CHARLES H. SESSIONS, SECRETARY OF STATE

AMENDMENT TO CHARTER OF SOUTHWESTERN COLLEGE

We, the undersigned, A. O. Ebright, president, and R. L. George, secretary, respectively, of the Southwestern College of Winfield, Kansas, a corporation duly organized and existing under and by virtue of the laws of the State of Kansas, do hereby certify; that at a called meeting of the Trustees, held at Dodge City, Kansas, March 19th, 1915, the following resolution was offered and passed by more than 2/3 vote, a quorum being present.

“Resolved that the number of Trustees be increased from twenty-four to thirty.”

WITNESS OUR HANDS this 27th day of April, 1915.

/s/ A. O. Ebright, President

R. L. George, Secretary

A-15

86

Approved by State Charter Board May 5, 1915.

/s/ S. M. Brewster

J. T. Botkin

W. J. Benson

/stamp/ Filed May 6 1915\J. T. BOTKIN, SECRETARY OF STATE

AMENDMENT TO THE ARTICLES OF INCORPORATION
OF
THE SOUTHWESTERN COLLEGE

whose Registered office is Winfield, Cowley, State of Kansas.

We, C. A. Kitch, Vice President, and Margaret Cottingham, Secretary of the Board of Trustees of The Southwestern College, a corporation created, organized and existing, not for profit and without capital stock, under and by virtue of the laws of the State of Kansas, do hereby certify that at a meeting of the Board of Trustees held on 20th day of October, 1942, passed and declaring the following amendment advisable:

“That the number of Trustees shall be not less than thirty nor more than forty-eight.”

/ twenty-seven Trustee signatures /

Thereafter, upon the 9th day of March, 1943, the same being not earlier than 15 days and not later than 30 days from the date of first meeting, and after notice as provided by law, said Board of Trustees (governing body), met, and upon due consideration, did by a two thirds vote of the whole number of said body vote in favor of said amendment and do now hereby assent thereto:

/s/ Mrs. W. L. Archer
/s/ Maude Haver

IN TESTIMONY WHEREOF, We have hereunto set our hands and affixed the seal of said corporation this 13th day of July, 1943.

/s/ C. A. Kitch, Vice President
Margaret M. Cottingham, Secretary

STATE OF KANSAS }
 } //ss//
COUNTY OF COWLEY }

Be it remembered, that before me, Edith A. Klink, a Notary Public in and for the County and State aforesaid, came C. A. Kitch, Vice President, and Margaret M. Cottingham, Secretary, of The Southwestern College, a corporation, personally known to me to be the persons who executed the foregoing instrument of writing as Vice President and Secretary respectively, and duly acknowledged the execution of the same this 14th day of December, 1943.

[SEAL] /s/
Edith A. Klink, Notary Public

My commission expires October 29, 1947.

OFFICE OF SECRETARY OF STATE

Topeka, Kansas, Dec. 16, 1943.

Received of The Southwestern College, (Cowley County),
Two and 50/100----- Dollars
fee for within amendment.

/s/ Frank J. Ryan, Secretary of State

By /s/ Fred C. Reissig, Chief Clerk

CERTIFICATE OF REINSTATEMENT, RESTORATION, OR RENEWAL

STATE OF KANSAS }

} SS.

COUNTY OF COWLEY }

We, Allan C. Felt, and W. J. Franks, being the last acting President, Secretary, or Treasurer of the Board of Trustees, Southwestern College, or other officers elected as provided by law, herewith file on behalf of said corporation this certificate for reinstatement, renewal, revival, restoration, and extension of its corporate existence or authority to engage in business in the State of Kansas.

- (A) The correct name of the corporation is The Southwestern College.
- (B) The location of the corporate registered office in the State of Kansas is Winfield, Cowley (County).
- (C) The name and address of the corporate resident agent in the State of Kansas is George Templar, 310-2 A. C. Office Building, Arkansas City, Kansas—Cowley (County).
- (D) This corporation was duly organized under the laws of the State of Kansas on the 19th day of June, 1885.
- (E) The corporate existence, or authority to engage in business in the State of Kansas:
 - (1) Has expired, or will expire, by reason of time on the 6th day of December, 1961, and said corporate existence, or authority to engage in business, is hereby extended for a period of fifty years from the 6th day of December, 1961.
 - (2) Has been declared canceled by the Charter Board of the State of Kansas because said corporation failed to file its annual report and pay its annual fee provided by law for the year _____.
 - (3) Has been renewed, but through failure to comply strictly with the provisions of law, the validity of the renewal has been brought into question; hence, the corporate existence, or authority, is hereby extended for fifty years from the _____ day of _____, 19_____.
- (F) This certificate is filed by authority of the duly elected directors or managers of the corporation in compliance with the provisions of Chapter 17, Article 43, G. S. of Kansas, 1949 and all amendments thereto.

IN TESTIMONY WHEREOF, we have hereunto set our hands and affixed the seal of the corporation this 26th day of June, 1958.

/s/ Allan C. Felt President

/s/ W. J. Franks Secretary

STATE OF KANSAS }

} SS.

COUNTY OF COWLEY }

Be it remembered, that before me, Viola M. Schwantes, a Notary Public in and for the County and State aforesaid, came Allan C. Felt & W. J. Franks, personally known to me to the be persons who executed the foregoing instrument of writing, and duly acknowledged the execution of the same this 26th day of June, 1958.

[SEAL] /s/ Viola M.
Schwantes Notary Public

My commission expires February 11, 1959.

/stamp/ Filed July 2, 3:30 PM, 1958\PAUL R. SHANAHAN, SECRETARY OF STATE

Received of The SOUTHWESTERN COLLEGE Ten and no/100 Dollars fee for the renewal, reinstatement or extension of the corporate existence or authority to engage in business in the State of Kansas of said corporation.

Dated this 2nd day of July, 1958.

/s/ Paul R. Shanahan Secretary of State
By /s/ Edward B. Converse Assistant Secretary of State

THE STATE [SEAL] OF KANSAS
OFFICE OF THE SECRETARY OF STATE
ELWILL M. SHANAHAN • SECRETARY OF STATE

To all to whom these presents shall come, Greeting:

I, ELWILL M. SHANAHAN, Secretary of the State of Kansas, do hereby certify that the following and hereto attached is a true copy of

CERTIFICATE OF AMENDMENT
TO
ARTICLES OF INCORPORATION
OF
THE SOUTHWESTERN COLLEGE

ORIGINAL COMPARED WITH RECORD

FILED:

JULY 17, 1973

/stamp/ 20041
STATE OF KANSAS }
COWLEY COUNTY }

Filed for record on August 28, 1973
At 2:40 o'clock P.M., recorded in
Book 65 of JRLS Page 471
/s/ Raymond King, Reg. Of Deeds
\$6.00
McSpadden & Andreas
State Bank
Winfield, KS

the original of which is now on file and a matter of record in this office.

[SEAL]

IN TESTIMONY WHEREOF:

I hereto set my hand and cause to be affixed my official seal.
Done at the City of Topeka, this SEVENTEENTH day of
July, A. D. 1973

/s/ Elwill M. Shanahan
SECRETARY OF STATE

AMENDMENT TO THE ARTICLES OF INCORPORATION
OF
THE SOUTHWESTERN COLLEGE

Whose Registered Office is Winfield, Cowley (County)

STATE OF KANSAS }

} SS.:

COUNTY OF COWLEY }

We, Joe Riley Burns, President, and Richard B. Wilke, Secretary of the Board of Trustees of The Southwestern College, a corporation created, organized and existing, not for profit and without capital stock, under and by virtue of the laws of the State of Kansas, do hereby certify that at a meeting of the Board of Trustees held on the 18th day of May, 1973, a resolution was passed declaring the following addition, change, or alteration advisable, and that at least two-thirds of the whole number of said Board of Trustees assented in writing to the following amendment, addition, change, or alteration:

“Southwestern College shall have the power to confer academic and honorary degrees.”

(Approval of Kansas State Board of Education in attached letter)

IN TESTIMONY WHEREOF, We have hereunto set our hands and affixed the seal of said corporation this 29th day of June 1973.

[SEAL]
President

/s/ Joe Riley Burns

/s/ Richard B. Wilke Secretary

STATE OF KANSAS }
 } SS.

COUNTY OF BUTLER }

Be it remembered, that before me P. L. Zimmerman, a Notary Public in and for the County and State aforesaid, came Joe Riley Burns, President of the Board of Trustees of The Southwestern College, a corporation, personally known to me to be the person who executed the foregoing instrument of writing as president, and duly acknowledged the execution of the same this 29th day of June, 1973.

[SEAL]
Notary Public

/s/ P. L. Zimmerman

My commission expires April 27, 1977.

STATE OF KANSAS }
 } SS.

COUNTY OF COWLEY }

Be it remembered, that before me Viola M. Schwantes, a Notary Public in and for the County and State aforesaid, came Richard B. Wilke, Secretary of the Board of Trustees of The Southwestern College, a corporation, personally known to me to be the person who executed the foregoing instrument of writing as president, and duly acknowledged the execution of the same this 9th day of July, 1973.

[SEAL]
Schwantes Notary Public

/s/ Viola M.

My commission expires February 11, 1975.

1.4.2 Board of Trustees Statement on Board Governance at Southwestern College

I. PRINCIPLES (from *American Association of Governing Boards, 1998*)

1. The ultimate responsibility for the institution rests in its governing board. Boards cannot delegate their fiduciary responsibility for the academic integrity and financial health of the institution. Traditionally, and for practical reasons, boards delegate some kinds of authority to other stakeholders with the implicit and sometimes explicit condition that the board reserves the right to question, challenge, and occasionally override decisions or proposals it judges to be inconsistent with the mission, integrity, or financial position of the institution. For example, the delegation of authority to the administration and faculty in adding, reducing, or discontinuing academic programs is made with the implicit understanding that the board still retains the ultimate responsibility.

2. The governing board should retain ultimate responsibility and full authority to determine the mission of the institution in consultation with and on the advice of the chief executive. The board is also responsible for establishing the strategic direction of the institution through its insistence on and participation in comprehensive planning. As with many other issues, the board should work toward a consensus or an understanding on the part of the stakeholders concerning strategic direction and set forth a realistic view of the resources necessary to compete in the educational marketplace, accomplish these strategic goals, and carry out the mission.
3. Colleges and universities have many of the characteristics of business enterprises. Consequently, boards should ensure that, as corporations, their institutions' fiscal and managerial affairs are administered with appropriate attention to commonly accepted business standards. At the same time, nonprofit colleges and universities differ from businesses in many respects. They do not operate with a profit motive, and the "bottom lines" of colleges and universities are far more difficult to measure. They also differ from businesses in the sense that the processes of teaching, learning, and research often are at least as important as "the product," as measured by the conferring of degrees or the publication of research results. And by virtue of their special mission and purpose in a pluralistic society, they have a tradition of participation in institutional governance that is less common in and less appropriate for businesses.
4. The governing board should conduct its affairs in a manner that exemplifies the behavior it expects of other participants in institutional governance. From time to time, boards should examine their membership, structure, and performance and should expect the same of faculty and staff. Boards and their individual members should engage in periodic evaluations of their effectiveness and commitment to their institution. They should strive to understand and respect the unique culture of their organization and its place in the academic landscape. They should comprehend all sides of an issue and—in appropriate instances and in consultation with the chief executive—afford contending parties an opportunity to present their views. The board should be prepared to set forth the reasons for its decisions.
5. Just as administrators and boards should respect the need for individual faculty members to exercise academic freedom in their classrooms and laboratories, boards should avoid the temptation to micromanage in matters of administration. And just as responsible faculty participation in governance places good institutional citizenship ahead of departmental or personal professional interest, so should individual board members avoid even the perception of any personal or special interests. Board members as well as faculty members should avoid undermining their administrations.
6. Historically, higher education governance has included three principal internal stakeholders—governing boards, administrators, and the full-time faculty. In fact, other stakeholders exist and in increasing numbers. For example, the nonacademic staff usually substantially outnumbers the faculty, and yet this group rarely has a formal voice in governance. The same is true of the non-tenure-eligible, part-time and adjunct faculty. Students have a vital stake in the institution and should be given opportunities to be heard on various issues and in some cases to participate directly in the governance process, preferably as members of board committees rather than as voting members of governing boards.

7. The involvement of these diverse internal stakeholder groups will vary according to subject matter and the culture of the institution, but the board is responsible for establishing the rules by which their voices are considered. Boards should ensure that no single stakeholder group is given an exclusive franchise in any area of governance, while recognizing that the subject matter in question will determine which groups have predominant or secondary interests.
8. All board members, regardless of how they came to the board, should feel a responsibility to serve the institution or the system as a whole and not any particular constituency or segment of the organization. Faculty, student, and staff involvement in the work of the board most appropriately occurs by membership on standing or ad-hoc committees of the board. While there are many instances of successful involvement to the contrary, it is AGB's view that faculty, staff, and students ordinarily should not serve as voting members of their own institution's governing board because such involvement violates the principle of independence of judgment. Particularly in the case of faculty or staff members, board membership inevitably places them in conflict with their employment status. In any event, boards should be mindful that the presence of one or more students, faculty, or staff members on the board or its committees neither constitutes nor substitutes for full communication and consultation with these stakeholders.

II. STANDARDS OF GOOD PRACTICE

1. Governing boards should state explicitly who has the authority for what kinds of decisions—that is, to which persons or bodies it has delegated authority and whether that delegation is subject to board review. For example, curricular matters and decisions regarding individual faculty appointments, promotions, and contract renewal normally would fall within the delegated decision-making authority of appropriate faculty and administrative entities operating within the framework of policies and delegations of the board.

The board should also reserve the right to review and ratify specified academic decisions, as well as proposals to adopt major new academic programs or eliminate others. The board should set budget guidelines concerning resource allocation on the basis of assumptions, usually developed by the administration, that are widely communicated to interested stakeholders and subject to ample opportunity for challenge. But the board should not delegate the determination of the overall resources available for planning and budgetary purposes. Once the board makes these overarching decisions, it should delegate resource-allocation decisions to the chief executive officer who may, in turn delegate to others.

In all instances in which the board believes resources will need to be reallocated in ways that will lead to reducing or eliminating some programs, the board should ask the administration to create a process for decision making that includes full consultation, clear and explicit criteria, and full communication with stakeholder groups. The board should recognize that institutional consensus is more likely when all parties have agreed on the process and criteria. If, for example, the board decides the institution is in such financial jeopardy that faculty and staff reductions and reallocations are necessary, it first should consult the stakeholders, then share the information and describe the analysis that led them to make such a determination.

2. Boards and chief executives should establish deadlines for the conclusion of various consultative and decision-making processes with the clear understanding that failure to act

in accordance with these deadlines will mean that the next higher level in the governance process may choose to act. While respecting the sometimes lengthy processes of academic governance, an individual or group should not be empowered to impede decisions through inaction.

3. The chief executive is the board's major window on the institution, and the board should expect both candor and sufficient information from the chief executive. In turn, the board should support the chief executive, while ensuring that the voices of other stakeholders are heard.
4. Governing boards have the sole responsibility to appoint and assess the performance of the chief executive. The selection and support of the chief executive is the most important exercise of board responsibility. Boards should assess the chief executive's performance on an annual basis for progress toward attainment of goals and objectives, as well as for compensation review purposes, and more comprehensively every several years in consultation with other stakeholder groups, as the board may deem appropriate. In assessing the chief executive's performance, boards should bear in mind that board and presidential effectiveness are interdependent. Consequently, boards should concurrently assess their own performance and that of the chief executive every several years. Performance reviews assisted by qualified third parties can contribute significantly to the professionalism and objectivity of the process.
5. There should be a conscious effort to minimize the ambiguous or overlapping areas in which more than one stakeholder group has authority. The respective roles of the administration, faculty, and governing board in faculty appointments, promotions, and tenure illustrate the principle of collaboration. For example, although the board may wish to exert its ultimate responsibility by insisting on approving individual tenure decisions, it might choose to delegate other kinds of actions to the administration, which might, in turn, delegate some authority for some decisions to an appropriate faculty body. Clarity does not preclude gray or overlapping areas of authority, but each group should understand whether its purview, and that of others in the governance process, is determinative or consultative. Moreover, the board and chief executive should ensure the systematic review of all institutional policies over time, including those affecting internal governance.

“Communication,” “consultation,” and “decision making” should be defined and differentiated in board and institutional policies. Governing boards should communicate their investment and endowment spending policies, for example, but they may choose not to invite consultation on these matters. Student financial-aid policies and broad financial-planning assumptions call for both communication and consultation with stakeholder groups.

III. CONCLUSION

College and university governing board membership is one of the most serious and consequential exercises of voluntary leadership in our society. It calls for balancing and sometimes buffering the often-conflicting claims of multiple internal and external stakeholders. It requires good judgment in avoiding becoming managerial while being sufficiently informed to assess management. It calls for listening and questioning more than pronouncing and demanding. Most of all, it requires a commitment to the institution as a whole rather than to any of its parts.

Governing board membership is both challenging and enormously rewarding in the service of current and future generations of students and, therefore, the nation's ultimate well-being.

1.4.3 The Bylaws of The Southwestern College

The Bylaws of The Southwestern College

ARTICLE I

Section A. Name and Place of Business

The name of the corporation shall be THE SOUTHWESTERN COLLEGE. Its principal place of business shall be Winfield, Kansas.

Section B. Seal of the Corporation

The seal of the corporation shall be circular, containing the words "Southwestern College" and the date "1885," with a lighted torch in the center and words "Lux Esto" above it.

Section C. Mission

The mission of the corporation shall be as set forth in the mission statement adopted by the Board of Trustees (Board).

Section D. United Methodist Relationship

The corporation as an institution is related by covenant to the Great Plains Conference of the United Methodist Church.

Section E. Fiscal Year

The fiscal year of the corporation shall begin on the first day of July and end on the thirtieth day of June of the following year.

ARTICLE II

Section A. Governance

The governing body of the corporation shall be its Board in which is vested complete institutional authority subject to applicable statutes.

Section B. Powers and Duties of the Board

The Board shall have and exercise the corporate powers prescribed by law. The essential function of the Board shall be policy making and providing for sound management. It shall formulate and determine the general, educational, and financial policies as shall be deemed necessary for the administration and development of the corporation in accordance with its stated purposes. Without limitation or restriction it is the responsibility of the Board to:

1. Determine and review the aims and purposes of all educational programs of the college.
2. Provide for an ongoing strategic planning process.
3. Select a president who shall be the chief executive officer of the corporation, responsible for the college's management, and who shall serve at the pleasure of the Board.

4. Authorize the establishment and discontinuance of academic programs or departments of the corporation.
5. Determine or approve policies that relate to the instruction, extracurricular activities, campus and residential life of students.
6. Authorize the bestowing of all honors, and the awarding of all earned and honorary degrees, certificates, and diplomas upon the recommendation of the president.
7. Approve faculty promotion and the granting of tenure.
8. Review and approve periodically terms and conditions of employment, compensation, and benefits for all employees of the corporation.
9. Evaluate periodically the effective conduct of duties of all corporate officers and take appropriate action in response to that evaluation.
10. Oversee the fiscal affairs of the corporation, including approval of budgets and supervision of investments.
11. Review and approve the cost of education schedules for the college.
12. Authorize the acquisition and disposition of all property and physical facilities, including the construction of new buildings, and capital renovations and repairs of existing buildings.
13. Provide for an ongoing institutional advancement program to raise necessary funds to fulfill the mission of the college.
14. Provide for the management of the permanent endowment so as to provide optimal benefits.
15. Create such other bodies (advisories, boards, councils, etc.) as it may deem necessary or desirable to carry out the purposes of the corporation, each of which shall have such powers and responsibilities as the Board shall designate. Nothing herein shall negate the power of the president to establish such administrative committees and other institutional bodies as deemed necessary or desirable to perform the duties of the office of president.

Section C. Periodic Review of the Corporation

To assure that every aspect of the management and operations of the corporation is being performed with due effectiveness and within the general policies laid down by the Board, there shall be conducted a periodic audit and review of the state of the corporation, emphasizing progress toward major goals and objectives. At least once every five years there shall be an evaluation of:

1. The general management of the institution with special reference to the office of the president and the chief administrative offices.
2. The educational programs, including faculties and student affairs.
3. The business affairs and physical plant and grounds management.
4. The programs for public relations, resource development and financing.

5. The Board operation and trustee effectiveness.

The review and evaluation shall be conducted or authorized by the Board, as it deems appropriate and reported to the full Board. Trustees and Board committees shall be involved as appointed or directed by the chairperson of the Board following consultation with the president.

ARTICLE III

Section A. Board–Number

The Board shall consist of no more than thirty-six members and no fewer than twenty-four members, including the resident bishop for the United Methodist Church of the area in which the Great Plains Conference is included, and a district superintendent in the Great Plains Conference of the United Methodist Church who shall be annually designated by the resident bishop. Both shall be ex officio trustees of the college, with vote. All nominations for other trustees (except emeritus and honorary trustees) shall be subject to confirmation by the Great Plains Annual Conference of the United Methodist Church. Persons elected as trustees by the Board may serve without confirmation through the next session of the Great Plains Annual Conference following their appointment.

Section B. Classes of Trustees–Term–Eligibility

The term of office of each Board member shall be for three fiscal years; provided, however, that regardless of any other provision in these Bylaws, each Board member shall continue to serve if any successor of such Board member is not confirmed as provided in Article II.,Section A. At least two-thirds of the Board members shall be lay persons and at least three-fifths of the Board members shall be members of the United Methodist Church. Nofull-time employee of or current full-time student at the institution shall be a member while said person is so employed or enrolled. No person who has not attained the age of 18 shall be a member.

Section C. Limitation of Terms

The Board shall elect as trustees persons suitable for Board membership. No one shall be eligible for election as a trustee to the Board for more than four consecutive terms (12 consecutive years) until that trustee shall have been off the Board for at least one year; provided, however, that the term of a trustee may be extended one year beyond 12 years if such person is elected by the Board to serve as chair and trustee for that additional year. The election of trustees may occur at the annual meeting or at any regular or special meeting of the Board. The term of trustees elected at the annual meeting shall commence on the first day of the fiscal year following their election. The term of any trustee elected at a regular or special meeting of the Board that is not also the annual meeting shall be deemed to commence on the first day of the fiscal year in which such trustee is elected.

Section D. Trustee Review, Removal

Any member of the Board, except the resident bishop of the United Methodist Church for the Great Plains Conference and the bishop's designee who are ex officio Board members pursuant to Article III, Section A, may be removed from office, for cause, at any meeting of the Board by affirmative vote of two-thirds (2/3) of the trustees then in office. Failure to attend two consecutive regular Board meetings without an excused absence from the chair of the Board or the president of the college may be considered cause. Any trustee who has failed to attend in person or by authorized electronic means fewer than fifty percent (50%) of the regular Board

meetings (including the annual meetings) during such trustee's term shall not be eligible for re-election to the Board without a one-year absence.

Section E. Honorary Trustees

The Board may elect as an honorary trustee any person who has rendered exemplary service to the college. Honorary trustees shall meet annually with the chairperson of the Board and the president of the college at the call of the president. An honorary trustee shall not be counted as a member of the Board for any purpose.

Section F. Emeritus Trustees

A trustee who has served for a minimum of four consecutive terms shall be an emeritus trustee of Southwestern College. Other persons who have served on the Board may, at the discretion of the committee on trusteeship, be nominated by the committee and shall become emeriti trustees upon the majority vote of the Board present and voting. Emeriti trustees may, upon request of the chairman of the Board, be asked to serve on any committee except the executive committee. They shall have voting rights on any committee on which they may serve. Unless re-elected as a trustee upon one year's absence from the Board, an emeritus trustee shall not be counted as a member of the Board for any purpose. Emeriti trustees may meet annually with the honorary trustees at the call of the president of the college or the chairman of the Board.

Section G. Role of the President of the College

The president shall be an ex officio member of the Board without power to vote and shall not be counted as a member of the Board or any committee on which the president may serve for any purpose. No other administrative officer shall be a member of the Board.

ARTICLE IV

Section A. Officers of the Board

The officers of the Board and of the corporation shall be a chair, a vice-chair, a secretary, and a chair-elect (when elected to serve).

Section B. Election of Officers—Term—Term Limitation—Filling of Vacancy

The officers of the Board shall be elected at the annual meeting of the Board by majority vote of the voting members of the Board then in office. They shall take office on the first day of the fiscal year following their election and shall serve for a term of one year or until their successors shall have been elected and qualified. Officers may be eligible for reelection; however, no trustee shall serve in the same office for more than six (6) consecutive years. This limitation may be waived as to any person by a two-thirds vote of the Board present and voting. The chair-elect shall be elected for a one-year term when the Board determines such election to be appropriate to facilitate preparation for and succession to the position of Board chair. It is not anticipated that the chair-elect position will be continuously filled. Any vacancy among the officers may be filled at any duly constituted meeting of the Board.

Section C. Chair and Vice-Chair Duties

The chair of the Board shall preside at all meetings of the Board and of the executive committee, and shall perform all other duties customary to that office. The chair shall appoint the chairs of all standing, special, and additional committees of the Board from among the members

of such committees. In the event of a tie vote in proceedings of either the Board or the executive committee, the chair shall cast the deciding vote.

The vice-chair shall be a member of the Board and of the executive committee and is the chair of the committee on trusteeship. In the absence or disability of the chair, the vice-chair shall preside at meetings of the Board or of the executive committee and shall perform all duties incident to the office of the chair during the period of the absence or disability of the chair.

Section D. Chair-Elect

The chair-elect shall be selected by the Board at the annual meeting held one-year before the anticipated completion of service by the current chair. The chair-elect shall be a member of the executive committee, but shall not serve as a member or chair of other Standing Committees, nor assume duties assigned to the vice-chair by these by-laws, unless also elected to and serving in that office. The primary responsibility of the chair-elect is to study and assimilate the duties and responsibilities of the chair in contemplation of being elected to that office. In carrying out that responsibility, the chair-elect may attend meetings of any Board committee; assist the Board chair whenever requested to do so; consult with the chair and other Board members and the President; and represent the college and attend meetings and conferences as authorized or directed by the Board chair.

Section E. Secretary

The secretary shall be responsible for the keeping of minutes of meetings of the Board and for giving all notices required by law or these bylaws and shall have custody of the corporate records and the seal of the corporation. The secretary shall perform all duties incident to the office of secretary and such other duties as from time to time may be assigned the secretary by the Board.

Section F. Removal from Office

All officers of the Board shall hold office at the discretion of the Board and shall be subject to removal by an affirmative two-thirds (2/3) vote of the Board members present and voting at any duly constituted meeting.

Section G. Designated Signatories

The officers of the Board shall be the designated signatories of the Board. In the event the officers are not available, the executive committee shall have the power to delegate signature authority to voting members of the Board for a specific purpose or time period.

ARTICLE V

Section A. Regular Meetings of the Board

There shall be three regular meetings of the Board in each fiscal year to be held in the fall, winter, and spring. The meeting closest to May 1 shall be the annual meeting of the corporation, at which trustees and officers will be elected. The exact date of the meetings will be set by the chair. These meeting dates may be changed by action of the Board at any prior meeting.

Section B. Special Meetings

Special meetings may be held at the call of any of the following: the chair, the vice-chair, or the secretary. It shall be the duty of the chair or the secretary to call such special meetings on the request of five trustees, setting forth the purposes of the meeting.

Section C. Meeting Notification

Written or electronic notice of all meetings of the Board shall be sent by or on behalf of the secretary to each trustee at least ten days before the date of the meeting. In the case of special meetings, the notice shall state the purposes of the meeting, and no business shall be transacted at such meeting that does not relate to the purposes stated.

Section D. Waiver of Notice

Whenever notice is required to be given under the provision of statutes or of the articles of incorporation or of these bylaws, a waiver thereof in writing signed or submitted by electronic means by the person who is entitled to said notice and providing the waiver, whether before or after the time stated therein, shall be deemed equivalent thereto. Attendance at any meeting by a trustee shall be conclusively deemed a waiver of notice of that meeting unless an objection is made thereto at such meeting.

Section E. Quorum

Trustees present and voting at a duly called meeting of the Board or any committee shall constitute a quorum for the transaction of business, and the act of a majority of the trustees present and voting at a duly called meeting of the Board or any committee shall be the act of the Board or that committee, except as may be provided by statute or by the articles of incorporation, or by these bylaws.

Section F. Alternative Meeting Formats

Unless otherwise provided by statute or in the Articles of Incorporation, with ten (10) days' notice or waiver thereof, any action required or permitted to be taken by the Board or by any committee thereof may be taken at a meeting where all trustees or committee members may participate in such meeting by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other. Actions may be taken or meetings conducted by mail or electronic means that do not permit all participants to hear each other, however, actions taken in such circumstances require the written or electronic consent or approval of all trustees or committee members entitled to vote on such matters. Written or electronically transmitted consents to or approvals of the action taken shall be filed with the minutes of the Board or committee.

Section G. Location

All annual, regular and special meetings of the Board shall be held on The Southwestern College Winfield campus unless another place shall be designated in the call for the meeting.

Section H. Order and Nature of Business

The selection and order of business during Board meetings shall be determined by the chair in consultation with the president of the college. Board meetings shall address themselves to important matters of policy and planning and priority issues and problems, giving minimal

attention and time to administrative matters. At least once a year the Board shall consider the strategic planning, the long-range plans, and the future of the corporation.

Section I. Attendance by Non-Trustees

Persons, including faculty, staff, students, those possessing expert knowledge, and others concerned with matters appearing on the agenda of any meeting of the Board or a committee, may be invited to attend and/or participate at any such meeting.

Section J. Executive Sessions

The Board and its committees may hold executive sessions in the course of any annual, regular or special meeting in which only voting members shall attend and participate. Others may attend and participate only by specific invitation of the chair.

Section K. Rules of Order

All meetings of the Board and its committees shall be conducted in accordance with the parliamentary procedure prescribed in the manual known as Robert's Rules of Order, Newly Revised as selected by the corporation's secretary.

ARTICLE VI

Section A. Standing Committees of the Board

The following shall be standing committees of the Board:

1. Executive Committee
2. Academic Affairs Committee
3. Student Development Committee
4. Business Affairs Committee
5. Institutional Advancement Committee
6. Committee on Trusteeship
7. Facilities and Technology Committee
8. Endowment Investment Committee
9. Enrollment and Athletics Committee

The members of each standing, special, and additional committee shall be elected by the Board. No fewer than six (6) Board members shall be elected to each standing committee. Unless otherwise specifically provided in these By-laws, the chair of the Board shall appoint the chair of each committee from among its elected members. Faculty members, staff members, students, and other non-trustees may be appointed as non-voting members of the academic affairs committee and the student development committee. Administrative officers, at the direction of the president, may serve as staff to committees as non-voting participants. The Board may designate and appoint such additional or special committees as it may, from time to time, deem necessary. Unless specifically provided in these By-laws, the composition, purpose, and duration of any additional or special committees shall be approved by Board. Any committee may organize itself into subcommittees as it deems appropriate.

Section B. Executive Committee

The executive committee shall be composed of the chair and vice-chair of the Board, chairs of the academic affairs, student development, business affairs, endowment investment, institutional advancement, facilities and technology, and enrollment and athletics committees, and the appointed district superintendent of the Great Plains Conference of the United Methodist Church. The president of the college shall be a member without vote. The chair of the Board shall be the chair of the executive committee.

The executive committee shall exercise all powers of the Board at such time as the Board is not in session, except that it shall not have the power to alter or revoke any previous order, resolution or vote of a meeting of the Board unless specifically granted such power by the Board. It shall not have the power to elect or remove officers and members of the Board; elect or remove the president of the corporation; amend the articles or bylaws of the corporation; merge or consolidate with any other corporation or other legal entity, or dissolve the corporation, nor make any expenditures of money belonging to the institution in excess of that provided for in the annual or supplementary budget of the college. The executive committee shall have the power to delegate signature authority to Board members if the officers are not available. It shall be the duty of the executive committee to review personnel issues in respect to the president of the college, to make recommendations for action to the Board arising from such review, to serve in a consulting/advising role to the president in the selection and supervision of the major administrative officers of the college, and to assume the primary role for trustees in strategic planning for the college.

The executive committee shall function as agent for all legal issues of the Board.

Section C. Academic Affairs Committee

Two faculty members nominated by the faculty concerns committee and two students, at least one of whom would not be a senior, nominated by the president of the student government association shall be non-voting, liaison participants in the committee.

This committee shall be responsible to the Board for the general review of the educational program of the college and for planning and recommending policies in the areas of: faculty affairs, including promotion, tenure, evaluation and other matters; academic programs; integrative studies (the core curriculum); and honorary degrees.

Section D. Student Development Committee

One faculty member nominated by the faculty concerns committee and two students, at least one of whom would not be a senior, nominated by the president of the student government association shall be non-voting, liaison participants in this committee.

This committee shall be responsible to the Board for the general review of the campus life program of the college and for planning and recommending policies in the areas of: leadership development (the mission core), campus ministry, residential life, counseling/health/wellness services, student activities, work program, career planning and placement as well as staff development and personnel policies.

Section E. Business Affairs Committee

The committee shall be responsible to the Board for general review of finance and business operations of the college. The committee shall have oversight of the college's budget

and finance, records and systems, auxiliary enterprises, risk management, and bonding of employees and institutional insurance.

Section F. Institutional Advancement Committee

This committee shall be responsible for general review of the institutional advancement and public relations operations of the college and for the recommendation of policy, programs, and long-range plans in the areas of: fund-raising, public relations and alumni relations.

Section G. Committee on Trusteeship

This committee shall be composed of seven (7) members including the vice-chair of the Board, who will serve as chair of the committee, and six (6) trustees elected by the Board. The president of the college shall be a member without vote and shall serve as secretary. This committee shall request and receive nominations of potential trustees from members of the Board at each Board meeting. The committee shall be responsible for bringing to the Board nominations for Board membership, for Board officers (including the position of chair-elect when deemed appropriate), and for membership in the standing, special, and additional committees. The committee will submit to the Board a list of candidates for nomination to the Board, a slate of officers, and proposed committee members not less than seven (7) days before the regular annual meeting. The committee may also submit nominations for Board and committee membership subsequent to the regular annual meeting not less than seven (7) days before a regular Board meeting. The committee shall organize and conduct the orientation of new trustees and ongoing training of trustees, evaluate and report to the Board on liability coverage for Board members, implement and monitor Board policy on conflicts of interest, and organize and conduct Board self-assessment activities.

Section H. Facilities and Technology Committee

This committee shall be responsible to the Board for capital planning, oversight of development and maintenance of the physical plant, and planning, development, and maintenance of the technology of the college.

Section I. Endowment Investment Committee

This committee shall be responsible for reviewing, reporting and making recommendations to the Board regarding the college's endowment portfolio and payments, reviewing the college's investment and management of farms and minerals and reviewing 403(b) and any other benefit plan investments.

Section J. Enrollment and Athletics Committee

This committee shall be responsible to the Board for enrollment management and the review of yearly admission of on-campus students and distance learners; review of student retention; and general review of athletics, including current and prospective intercollegiate sports offerings at the college.

Section K. Procedures for all Board Standing Committees

Regular meetings of each committee shall be held not less than twice each year at the call of the committee chair at such time and place as the chair, after consultation with the president of the college, may designate. Special meetings shall be called by the chair upon written request of any two (2) members of the committee. For both regular and special meetings of the committee, the secretary shall, whenever possible, at least seven (7) days before such meeting, send to each

member of the committee a notice of date, place and time of said meeting, together with the agenda and data or material to be discussed.

With the approval of the committee chair, committee action may occur through electronic means. The committee action shall be reported before the next regular or special meeting of the committee. Whenever possible, reports from the executive committee should be sent to all Board members at least seven (7) days prior to Board meetings.

A quorum consists of the committee members present at any meeting duly called.

Section L. Special Committees

Audit Committee. The committee shall be composed of three members elected by the Board, one of whom shall be the chair of the business affairs committee and another who shall also be a current, active member of the Board. The third member shall not be a current active Board member but shall have a strong financial background. The chair of the business affairs committee shall serve as chair of the audit committee.

The audit committee will: annually recommend an independent audit firm to the Board; review and approve the scope and plan for the independent audit; review the results of the audit with the external auditors; provide oversight of the structure of internal controls; resolve disagreements between auditors and management; and monitor the college's compliance with regulations, accounting standards, and financial reporting.

Honorary Degrees and Citations Committee. The committee shall be composed of one member of the academic affairs committee appointed by the Board chair which member shall chair the committee and shall also include two faculty members and one student appointed by the president, the vice president for institutional advancement, the associate vice president for academic affairs, the dean of the college, and the vice president of student affairs, dean of students. The president serves ex-officio. The honorary degrees committee shall report to the academic affairs committee from time to time and present a list of candidates for honorary degrees and citations.

Gift Acceptance Committee. The committee shall be composed of the Board chair or the chair's designee, the president of the college, the vice president for finance, and the vice president for institutional advancement. Additional members of the committee may be appointed by the chair and the president at their discretion. The committee shall be responsible for providing guidance to the college in the consideration of non-standard or potentially complex gifts and, when requested, shall consult with the president, regarding acceptance of gifts with a donor specified limitation or restriction that is not within the mission of the college or seeks to establish a fund or program not previously included within the strategic direction of the college.

ARTICLE VII

Section A. The President of the College

The president of the college shall be the chief executive officer of the corporation with such powers as are hereinafter specified. As such, the president shall be ex officio without vote a member of the committees of both the Board and the faculty. As chief administrative officer of the corporation, the president is president of The Southwestern College.

The president of the college shall be elected by ballot by the Board. It shall require the favorable votes of three-fourths (3/4) of the members present to elect.

Section B. Duties and Responsibilities of the President of the College

The president shall:

1. Promptly and effectively execute all resolutions, policies, rules, and regulations adopted by the Board and perform all duties prescribed by the Board.
2. Formulate and recommend to the Board policies, programs and plans for the educational, financial, physical development, and government relations of the corporation.
3. Make all appointments of administrative officers and faculty members to the college.
4. Establish a management organization to carry out effectively the policies of the corporation; ensure that the corporation is properly staffed with personnel competent to discharge their responsibilities and to carry out said policies effectively; and provide adequate opportunities for the development and advancement of personnel.
5. Prescribe the specific duties and assignment of the principal administrative officers reporting to the president and establish and define the duties of committees to advise and assist in the execution of assigned duties.
6. Approve or disapprove the policies and procedures of all administrative offices and committees of the college. The president may revoke any action taken by such officer or committee which the president believes to be in conflict with general policies and procedures of the corporation.
7. Direct preparation and presentation to the Board through the business affairs committee of a proposed budget for the ensuing fiscal year and see that the budget when adopted is enforced. The president shall not incur debts without the approval of the Board.
8. Prepare and submit to the Board an annual report and such special reports as may be deemed desirable and as the Board may require and shall also present at each meeting of the Board a definite outline of recommendations relating to the policy, program and general movements of the institution.
9. Serve as the chief spokesperson for the interpretation of the corporation to its constituencies and take leadership in obtaining support for the corporation from all possible sources.
10. Develop policies and procedures for established policies of the Board and for the smooth operation of the college in matters which do not require Board attention or policy.
11. Have general oversight of the college buildings and the grounds connected with them, including all repairs and construction, and shall have the power to employ the persons needed about the campus and buildings.
12. Have supervision of all educational, cultural, disciplinary, religious and social interests of the college, and supervise the work of all officers, agents, faculty, professional staff and employees of the college.

13. Have the power to veto any action of the faculty.
14. Confer all earned degrees recommended by the faculty and approved by the Board, present all diplomas and certificates properly authorized, and confer all honorary degrees approved by the Board.

Section C. Vacancy in the Office of President

In the event of a vacancy in the office of the president, the chair of the Board shall appoint a special presidential search committee to conduct a search and submit nominations for candidates for that office. The executive committee shall designate an acting president to serve during the period of the vacancy.

Section D. Presidential Death/Disability

In the event of the president's death or inability to act, the executive committee shall designate an acting president to serve until a new president shall be appointed and assume office, or the incumbent president shall resume duties.

Section E. Presidential Evaluation

It shall be the responsibility of the executive committee of the Board to have an evaluation of the president annually and in such manner as it deems appropriate.

ARTICLE VIII

Section A. Contracts

The Board may authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section B. Checks, Drafts, etc.

All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness issued in the name of the corporation shall be signed by such officer or agent of the corporation and in such manner as shall from time to time be determined by the Board.

Section C. Bonding

The Board shall require all officers, agents or employees having access to any funds or property of the corporation to give bonds or secure insurance in amounts the Board deems appropriate, the cost to be paid by the corporation. This requirement shall be revised annually and the amount recommended by the appropriate Board committee.

Section D. Deposits

All funds of the corporation shall be deposited to the credit of the corporation in such banks, trust companies or other depositories as the Board may from time to time select or approve.

Section E. Gifts

The Board may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purpose or for any special purposes of the corporation, and may delegate this authority to appropriate corporate and administrative officers. The officers shall make regular reports to the Board of all gifts accepted by them in the name of the corporation.

Section F. Trusts/Deferred Gifts

Any two of the following Board members – chair of the Board, vice-chair, secretary, or chair of the business affairs committee – shall be authorized to issue, execute or establish on behalf of the college, charitable remainder annuity trusts, charitable remainder unitrusts, pooled income fund, or other direct or deferred plans of giving, in exchange for cash, stocks, bonds, securities, real estate, and other marketable items.

Section G. Corporate Seals

The Board shall provide duplicate corporate seals, one of which shall be in the keeping of the secretary of the Board, and one in the keeping of the president.

ARTICLE IX

Section A. Indemnification

The corporation shall indemnify and advance expenses to any person and that person's heirs, estate, and personal representative to the maximum extent permitted by law against and relative to all expense, liability, costs, judgments, and claims arising from any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, including all appeals incurred or sustained by any such person by reason of the fact that said person is or was an officer or trustee of the corporation,, provided the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe the subject conduct was unlawful. Advancement of expenses shall be contingent upon the Board's receipt of an undertaking, determined in good faith by the Board to be financially sound, from or on behalf of the subject person to repay such amount if it is ultimately determined that such person is not entitled to indemnification by the corporation.

Section B. Limitation of Liability

No person shall be liable to the corporation or any person or entity claiming liability on behalf of or derivatively through the corporation for any loss, damage, liability or expense suffered by the corporation on account of any action taken or omitted to be taken by such person as a trustee or officer of the corporation, if such person (a) acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of the corporation, or (b) took or omitted to take such action in reliance upon advice of counsel for the corporation or upon statements made or information furnished by trustees, officers, employees or agents of the corporation which such person had no reasonable grounds to disbelieve.

Section C. Insurance

The corporation shall be required to purchase and maintain liability insurance on behalf of any person who is or was a Board member or officer of the corporation against any liability asserted against such person and that person's heirs, estate or personal representatives and incurred in such capacity or arising out of such status, whether or not the corporation would have the power to indemnify the person against such liability in such amount as approved by the Board. The terms (including the amounts and cost) of liability insurance to be purchased in accordance with this section shall be reviewed annually by the business affairs committee and the purchase of such insurance shall be approved by the Board.

ARTICLE X

Section A. Conflicts of Interest

A trustee shall be considered to have a conflict of interest if (a) such trustee has existing or potential financial or other interests which influence or might reasonably appear to influence such member's independent, unbiased judgment in the discharge of the trustee's responsibilities to the college or (b) such trustee is aware that a family member (which for purposes of this paragraph shall be a spouse, parents, siblings, children and any other relative if the latter reside in the same household as the trustee), or any organization in which such trustee (or family member) is an officer, director, employee, member, partner, trustee, or controlling stockholder, has such existing or potential financial or other interest. All trustees shall disclose to the Board any possible conflict of interest at the earliest practicable time. No trustee shall vote on any matter, under consideration at a Board or committee meeting, in which such trustee has a conflict of interest. The minutes of such meeting shall reflect that a disclosure was made, and that the trustee having a conflict of interest abstained from voting. Any trustee who is uncertain whether there is a conflict of interest in any matter may request the Board or committee to determine whether a conflict of interest exists, and the Board or committee shall resolve the question by majority vote of members present and voting. Each trustee shall annually complete a disclosure form provided by the committee on trusteeship indicating that trustee's current or potential conflicts of interest with the college, if any, within the rules of the college and within any similar federal or state restrictions or requirements relating to personal benefit or divided loyalties.

ARTICLE XI

Section A. Non Discrimination

Southwestern College is an equal opportunity employer and is committed to a policy of non-discrimination/non-harassment of any of its students, employees or contractors based on an individual's race, religion, color, gender, age, national origin, ancestry, marital status, military and veteran status, registered domestic partner status, medical condition, sexual orientation, gender identity, genetic characteristics, physical or mental disability, or any other legally protected characteristic. Religious services are offered, but attendance is not required of students or faculty. Courses in religious studies are not limited to the United Methodist tradition, and there is no effort by the college to proselytize for religion, and the corporation adheres to established principles of academic freedom. It strives to provide a form of education at once personal and appropriate to the evolving civilization in which its students find themselves.

ARTICLE XII

Section A. Preservation of Tax-Exempt Status

The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit. Notwithstanding anything herein to the contrary, the Board and the members shall not be authorized to do any act or activity which is contrary to any purpose for which an organization exempt from tax pursuant to Section 501(c)(3) of the Internal Revenue Code may lawfully be organized.

In addition, no part of the net earnings of the corporation shall inure to the benefit or, or be distributable to, its members, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the corporation's purposes.

Further, no substantial part of the activities of the corporation shall involve the carrying on of propaganda, or otherwise attempting to influence legislation. The corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of, or in opposition to, any candidate for public office.

ARTICLE XIII

Section A. Amendment of Bylaws

These bylaws may be changed or amended at any meeting of the trustees by a two-thirds (2/3) vote of those present, provided notice of the substance of the proposed amendment is sent to all the trustees at least ten (10) days before the meeting.

Section B. Review of Bylaws

Prior to each annual meeting of the Board, the trusteeship committee shall review these bylaws and suggest any necessary changes thereto.

Section C. Effective Date of Bylaws

These bylaws shall be effective commencing July 1, 1993 and all prior bylaws are repealed effective June 30, 1993. All trustees and officers elected and committee members designated by the board or its newly elected chairperson prior to July 1, 1993, shall take their respective offices and designated committee positions on July 1, 1993.

Approved by Southwestern College Board of Trustees February 19, 1993; April 14, 2000; January 25, 2013; May 8, 2017

Approved by
Southwestern College
Board of Trustees
February 19, 1993

Amendment to
Article III Section C.
approved via mail ballot April 1999

Amendments to
Article VI Sections A., B., C., D., G., H., I., and J.
approved January 20, 2001
to be effective July 1, 2001

Section D. of Article III (Alumni Association Representative)
deleted as approved October 18, 2002
(remaining sections in Article III re-lettered)

Section G. of Article III (Emeritus Trustees)
amended January 18, 2003
to be effective July 1, 2003

Section K. of Article VI (Audit Committee)
Approved October 15, 2004
to be effective October 16, 2004

Section A. of Article III (Board of Trustees - Number)
Approved January 14, 2006

Section E. of Article VI (Business Affairs and Endowment Committee)
Approved April 20, 2012
To be effective April 21, 2012

Amendments to
Article I Section D, Article III Section A and B, Article V Section F, Article VI Section I, Article VII, Section F, Article XI, Section A
Bylaws audited and approved by the board on January 25, 2013
To be effective January 26, 2013.

1.4.4 Southwestern College Board of Trustees Resolutions

“Be it resolved, that Corner Bank of Winfield, Kansas, or The Union State Bank of Winfield, Kansas, or Commerce Bank be and they are hereby designated as depositories (each referred to as “depository”) of The Southwestern College of Winfield, Kansas, a corporation (hereinafter called the “corporation”) and that funds so deposited may be withdrawn upon a check, draft, note or order of the corporation.

“Be it further resolved that all checks, drafts, notes or orders drawn against an account be signed by any of two of the following: president, vice-president for finance, vice president for academic affairs, or accounts manager, whose signatures shall be duly certified to said depository, and that no checks, drafts, notes or orders drawn against said depository shall be valid unless so signed.

“Be it further resolved that said depository is hereby authorized and directed to honor and pay any checks, drafts, notes or orders so drawn, whether such checks, drafts, notes or orders be payable to the order of any such person signing and/or countersigning said checks, drafts, notes or orders, or any of such persons in their individual capacities or not, and whether such checks, drafts, notes or orders are deposited to the individual credit of the person so signing and/or countersigning said checks, drafts, notes or orders, or the individual credit of any of the other officers or not. This resolution shall continue in force and said depository may consider the facts concerning the holders of offices, respectively, and their signatures to be and continue as set forth in the certificate of the secretary or assistant secretary, accompanying a copy of this resolution when delivered to said depository.

RESOLVED–

“FIRST: That the chair of the board, or vice-chair of the board of trustees, or secretary of the board be and they hereby are, and each them hereby is, authorized and empowered, for and on behalf of this corporation, to establish and maintain one or more accounts, with Paine Webber, Inc., Raymond James, Edward Jones, Morgan Stanley Smith Barney, UBS, Waddell and Reed, Merrill Lynch, LPL, Stifel Nicolaus & Company, Inc., The Vanguard Group, Charles Schwab, American Funds, and Corner Bank as agents for Fidelity Funds (herein called the “brokers”) for the purpose of purchasing, investing in, or otherwise acquiring, selling, possessing, transferring, exchanging, pledging, or otherwise disposing of, or turning to account of, or realizing upon, and generally dealing in and with (a) any and all forms of securities including, but not by way of limitation, shares, stocks, bonds, debentures, notes, script, participation certificates, rights to subscribe, option warrants, options, certificates of deposit, mortgages, chooses in action, evidences of indebtedness, commercial paper, certificates of indebtedness and certificates of interest of any and every kind and nature whatsoever, secured or unsecured, whether represented by trust, participating and/or other certificates or otherwise; and (b) any and all commodities and/or contracts for future delivery thereof, whether represented by trust, participating and/or other certificates or otherwise.

“The fullest authority at all times with respect to any such commitment or respect to any transaction deemed by any of the said officers and/or agents to be proper in connection therewith is hereby conferred, including authority (without limiting the generality of the foregoing) to give

written or oral instructions to the brokers with respect to said transactions; to borrow money and securities and if transactions in commodities are authorized hereby to borrow commodities and/or future contracts in commodities, and to borrow such money, securities, commodities and/or future contracts in commodities from or through the brokers, and to secure repayment thereof with the property of the corporation; to bind and obligate the corporation to and for the carrying out of any contract, arrangement, or transaction, which shall be entered into by any such officer and/or agent for and on behalf of the corporation with or through the brokers; to pay in cash or by checks and/or drafts drawn upon the funds of the corporation such sums as may be necessary in connection with any of the said accounts; to deliver securities, contracts and/or commodity futures to the brokers; to order the transfer or delivery thereof to any other person whatsoever, and/or to order the transfer of record of any securities, or contracts, or titles, to any name selected by any of the said officers or agents; to affix the corporate seal to any documents or agreements, or otherwise; to endorse any securities and/or contracts in order to pass title thereto; to direct the sale or exercise of any rights with respect to any securities; to sign for the corporation all releases, powers of attorney and/or other documents in connection with any such account, and to agree to any terms or conditions to control any such account; to direct the Brokers to surrender any securities to the proper agent or party for the purpose of effecting any exchange or conversion, or for the purpose of deposit with any protective or similar commodity futures; to appoint any other person or persons to do any and all things which any of the said officers and/or agents is hereby empowered to do and take all action necessary in connection with the account, or considered desirable by such officer and/or agent with respect thereto.

“SECOND: That the brokers may deal with any and all of the persons directly or indirectly by the foregoing resolution empowered, as though they were dealing with the corporation directly.

“THIRD: That the secretary of the corporation be and he hereby is authorized, empowered and directed to certify, under the seal of the corporation, or otherwise, to the brokers: (a) a true copy of these resolutions; (b) specimen signatures of each and every person by these resolutions empowered; and (c) a certificate (which, if required by the brokers, shall be supported by an opinion of the general counsel of the corporation, or other counsel satisfactory to the brokers) that the corporation is duly organized and existing, that its charter empowers it to transact the business by these resolutions defined, and that no limitation has been imposed upon such powers by the bylaws or otherwise.

“FOURTH: That the brokers may rely upon any certification given in accordance with these resolutions, as continuing fully effective unless and until the brokers shall receive due written notice of a change in or the rescission of the authority so evidenced and the dispatch or receipt of any other form of notice shall not constitute a waiver of this provision, nor shall the fact that any person hereby empowered ceases to be an officer of the corporation or becomes an officer under some other title in any way affect the powers hereby conferred. The failure to supply any specimen signature shall not invalidate any transaction if the transaction is in accordance with authority actually granted.

“FIFTH: That in the event of any change in the office or powers or persons hereby empowered, the secretary shall certify such changes to the Brokers in writing in the manner herein above provided, which notification, when received, shall be adequate both to terminate the powers of the persons theretofore authorized, and to empower the persons thereby substituted.

“SIXTH: That the foregoing resolutions and the certificates furnished to the brokers by the secretary of the corporation pursuant thereto, be and they hereby are made irrevocable until written notice of the revocation thereof shall have been received by the brokers.

RESOLUTIONS

“It is hereby resolved that any one of the two following officers of The Southwestern College, a corporation, chair of the Board of Trustees or vice-chair of the board of trustees attested to by one of the following officers: secretary of the Board of Trustees and assistant secretary of the Board of Trustees, are hereby authorized and empowered to sell assign, and transfer any and all bonds, certificates of deposit, stocks, or other securities now or hereafter registered in the name of The Southwestern College or which now or hereafter be assigned to it.

“And it is hereby further resolved that any and all such assignments of securities registered in the name of or assigned to this corporation, heretofore or hereafter made by any two of the above named officers are ratified and confirmed.

“It is hereby resolved that the chair of the Board of Trustees or in this officer’s absence or incapacity, the vice-chair of the Board of Trustees, shall sign all deeds and legal documents pertaining to property and the secretary of the Board of Trustees shall attest to the signatures in those instances where needed.

“It is hereby resolved that the various general powers and authorities conferred upon officers of the Board of Trustees, including the power to sell, assign, and transfer of all bonds, certificates of deposit, stocks, and other securities, are to be utilized by said officers within the limitations imposed by the Board of Trustees, executive committee and other duly empowered board committees. No officers are authorized to make any transfer from the endowment fund except by special action of the Board of Trustees.

”The Board authorizes the Institution to participate in the working capital financing program through the Kansas Independent Colleges and Universities in cooperation with the Kansas Independent College Financing Authority (the “Issuer”) and, subject to negotiation and approval of appropriate financing documents, to borrow funds from the Issuer from proceeds of the Issuer Notes in each year for the purpose of providing funds to the Institution (1) to finance working capital and/or capital projects of the Institution, and (2) to pay the Institution’s share of related expenses incurred in connection with the issuance of the Issuer Notes. The amount of the loan in each year shall not exceed the cumulative cash flow deficit in each year permitted under federal tax regulations to be financed with the proceeds of tax-exempt revenue anticipation notes or the proceeds of tax-exempt capital project notes, and the final maturity of each loan shall be not later than 13 months from the date of issuance of the Issuer Notes for such year. The final terms of each loan, including the principal amount, principal installments and interest rate, shall be approved by the President of the College or the Vice President for Finance of the College executing the herein authorized Loan Agreement, such officer’s execution thereof being conclusive evidence of such officer’s and the Institution’s approval of such terms.”

1.5 Administrative Structure

The president of the college is responsible to the Board of Trustees, as defined in the bylaws, for the quality and efficiency of the administration. The president shall create administrative

structures and assign duties and responsibilities that are consistent with the efficient and effective operation and mission of the institution.

1.5.1 President

The president of the college is the chief executive officer of the college, and has the authority to perform all acts necessary to carry out the purposes of the college in accordance with the policies and directives of the Board of Trustees.

The president shall keep the Board accurately informed of the affairs of the college and consult them on major decisions. The president has the authority necessary to implement Board policies and directives by administrative regulations and requirements in all areas affecting the orderly and efficient operation of the college, including general supervision of academic and support programs and employees, allocation of resources, and to re-delegate such authority as necessary to achieve these and other purposes necessarily implied by the duties and responsibilities of the office of the president. The role of president of the college is one of creative leadership and therefore sometimes goes beyond the content of any detailed listing of the specific duties of that office.

Specific duties of the president shall include:

1. Serving as chief executive officer of the college while having general and active management and direction of the business operations, educational activities and other affairs of the college.
2. Planning and organizing meetings of the Board of Trustees with the concurrence of the chairperson of the board.
3. Presenting formal reports on the overall condition of the college at meetings of the Board of Trustees; serving as secretary for the corporation.
4. Preparing and presenting to the Board of Trustees, with the advice and counsel of the finance committee of the board, the annual budget for the operation of the college, including all salary adjustments.
5. Directing long-range and short-range planning and assessment for the college.
6. Officially appointing all members of the instructional faculty and administration of the college.
7. Officially establishing rank for members of the instructional faculty.
8. Signing all degrees, diplomas, and other certificates of scholastic achievement issued by the college.
9. Preparing and submitting numerous reports for federal and state agencies and accrediting associations.
10. Participating in the development of individual goals with staff members and evaluating their performance.
11. Promoting and overseeing all curricular and academic programs for the college community.
12. Presenting on a yearly basis a state of the college address to the college community.

Reporting relationships:

The president reports to the Board of Trustees. The following officers of the college report directly or indirectly to the president of the college:

- Vice President for Academic Affairs, Dean of the College
- Executive Vice President
- Senior Vice President
- Vice President for Finance and Chief Finance Officer
- Vice President for Institutional Advancement
- Vice President of Student Affairs, Dean of Students
- Vice President for Marketing and Communications
- Vice President for Enrollment Management
- Vice President for Retention and Student Success
- Associate Vice President for Academic Affairs for Professional Studies/Online Education
- Associate Vice President for Academic Affairs for Main Campus
- Athletic Director
- Director of Human Resources
- Executive Assistant to the President

1.6 Internal Governance

1.6.1 Administrative Councils

The president has the authority to create councils, which are approved by the trustees as additions to or changes in this policy manual. When the potential membership includes faculty, there are required procedures designed to (1) support shared governance, (2) stimulate dialogue on faculty workload and (3) identify potential conflicts or overlaps with existing faculty committees. The purpose of the discussion is to focus on the mission of the proposed council, not particular appointees.

The procedures are:

The president or his designee sends the proposal to the elected faculty chair. The chair discusses the proposal with the executive committee of the faculty and then sends the proposal to any faculty committee interested in reviewing the proposal. The chair also sends the proposal to the faculty personnel committee for review in regard to faculty workload and any impact on policies affecting faculty (Volume IV of this manual). Both committees are expected to report their comments to the executive committee in the next month's meeting.

The executive committee can then (1) provide feedback to the administration without further action and report to the faculty, or (2) present the council proposal to the faculty with a recommendation for a faculty endorsed recommendation to the president. This advisory action, while not binding, is a visible affirmation of the college's commitment to shared governance and an expression of faculty interests and concerns. In all cases, the executive committee will engage in discussion with the president or the president's designee before taking the question to the faculty for vote.

No faculty member shall be asked to serve on more than one council, unless there is compelling necessity for doing so. Faculty members nominated for appointment by the president or the

president's designee will be consulted in advance of appointment, with the understanding that willingness to serve is integral to the shared governance process.

1.6.1.1 *President's Administrative Council*

The administrative council is advisory to the president of the college. The council discusses issues put before it by the president and other members. Meetings are held regularly throughout the year. Agenda items include reports and discussion by each of the administrative officers regarding all matters related to their areas of responsibility.

1.6.1.2 *Planning Council*

This council monitors the college's planning process to ensure that it remains consistent with the college's mission, goals and strategic plan. It will review achievements, make progress reports, and identify issues that may conflict with college goals to the president.

1.7 Committees

1.7.1 Board of Trustee Committees

See Article VI of 1.4.3 The Bylaws of The Southwestern College.

1.7.2 Faculty Committees

See Articles VI of The Bylaws of The Southwestern College.

1.7.3 Institutional Committees

1.7.3.1 *Creative Works and Intellectual Property Committee*

The creative works and intellectual property committee shall administer the policy regarding interest in creative works. The committee shall consist of three members composed as follows:

- a. One administrator, appointed by the president;
- b. One faculty member or instructor representing professional studies, appointed by the president on recommendation of the associate vice president for professional studies/online education; and
- c. One faculty member representing the faculty academic affairs committee.

Committee members with a conflict or potential conflict of interest shall excuse themselves from committee service to the extent of the conflict. All questions concerning committee operations or decisions shall be determined by the president.

1.7.3.2 *Education Committee*

The education committee's charge is to suggest and review changes affecting teacher licensure. Specifically, the committee members:

1. make recommendations to the education department and the faculty curriculum committee;
2. review KSDE Program Reports, programs assessment data, and make recommendations for program improvements as well as program assessment processes;
3. evaluate applicants to the teacher education program;
4. interview applicants for student teaching;
5. conduct due process hearings upon request;

6. suggest and review college/community/public school collaborations; and
7. discuss and review current trends and practices in elementary, mid-level, and secondary teaching for communication to Southwestern College faculty.

Membership: All full-time education faculty members (chair of the education division), faculty representation from three content areas (three-year terms with staggered replacements one per year), three public school teachers not more than one from each level (P-12) (three-year terms with staggered replacements one per year), and two undergraduate students not more than one from any program.

Associate membership: vice president for academic affairs, dean of the college.

Guests: Content area faculty can attend any meeting as advisory to the program (non-voting).

This committee makes recommendations and reports to the director of the teacher education/education, division chair and the vice president for academic affairs, dean of the college.

1.7.3.3 Faculty Review Committee

This committee attempts to settle by informal methods grievances for all faculty members regarding termination, dismissal and suspension; failure to comply with employment policies and procedures; questions regarding the process of the annual review; racial, civil, and sexual harassment sanctions; and questions regarding academic freedom and free speech violation. See section 4.12 for detailed explanation of the grievance process for faculty.

This committee reports to the vice president for academic affairs, dean of the college. The chair will be elected by the members.

Members of this committee may not be on the executive committee of the faculty or the faculty personnel committee.

Membership shall consist of two ranked, full-time faculty members chosen by the faculty, two ranked, full-time faculty members chosen by the president and a fifth member chosen by the first four. Members are chosen annually and serve from May 15 to May 14 of the following year.

1.7.3.4 Hazardous Materials, Safety and the Environment Committee

This committee is concerned with the myriad environmental issues that affect the college community, and is responsible for the promotion of environmental concern and awareness at the college; investigation and assurance of the proper disposal of all medical or other hazardous waste produced at any college location; assuring that compliance with all government regulations relating to hazardous waste or environmental impact are observed; reports any potential accidents or hazards located on the college grounds; and supervising recycling programs on campus.

Membership: The chair is the associate vice president for business, the division chair for the natural sciences, and the division chair for the performing arts, the plant operation manager, director of housing and assistant dean of students.

The committee reports to the vice president for finance and chief financial officer.

1.7.3.5 Human and Animal Subjects Research Committee

This committee functions as an Institutional Review Board (IRB) to protect the rights and welfare of human subjects recruited to participate in research conducted under the auspices of the

institution as well as examining proposals involving non-human subjects. The committee receives proposals from faculty, staff and students intending to conduct research involving human participants or non-human subjects. Proposals from students must be approved by a faculty supervisor before submission of materials to the committee for review. Research may not proceed until approval by the committee has been received. Specific guidelines are available online.

Membership is normally five members with one full-time faculty member from social science, one full-time faculty member from natural science, one full-time faculty member from education, and two other faculty members with backgrounds that promote complete and adequate review of research activities commonly conducted by the institution. The committee may call on other faculty or individuals with expertise for consultation on specific projects or situations.

1.7.3.6 Director/Staff Forum

The mission is to provide a forum to inform staff of institutional changes, solicit feedback and to address the needs of staff at the college. The forum consists of all director level personnel. The group meets quarterly with the president, and more often as needed.

1.7.3.7 Benefits Committee

The benefits committee is responsible for regularly reviewing common benefits the college offers to all employees and making recommendations to the president concerning desired changes in the benefits the college provides. These include, but are not limited to, such employee benefits as health insurance, life insurance, supplemental insurance, retirement benefits. The committee will consist of two faculty members or their designees selected during faculty committee elections, two administrators who are appointed by the administrative forum, and two hourly staff who are appointed by the staff forum. The committee chairperson shall be the director of human resources. Committee members will serve one two-year term beginning in the month of April. At the end of the two-year term new members will be appointed or elected.

1.7.4 Faculty Constitution of Southwestern College

ARTICLE I—PREAMBLE

The faculty is entrusted with advisory authority in matters related to academic affairs of Southwestern College. Since its authority is only that which is delegated to it by the Board of Trustees, its legislation necessarily conforms to board policies as set forth in the records of that body such as the college bylaws and other policy actions of the Board of Trustees. Policies of the Board of Trustees are communicated to the faculty by the president of the college.

ARTICLE II—NAME

The faculty constitution of Southwestern College shall be considered the constitution of the organization known as the Southwestern College faculty, hereinafter referred to as the “faculty.”

ARTICLE III—NATURE AND PURPOSE

The Board of Trustees, through its authority as the governing body of the college, has granted the faculty of Southwestern College the role of representing the faculty of the college. In addition, the faculty shall perform these functions:

1. Serve as a forum for the faculty for the purpose of enrichment of the faculty and addressing concerns as they may arise.

2. Support the mission of the college and the faculty, and shall further the goals of the college by its dedication to the ideals of higher education.
3. Coordinate such committees as are established by the faculty.
4. Serve to promote communication among the faculty within the college.
5. Serve as consultant to the vice president for academic affairs, dean of the college and the president, and provide input and recommendations with regard to all significant policy changes affecting the faculty prior to their enactment.
6. Propose policy or advocate change in current policy when such action is deemed appropriate for the welfare and development of the college and the faculty.
7. Take part in college policy-making in areas that include, but need not be limited to, recommending curriculum, retention, grading, honors, academic dismissal, and teaching standards, as well as matters pertaining to educational policy.
8. Serve as a communicating body between faculty and administration and an intermediary body as needed. In this capacity it shall identify interests and preferences of the faculty and communicate views and concerns to the administration of the college.
9. Perform such other duties and fulfill such other functions as are appropriate to achieve the mission and goals of the college so long as they are not in conflict with this constitution or its bylaws or the articles of incorporation or bylaws of the college.
10. Do everything necessary and proper, advisable or convenient to exercise the powers herein above set forth and do all other things incidental thereto.

ARTICLE IV—BYLAWS

The faculty of Southwestern College shall have the power to adopt bylaws for its operations which shall include officers, meetings, and committees as necessary so long as they are not in conflict with this constitution or the articles of incorporation or bylaws of the college.

ARTICLE V—AMENDMENTS

An amendment to this constitution may be made by approval of two-thirds of the membership of the faculty of Southwestern College present at a meeting of the faculty. The faculty shall prepare the format for the recommended revisions or amendments. Any member with voting privileges may suggest such revisions. The faculty shall circulate a proposed revision or amendment to each voting member, the president of the college and chairperson of the Board of Trustees at least 21 calendar days prior to the final action. An amendment is considered in effect when also approved by the president and Board of Trustees of the college.

1.7.4.1 Bylaws of the Faculty of Southwestern College

ARTICLE I—MEMBERSHIP

The voting membership shall consist of those holding full-time rank of professor, associate professor, assistant professor, or instructor.

For purposes of governance, the librarian of the college, the campus minister and the vice president for academic affairs, dean of the college hold voting status, if they were previously voting faculty of Southwestern College.

ARTICLE II—MEETINGS OF THE FACULTY

1. In addition to the voting membership, regularly scheduled faculty meetings shall be open to administrative personnel, adjunct and special instructors, emeritus faculty, and students. Executive faculty meetings, which will be open only to the voting membership, may be called at the discretion of the chair.
2. **Time.** Regular faculty meetings are held a minimum of once each month during the academic year. Special meetings may be called by the president, by the vice president for academic affairs, dean of the college, by the chair of the faculty, or by the faculty concerns committee. Special meetings may also be called at the request of any five (5) voting members of the faculty provided twenty-five hours' notice is given to the chair of the faculty or the vice president for academic affairs, dean of the college or, in their absence, to the recorder of the faculty.
3. **Agenda.** The agenda is prepared by the chair of the faculty in consultation with the vice president for academic affairs, dean of the college and the executive committee, and distributed 7 days prior to each meeting. It shall also be available on MySC (or the intranet). At each regular meeting the following reports will be given: either oral or written standing committee reports; reports by the president and vice president for academic affairs, dean of the college, and additional administrative reports.
4. **Quorum.** At any regularly scheduled faculty meeting, or for any special faculty meeting, one-half of the voting membership of the faculty shall constitute a quorum.
5. **Rules of Order.** The customary rules of parliamentary procedure (as explained in Robert's Rules of Order, Newly Revised) will apply for conduct of all faculty business. The intent of parliamentary procedure is to provide a reasonable procedure for orderly discussion and for the conduct of business.
6. **Interpretation.** In a situation involving conflicting interpretations of these bylaws, the faculty has the right to establish the official interpretation which shall be applied in this situation.

ARTICLE III—OFFICERS OF THE FACULTY

The officers shall consist of the chair of the faculty, the recorder, the parliamentarian, and the faculty marshals.

1. **Chair of the Faculty.** The chair of the faculty must be a tenured faculty member. The term of the faculty chair shall be two calendar years to begin at the final faculty meeting of the academic year and end at the final meeting of the second academic year. The chair shall preside at all meetings of the faculty, and will not serve on a faculty committee, but will rotate attendance at all committee meetings as necessary and feasible. The chair of the faculty shall facilitate the work of the faculty by encouraging dialogue regarding pertinent issues, and shall be an active advocate of the collective faculty regarding issues in appropriate arenas. The chair is responsible for calling regular meetings of the executive committee, collecting action items, and constructing agendas for the faculty recorder to distribute. The chair also coordinates review of the faculty and academic policies set forth in Volume I and IV of the policy manual each year. The chair shall also serve as a member of the college's planning council. In order to perform these various duties effectively, the faculty chair will receive secretarial assistance as needed.
2. **Vice Chair and Chair-Elect.** The vice chair and chair elect (VCCE) shall be a tenured

faculty member and will serve a two year term prior to assuming the chair of the faculty. The VCCE shall be elected at the April faculty meeting every other year. If there are multiple candidates, the election will be determined by a written ballot with a simple majority required for election. Nominations for the VCCE shall be determined by the executive committee at their March meeting in VCCE election years. Nominations may also be made from the floor at the April faculty meeting in VCCE election years. The duties of the VCCE are to assume the duties of the faculty chair when the chair is unavailable and succeed to the position of faculty chair at the end of the chair's term. The VCCE shall also attend executive committee meetings in preparation for assuming the duties of the chair. The VCCE will rotate attendance at each of the faculty committees (precluding membership of the VCCE on a regular faculty committee) to become better acquainted with the discussions and matters covered by these committees. The VCCE will also meet with the faculty chair on a regular basis to assist in preparing for faculty meetings and executive committee meetings, and to be apprised of the ongoing critical issues in the faculty committees. Moreover, the VCCE will audit the faculty minutes at the end of the academic year to ensure catalog, constitutional, and policy manual changes/additions are incorporated accurately. The VCCE will be provided with the latest version of *Robert's Rules of Order* to become familiar with the basic procedures for running a faculty meeting. The VCCE will also be consulted about questions of parliamentary procedure prior to faculty meetings.

3. **Faculty Recorder.** The faculty recorder shall be elected by the faculty at the April faculty meeting. Nominations may be made by the executive committee during their March meeting or from the floor at the April faculty meeting. If there are multiple candidates, the election will be determined by a written ballot with a simple majority required for election. The faculty recorder shall be responsible for:
 - a. Distributing the monthly faculty meeting agenda and items for action as well as recording the meeting minutes for the monthly faculty meetings. For the Recorder Guidelines see Appendix 1.
 - b. Distributing the monthly agenda for the executive committee meeting and recording the monthly executive committee meeting minutes. For the Recorder Guidelines see Appendix 1. On policy matters requiring a formal vote count, the faculty recorder shall count and record the votes.
 - c. Sending all minutes within seven days to the appropriate person for posting to MySC (or current intranet) for faculty, staff and administrative review. If inaccuracies are found in the minutes, the faculty recorder is responsible for making any necessary corrections, additions, or deletions.
 - d. Keeping records of faculty committee elections, distributing ballots for annual faculty elections in April, and reporting faculty election results to the faculty at the last meeting of the academic year.
 - e. In order to perform these duties effectively, the faculty recorder shall not serve on a standing faculty committee.
4. **Parliamentarian.** The parliamentarian shall be elected by the faculty at the April faculty meeting. Nominations may be made by the executive committee during their March meeting or from the floor at the April faculty meeting. If there are multiple candidates, the

election will be determined by a written ballot with a simple majority required for election. The parliamentarian shall advise the chair on questions of procedure in accordance with the rules contained in the latest version of *Robert's Rules of Order*.

5. **Faculty Marshals.** The faculty marshals are selected by the president. The marshals' primary responsibility is to organize, arrange, rehearse, and conduct the major academic processions of the college, specifically for convocations, baccalaureate, and commencement. Upon consultation with the vice president for academic affairs, dean of the college, the marshals will arrange the procession of faculty for these events in order of seniority depending upon the function to be served by a specific ceremony. The marshals will arrange for all student help as pages, flag bearers, etc., and any other matter relating to the successful conduct of these ceremonial occasions.

ARTICLE IV—FACULTY EXECUTIVE COMMITTEE

1. **Membership.** The membership of the executive committee of the faculty of Southwestern College shall be as follows:

The Chair of the Faculty will serve as the chair

The Vice Chair and Chair Elect

The Faculty Recorder, ex-officio

The chairs of the standing committees of the faculty as follows:

Admissions and Retention

Academic Affairs

Assessment

Curriculum

Faculty Concerns

Faculty Development

Faculty Personnel

The vice president for academic affairs, dean of the college, ex-officio

The committee has the right to enter into executive session, whereby the vice president for academic affairs, dean of the college and other administrative personnel may be excused at times as deemed appropriate by the executive committee.

2. **Duties.** The duties of the executive committee of the faculty shall include the following:
 - A. Assisting the chair with the agenda for faculty meetings;
 - B. Coordinating the work of the standing committees.
3. **Meetings.** The executive committee of the faculty shall hold regular monthly meetings in accordance with the schedule adopted by the executive committee members. Special meetings of the executive committee may be held on the written call of the chair of the faculty or any three members of the executive committee of the faculty.
4. **Agenda.** The agenda for meetings of the executive committee of the faculty shall be prepared by the faculty recorder in consultation with the chair of the executive committee and distributed to all members of the executive committee five calendar days prior to the meeting. All items to be discussed at the meeting should be submitted in writing to the chair of the executive committee six calendar days prior to the meeting at which they will be discussed.

5. **Conduct of Meetings.** *Robert's Rules of Order, Newly Revised* shall govern the conduct of business.
6. **Minutes.** Minutes of the executive committee meetings will be kept by the faculty recorder and posted to MySC (or current intranet) for the president, faculty, vice president for academic affairs, dean of the college, and executive committee members.
7. **Voting.** All members of the executive committee shall be entitled to vote at the regular and special meetings of the executive committee of the faculty.
8. **Quorum.** A majority of the members of the executive committee of the faculty shall constitute a quorum.
9. **Non-Voting Participation.** Participation in meetings of the executive committee of the faculty, for the purpose of reports and other discussion shall be allowed.
10. **Vacancies.** The membership of the executive committee, excepting the chair of the faculty, vice chair and chair elect, and recorder of the faculty, is comprised of standing committee chairs. Therefore, in the event that a committee chair is unable to complete service to their elected committee and the executive committee, the standing committee will elect a new chair who will also serve on the executive committee.

This committee will meet monthly (or more frequently) during the academic year with the vice president for academic affairs, dean of the college.

ARTICLE V—STANDING COMMITTEES OF THE FACULTY

A. General Rules for Committees of the Faculty

1. **Election.** Committee elections will be held each year at the April faculty meeting. The faculty recorder will request committee preferences from those faculty members who are scheduled for election in advance of the April faculty meeting. The faculty recorder will collect the committee election ballots and assign faculty to committees based on faculty votes, indicated preference, and lottery if necessary. Members of the faculty committees shall be elected to two-year terms. Committee election results will be posted to MySC (or current intranet) for faculty review. Student members of these committees are elected to one-year terms by the student government association.
2. **Organization.**
 - a. Each committee shall consist of a minimum of four (4) faculty members. The actual size shall be determined prior to committee elections by the faculty chair in consultation with the vice president for academic affairs, dean of the college and committee chairs, and will be based on the projected workload of each committee.
 - b. Each committee shall hold its first meeting at the final faculty meeting of the year. At this meeting, the committee shall elect from its membership a chair whom also serves on the executive committee of the faculty, a vice-chair, and a recorder. The chair is responsible for chairing committee meetings and coordinating activities of the committee. The vice-chair shall chair committee meetings in the absence of the chair, present committee reports at faculty meetings, and ensure at the end of each academic year that copies of the committee's minutes have been posted to MySC. The recorder shall follow the recorder guidelines found in 1.8 Appendix 1.

- c. One-half the membership of a committee constitutes a quorum.
- d. Each faculty member must serve on at least one of the standing committees of the faculty unless excused by the vice-president for academic affairs, dean of the college because of a special academic or institutional assignment. Except in special circumstances, faculty will not serve on more than one of these committees. First-year faculty members will be appointed to a committee by the chair of the faculty. Such appointments shall be made after the chair of the faculty consults with the vice president for academic affairs, dean of the college and the first-year faculty member. Adjunct faculty members and one-year replacements may serve on a standing committee of their choice in an associate capacity.
- e. Each standing committee is required to present either a written or oral report at each regularly scheduled faculty meeting.
- f. Faculty members will serve no more than two (2) consecutive terms (4 years) on any given committee.
- g. Chairs of the standing committees will meet formally with the chair of the faculty during August to be “briefed” on chairing meetings, committee responsibilities, and other concerns.
- h. New business is generated within committees themselves, or is assigned to committees by the chair of the faculty. The faculty may choose to override the chair’s decision by a two-thirds majority vote. New business can come to the attention of the chair in several ways: from the vice president for academic affairs, dean of the college, from the president, from programs, from individual faculty members, from individual committee members, from the floor of the faculty, or from students.
- i. Associate committee members are an important resource to the committee. Although they are not voting members of the committee, they are expected to regularly attend committee meetings and serve in an advisory capacity. They will be kept fully informed of committee actions, and will receive agendas, minutes, and other reports prepared for and by the committee.
- j. Executive Session. Committees may meet in executive session when deemed appropriate by the committee chair. For the purposes of committee meetings, executive session consists only of faculty members elected to the committee. Others may attend and participate in executive session only at the invitation of the committee chair. Votes are not taken during executive session.
- k. Committee minutes will be maintained for each committee meeting. These minutes will follow the recorder guidelines found in 1.8 Appendix 1.
- l. Annual slate and timetable for faculty committee appointments.
 - April faculty meeting election: vice chair and chair elect of the faculty (every other year), faculty secretary, parliamentarian, and faculty members of standing committees whose terms have expired.

B. Standing Committees of the Faculty of Southwestern College

There are seven standing committees of the faculty: the executive committee (See article IV), the academic affairs committee, the curriculum committee, the faculty development committee, the faculty personnel committee, the faculty concerns committee, the

assessment committee, and the admission and retention committee.

1. **Admission and Retention Committee.** The committee acts as a liaison and regulatory body. The committee studies, reviews, interprets, and recommends policy and action related to the admission and retention of students, including the advising process and the developmental education program. The committee works with the associate vice-president student success, the vice president for enrollment management to plan, implement, and review faculty involvement in recruiting efforts. It is charged with representing the concerns of the faculty pertaining to the faculty's role in student recruitment, retention, and academic advising. The committee oversees the academic advising program and those aspects of recruitment and retention that directly relate to the role of the faculty. It reviews admission and retention policies, and may review student applications and other materials related to the admission of students to the college. The committee will also perform other responsibilities as delegated to it by the chair of the faculty.

Membership: Voting—minimum of four elected faculty members, vice president for student success, vice president for enrollment management, the vice president of student affairs, dean of students, and two student members.

2. **Academic Affairs Committee.** The academic affairs committee acts as the regulatory body of the faculty for academic affairs. It applies and interprets policies that have been established by the faculty and the trustees to the current program. It considers special cases and acts upon them in a manner that is consistent with the spirit of existing rules or policies. It studies present or proposed policies in light of the college's mission and all aspects of the liberal arts structure (e.g., drama, athletics, choir, etc.). It recommends to the faculty any changes it deems advisable. Such changes do not become operative, however, until approved by the faculty, through authority delegated by the president and the Board of Trustees. Each term, the committee applies the suspension index to students whose academic performance merits probation or suspension, and considers appeals for readmission from students who have been suspended, to determine if they are re-admissible. The committee appoints one of its members to serve on the creative works and intellectual properties committee and one member to serve as a liaison to the Academic Affairs committee of the Board of Trustees. The committee will also perform other responsibilities as delegated to it by the chair of the faculty.

Membership: Voting—minimum of four elected faculty members; two student members. Student members will be excused when the committee acts on probation and suspension. (non-voting)—vice president for enrollment management, registrar, vice president for academic affairs, dean of the college (or designee). Ex-officio (non-voting) vice-president for student success (or designee) (for probation and suspension meetings only).

3. **Assessment Committee.** The assessment committee acts as the regulatory body of the faculty for assessment activities intended to lead to institutional improvement. It advises on the establishment of assessment policies and presents recommendations for policy revisions to the faculty when changes are deemed advisable. Specifically, the committee reviews the student assessment program; assists in the choosing and/or development of assessment tools and methodologies and in their evaluation; acts as consultants with programs, majors, and departments to develop, implement, analyze, and revise

assessment plans and strategies; and summarizes findings and resultant actions in annual reports to the college community. The committee will also perform other responsibilities as delegated to it by the chair of the faculty.

Membership: Voting—minimum of four elected faculty members.

4. **Faculty Concerns Committee.** The faculty concerns committee is a liaison committee. It is charged with representing the concerns of the faculty. This committee will meet as needed during the academic year with the president and vice president for academic affairs, dean of the college. In addition, members of the faculty concerns committee will meet at least once each semester with the academic affairs and student affairs committees of the Board of Trustees and will represent the faculty at each meeting of the full Board of Trustees. The purpose of these meetings will be to represent faculty concerns to these individuals and groups as well as to gain insights which can be shared with the faculty. Agendas and minutes of the trustee academic affairs committee, student affairs committee, executive committee, and the full Board of Trustees meetings will be made available to the faculty concerns committee. Additionally, the Student Government Association will be given access to this committee. Specifically, this committee will oversee the revision and implementation of the faculty constitution. In addition, it will monitor the policies of the Board of Trustees and all administrative proposals which affect the faculty and consult with the administration on these proposals. The committee will also perform other responsibilities as delegated to it by the chair of the faculty.

Membership: Voting—minimum of four elected faculty members.

5. **Curriculum Committee.** This committee studies, reviews, and makes recommendations regarding the entire curriculum. The committee's authority over main campus programs includes: undergraduate and graduate programs; and majors, minors, and general education. It examines proposed new courses, course changes, or deletions to determine whether they are consistent with the overall program. The committee recommendations are then forwarded to the faculty for approval. The committee will also perform other responsibilities as delegated to it by the chair of the faculty. Membership: Voting—minimum of four elected faculty members, one of whom is a member of the education department; two student members. (non-voting)— vice president for academic affairs, dean of the college (or designee), library director.
6. **Faculty Development Committee.** This committee will maintain oversight of and an advisory relationship to faculty development, working with the vice president for academic affairs, dean of the college in planning the faculty development program. It will promote and make policy recommendations regarding scholarship and scholarly activities, academic leaves, sabbaticals, travels, etc. In addition, it will facilitate regular meetings, workshops, seminars, and other events which will promote collegiality and development of faculty as teachers and scholars. The committee will also perform other responsibilities as delegated to it by the chair of the faculty.

Membership: Voting—minimum of four elected faculty members. (non-voting)— vice president for academic affairs, dean of the college (or designee).

7. **Faculty Personnel Committee.** The faculty personnel committee is charged with representing the interests of faculty regarding contractual concerns as outlined in

Volume IV of this policy manual. Policies on faculty rights and responsibilities, promotion, tenure evaluation, faculty compensation, rank criteria, fringe benefits, and faculty search and contract policies, would come under this committee's recommending powers. Policy actions of this committee are submitted to the faculty for ratification, modification, or rejection.

This committee also acts on individual recommendations for promotion and tenure. It reports these recommendations to the vice president for academic affairs, dean of the college.

The committee shall:

- a. Review the applications of and make written recommendations with regard to faculty promotion and tenure.
- b. Ascertain that the rank, promotion, contractual and tenure policies of the college are in step with those of other like educational institutions and provide advice with regard to college rank, promotion, and tenure policies.
- c. Monitor faculty compensation at the college and compare with a list of other institutions with similar demographics and characteristics. That list will be updated by the committee in conjunction with the vice president for academic affairs, dean of the college and published yearly for faculty and administration to review.
- d. Assist in the election of two members of the faculty to serve as members of the Benefits Committee. Members who serve on the benefits committee will report the business of the committee to the Faculty Personnel Committee who will, in turn, report to the faculty.
- e. Perform other responsibilities as delegated to it by the chair of the faculty.

This committee is available to advise the vice president for academic affairs, dean of the colleges and the president on matters of separation of faculty for cause.

Membership: Voting—minimum of four elected faculty members.

8. Presidential Appointment of the Faculty Athletic Representative.

The faculty athletic representative (FAR) is appointed on a yearly basis by the president of the college. This person's responsibilities include certification of athletes for sports participation, representation to the governing council of the Kansas Collegiate Athletic Conference, the recognition of outstanding academic performance by athletes, and communication regarding NAIA policy matters.

ARTICLE VI—AMENDMENT AND RATIFICATION OF BYLAWS

1. **Amendment.** Any voting member or committee of the faculty may propose changes to the faculty bylaws to the executive committee. The executive committee will present them to the faculty who, with the majority of voting members, shall effect such changes. No amendment shall be in conflict with the constitution of the faculty of Southwestern College or the articles of incorporation or bylaws of the college. Any amendment will be submitted to the president of the college for review and approval. If the president fails to approve such an amendment, it will be sent back to the faculty with a rationale. The faculty may then reconsider and resubmit the amendment.

2. **Conflict.** Any conflict between a proposed amendment to these bylaws and a superseding document shall be communicated by the president of the college to the executive committee of the faculty and, if not satisfactorily resolved by the executive committee, to the Board of Trustees for final resolution of the language.
3. **Ratification.** These bylaws will replace all other bylaws and go into effect the day after ratification has been obtained by the faculty, the president and the Board of Trustees of the college. Ratification by the faculty will be by written ballot of an absolute majority of eligible faculty members.

1.8 Appendix 1: Faculty Recorder Guidelines

The following information provides direction and assistance to the recorders in the performance of their duties.

1. The recorder is elected/appointed annually.
2. The recorder is responsible for writing, distributing, and maintaining all minutes no later than one week following the meeting date.
 - a. Faculty recorder maintains copies in the appropriate folders stored on the college intranet MySc.
 - b. Committee recorders maintain copies in the appropriate folder on the college intranet, MySc. Departmental minutes are forwarded to the program director and the vice president for academic affairs, dean of the college.
3. All minutes should include the following information:
 - a. Date of meeting
 - b. Time of meeting
 - c. Members present
 - d. Members absent
 - e. Approval of minutes
 - f. Student reports
 - g. Old business
 - h. New business
 - i. Announcements
 - j. Next meeting date and possible agenda items
 - k. Signature of recorder
4. A copy of the meeting agenda should be attached to the copy of the minutes.
5. All summaries, reports, revised policies, and other appropriate articles must be attached to the copy of the minutes.
6. At the end of each academic year, one person (vice chair) will be selected to audit the minutes. This audit will be recorded in the next meeting minutes.