

OIKOS UNIVERSITY

ADMINISTRATIVE HANDBOOK

2026-2027

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INTRODUCTION

PHILOSOPHY OF ADMINISTRATION

- We believe that the administration of Oikos University has the power to exercise leadership as well as mutual submission and support to serve each other and serve our students in order to produce the finest leaders.
- The mission of Oikos University is to educate men and women to be the leaders to serve the church, local communities, and the world by using their learned skills and professions.
- The main function of the administration is to make the best use of personnel to achieve the goals of the institution and to promote ongoing instructional improvement.

VALUES

Oikos University upholds the doctrines of evangelical churches and has identified three specific core values that define our institution:

- We value evangelical mission and discipleship of all people and focus especially on members of the immigrant communities.
- We value academic excellence and professional skills within the context of Christian faith engaging individual and corporate relationship with Jesus Christ, and
- We strive to demonstrate these values throughout the church, local community and the world.

VISION

The vision of Oikos University is to educate emerging Christian leaders to transform and bless the world at every level – from the church and local community levels to the realm of world entire. The fulfillment of this vision inspires, motivates, drives and defines the work of Oikos University.

INSTITUTIONAL GOALS

Undergraduate

The Oikos University's undergraduate program seeks to produce graduates who are able to demonstrate the key undergraduate competencies in the outcome areas of:

Critical Thinking & Problem Solving as evidenced by the student's ability to:

- Outcome 1: Think critically, creatively and holistically to make informed judgment.
- Outcome 2: Apply mathematical skills in problem solving.

Effective Communication & Common Sense for Living as evidenced by the student's ability to:

- Outcome 3: Communicate effectively & apply the concepts and methods of the Natural and Physical Sciences.
- Outcome 4: Demonstrate a survey level knowledge of the humanities areas.

Social and Cultural Engagement and Lifelong Learning as evidenced by the student's ability to:

- Outcome 5: Demonstrate insights into the personal and group behaviors.
- Outcome 6: Understand the Social Science & World History and learning as life-long endeavor.

Professional Knowledge as evidenced by the student's ability to:

- Outcome 7: Demonstrate professional knowledge, theory, & skills.
- Outcome 8: Use appropriate advanced technology in one's major field.

Christian Commitment as evidenced by the student's ability to:

- Outcome 9: Engage in a devout walk in the Lord through personal relationship with God.
- Outcome 10: Share talents and spiritual maturity in service to others.

Graduate

The Oikos University's graduate program seeks to produce graduates who are able to demonstrate the key undergraduate competencies in the outcome areas of:

Professional Knowledge as evidenced by the student's ability to:

- Outcome 1: Develop research skills and carry out independent research.
- Outcome 2: Defend professional work in presentation form.
- Outcome 3: Demonstrate advanced scholarship and master of one's major field.

Christian Commitment as evidenced by the student's ability to:

- Outcome 4: Function as a Christian professionals in one's chosen discipline

DOCTRINAL STATEMENT

1. The Bible

We believe that the Bible is made by the unique divine inspiration given for the faith of the believing community. It is infallibly and uniquely authoritative and free from error of any sort in all matters.

2. The Trinity

We believe in the one true and living God who is eternal, transcendent, omnipotent, personal God possessing three eternal, personal distinctions which are revealed to us as Father, Son and Holy Spirit equal in every divine perfection, yet executing distinct but harmonious offices.

3. The Father

We believe in God the Father, the first person of the Divine Trinity, perfect in holiness, wisdom, power and love. We believe in God the father, an infinite Spirit-sovereign, eternal, and unchangeable in all His attributes. He is worthy of honor, adoration, and obedience.

4. The Son

We believe that the Son is the Perfect, sinless humanity and the absolute, full deity of the Lord Jesus Christ, indissolubly united in one divine-human person since His unique incarnation by miraculous conception and virgin birth.

5. Holy Spirit

We believe that the Holy Spirit is the third person of the Triune Godhead. He has been and will continue to be active throughout eternity. He convicts, regenerates, indwells, seals all believers in Christ, and fills those who yield to Him. The Holy Spirit gives spiritual gifts to all believers; however, the manifestation of any particular gift is not required as evidence of salvation.

6. Historicity

We believe the full historicity and perspicuity of the biblical record of the primeval history, including the literal existence of Adam and Eve as the progenitors of all people, the literal fall and resultant divine curse on the creation, the worldwide cataclysmic deluge, and the origin of nations and languages at the tower of Babel. We believe the realities of heaven and hell.

7. Redemption

We believe the redemptive grace of God through the substitutionary work of Jesus Christ who paid the full redemptive price for the sin of the world, through His literal physical death, burial, and resurrection, followed by His bodily ascension into heaven.

INSTITUTIONAL OBJECTIVES

8. Salvation

We believe the personal salvation from the eternal penalty of sin provided solely by the grace of God on the basis of the atoning death and resurrection of Christ. We believe that salvation is only appropriated by a person placing his faith in the finished work of Christ.

9. Last Things

We believe in the personal and visible return of the Lord Jesus Christ to earth and the establishment of His kingdom. We believe in the resurrection of the body, the final judgment, the eternal felicity of the righteous and the fulfillment of His purposes in the works of creation and redemption with eternal rewards and punishments.

10. Biblical Creation

We believe biblical account of creation as a historical and theological record of God's creation. And we believe that the universe with all that is in it was created by God. God's creation includes and is not limited to the existing space-time universe and all its basic systems and kinds of organisms in the six literal days of the creation week.

1. To demonstrate a comprehensive knowledge of the Bible and an understanding of Christian doctrine
2. To instill a desire for lifelong commitment to personal spiritual growth through daily Bible study and prayer.
3. To develop attitudes of service and commitment to the local church and world missions.
4. To equip students with learning skills that access knowledge for vocational success and enable students to manifest their perspectives
5. To provide students with competitive knowledge, skills and attitude for success in their profession.
6. To prepare students for Christian service and vocation in the Church and society.
7. To instill a missionary vision to word-wide outreach and increase ethical standards in personal lifestyle.

Brief Job Descriptions of Administrators

Administrative Office	Description
President	Directs the entire institution, represents the school to the public and the board, carries out decisions of the Executive Board
Dean of Academics	Supports the President & directs undergraduate academic programs.
Director of Library	Supports the Dean of Academics & directs the library
Registrar	Supports the Dean of Academics & directs the registrar works
Dean of Students	Supports the President & directs student life
Director of International Students	Supporting the Dean of Students and directs international students.
Director of Administration	Supports the President & directs daily operations.
Chief Financial Officer (CFO)	Supports the Director of Administration & manages finance and accounting.
Director of Institutional Research	Supports the President & directs Institutional Research department
Director of Admission	Supporting the President & directs admissions
Director of Student Accounts	Supporting the Director of Administration & manages billing and collection of tuition and fees.
Chaplain	Supporting the President & serves as pastor of the school.
Director of IT	Manages all aspects of all technology operations and evaluating them according to established goals.

Expanded Job Descriptions of Administrators

PRESIDENT

The President of Oikos University is also its Chief Executive Officer. The President reports to the governing board and supervises planning, financial, and administrative activities. He or she directly supervises the Director of Administration and Dean of Academics.

Qualifications

1. An earned doctorate or its equivalent
2. Demonstrated leadership and inter-personal skills
3. A recognized leader in the international evangelical Christian community.
4. Strong communication skills
5. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Work with the constituency, administration, and especially the board in determining the purpose and direction of the school
2. See that the University is faithful to the fulfillment of its mission
3. Serve as the sole, official liaison between the board and the University (but the President or board may invite other members of the University community to consult with or report to the board)
4. Recommend appointment of full-time faculty and administrators to the board
5. Represent the University to internal and external constituencies as well as to the larger public
6. Cultivate alumni, community leaders, churches and others as friends of the University
7. Develop the financial resources needed to accomplish the goals of the school
8. Promote the cause of the University and initiate necessary communication with other college or organization for its linkage and relation.
9. Receive and review the reports of the Deans
10. Perform any other duties pertaining to the office of the President which are not specifically described above, but are assigned by the Board of Directors

Appointment

The President shall be appointed directly by the Board of Directors for a renewable term of four years. The President is directly

DUTIES OF THE DEAN OF ACADEMICS

accountable to the Board of Directors and works with the Board of Directors to perform all of his assigned duties.

Performance Evaluation

Each year the President goes through a process of evaluation by the Board of Directors based on his performance in the following areas:

1. Attainment of institutional mission and goals
2. Development of Financial Resources (e.g. from the boards, constituencies, alumni, foundations)
3. Financial performance of the University as a whole (e.g. development and operation of an appropriate budget)
4. Recruitment, supervision, evaluation, of dean of students, Dean of Academics, director of business affairs.
5. Other related duties and responsibilities

The Dean of Academics is the Chief Academic Officer (CAO). He or she directly supervises the registrar, director of admission, librarian, full-time faculty, faculty of graduate studies, and part-time faculty. The Dean of Academics reports directly to and is supervised by the President. He or she is advised by faculty committees.

Qualifications

1. An earned doctoral degree
2. Five-year experience as a professor and/or in educational administration
3. Demonstrated management and inter-personal skills
4. Ability to work with the President
5. Strong communications skills
6. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Supervise the registrar, director of library, director of each school, director of language program, director of general education studies, and director of graduate studies.
2. Assure that an adequate system of registration & academic advising operates smoothly.
3. Recommend to the President the hiring, promotion, demotion, and dismissal of the registrar, director of library, director of each school, director of language program, director of general education studies, and director of graduate studies (i.e. before being hired, an applicant for any of these positions must have a recommendation from the Dean of Academics).
4. Function as an advocate of the faculty.

DUTIES OF DIRECTOR OF LIBRARY

5. Maintain high morale and healthy working relationships within the university.
6. Plan and operate academic programs for the University (e.g. plan curriculum, schedule and staff classes, maintain and improve the academic integrity and standards of the University).
7. Oversee faculty committee assignments
8. Work with faculty committees and the director of faculty development
9. Give leadership to the process of achieving licensure
10. Represent the University in all governmental matters as directed by the President, maintain proper compliance with governmental regulations and licensing agencies. He or she shall establish and maintain proper relations with academic communities and other institutions.
11. See that the school continues to fulfill its mission statement, goals, and policies that are directed by president and determined by the board of directors
12. Teach courses as needed
13. Make an annual report to the President and the Board of Directors.
14. Prepare and oversee budget for academic affairs
15. Recommend to the President and Board of Directors candidates for the conferring of all academic degrees and diplomas.

Appointment

The Dean of Academics shall be appointed by the Board of Directors upon the recommendation of the President

Performance Evaluation

Each year the Dean of Academics goes through a process of evaluation by the President based on his/her performance.

Director of Library performs professional and administrative duties in planning, developing, implementing and directing university library services. These duties include budget preparation, evaluation, personnel, collection development, community relations and facility maintenance.

Qualifications:

1. A Master's degree in Library Science from an ALA accredited or equivalent program
2. Five-year experience as a librarian
3. Ability to cast a compelling vision for the library in a liberal arts college setting, and familiarity with current and emerging trends and technologies in college and university libraries.

4. Ability to develop and implement effective strategic planning for both facilities and program, establish budget priorities, evaluate and supervise staff effectively, and demonstrate commitment to ongoing professional development
5. Ability to work with diverse populations who use library services

Duties and Accountabilities:

1. Administers library policies, makes policy recommendations to the university, and provides staff support and information to the faculty and students.
2. Prepares budget for Board approval, monitors and approves expenditures as directed by the Board, administers gifts, state and federal money.
3. Supervises personnel directly or through subordinates; hires and trains employees; assigns and monitors work; evaluates personnel; disciplines employees as necessary.
4. Evaluates library services and makes recommendations for improvements.
5. Works with elected officials, school officials and civic organizations to develop programs and resolve problems.
6. Administers maintenance of library facilities and equipment; works with architects and planners on facility development.
7. Reviews and approves selection of all materials for purchase.
8. Participates in professional meetings, classes, conferences and workshops.
9. Participates in organizational management through the committee process.
10. Reads professional materials to update and maintain knowledge and skills.
11. Accountable for all activities, programs and services.
12. Performs other related duties as assigned.

Appointment:

The director of library shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation:

Each year the director of library goes through a process of evaluation by the Dean of Academics based on his/her performance.

DUTIES OF THE REGISTRAR

Registrar provides leadership to plan, organize and manage all of the activities related to the Records and Registration Department and office of admission, including serving as the official authorized keeper of the university's student records.

Qualifications:

1. An undergraduate degree or its equivalent
2. Three years of direct experience or related experience in a related area
3. Supervisory experience in a people-oriented environment
4. Demonstrated understanding of the application of technology to deliver Records and Registration services.
5. A positive attitude and ability to plan and adapt to change
6. Ability to collaborate effectively with college departments and cross-functional teams

Duties and Accountabilities:

1. Supervise and evaluate the Records, Registration and admission staffs
2. Organize and administer the records, registration and graduation functions, including transcript evaluations, admissions and the certification process in order to provide maximum service to students while ensuring efficient and effective workflow.
3. Participate and serve as part of the Academic Affairs Team.
4. Lead initiatives as determined by the Dean.
5. Supervise the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony.
6. Responsible for collecting, recording, maintaining and reporting of student records within FERPA guidelines, e.g., grades, registration data, transcripts, mid-term verification, athletic eligibility and audits and other associated audits
7. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Registration and Records
8. Develop and administer the departmental budget
9. Problem solve the research, analysis and resolution of student disputes as they relate to records and registration
10. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions.
11. Administer the collective bargaining agreement for the support staff contract
12. Serve as ex-officio member of Curriculum Committee

Appointment:

Registrar shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation:

DUTIES OF DEAN OF STUDENTS

Each year the Registrar goes through a process of evaluation by the Dean of Academics based on his/her performance.

The Dean of Students is authorized to supervise student life and services. He or she is responsible for the administrative oversight of the Student Services, chapel and student government. Pastoral and Pastoral counseling and Career development are part of his duties and responsibilities. The dean of student affairs reports directly to and is supervised by the President.

Qualifications

1. An earned graduate degree or above
2. Three-year experience as a professor and/or in educational administration
3. Demonstrated inter-personal skills
4. Ability to counsel students
5. Ability to work under the President
6. Strong communications skills
7. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Oversee student government and other student organizations (including supervision of the social activities and budget planned by the student government).
2. Oversee new student orientation
3. Oversee student activities (e.g. field education, student governance, counseling, and career development, chapel)
4. Maintain student retention initiatives (with special attention given to students in their first year of study)
5. Oversee student counseling
6. Oversee student discipline
7. Initiate relationships with all students and serve as a chaplain, counselor, mentor, and friend
8. Maintain and improve the student handbook
9. Prepare and oversee the student services budget
10. Provide career development such as job interview, resume writing, job search

Appointment

The Dean of Students shall be appointed by the President upon the recommendation of the Dean of Academics.

Performance Evaluation

Each year the Dean of Students goes through a process of evaluation by the President on his/her performance.

DUTIES OF DIRECTOR OF INTERNATIONAL STUDENT SERVICES

The Director of International Student Services is authorized to supervise organizational, planning, and administrative duties related to international student events and activities. The Director of International Student Services reports directly to and is supervised by the Dean of Students.

Qualifications

1. An undergraduate degree or its equivalent
2. At least two-year experience in educational administration
3. Demonstrated inter-personal skills
4. Ability to counsel students
5. Ability to work under the Dean of Students
6. Strong communications skills
7. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Provide administrative support for the Dean of Students
2. Maintain good, friendly rapport with students; respond to student inquiries. This is a front-line position where excellent interpersonal skills are indispensable.
3. Assist new student orientation
4. Assist the Student Services budget
5. Utilizes SEVIS electronic tracking system for as management tool for international students.
6. Manages international student admissions (forms, required paperwork, documentation, and regulations).
7. Manages administrative operations including but not limited to budgets, assessments, compliance and records retention.
8. Complies with all regulation governing F-1 student visa.
9. Organizes, schedules, and conducts, in conjunction with Counseling Division, international student orientations.
10. Supervises the intake function and otherwise ensures that students are assisted, when needed, with application and immigration paperwork, scheduling of academic counseling, registration, and other related enrollment procedures.
11. Utilizes internal partnerships for effective delivery of international student services.

Appointment

The Director of International Student Services shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation

DUTIES OF THE DIRECTOR OF ADMINISTRATION

The Director of International Student Services goes through a process of evaluation by the Dean of Student Affairs or President based on his/her performance.

General Statement of Duties

The Director of Administration supports the President and directs daily operations. The DOA is responsible for overall administration and management of school. The DOA reports directly to and is supervised by the President

Qualifications

1. An undergraduate degree or its equivalent
2. Three years of administrative experience (preferably in educational administration)
3. Demonstrated management and inter-personal skills
4. Ability to work under the President
5. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Organize and oversee the work of the personnel in Finance and Information & Technology
2. Conduct an annual evaluation of the personnel in Finance and Information & Technology
3. Maintain and improve the administrative handbook
4. Recruit and develop personnel needed in various departments
5. Maintain high morale and healthy working relationships within the school
6. Participate in institutional planning and to assure the five-year plan is carried out on schedule
7. See that the school operates in a fiscally sound manner (e.g. within an appropriate budget)
8. Assist the President in seeing that the school continues to fulfill its mission statement, goals, and policies that are determined by the board of directors
9. Assist the President in his duties as liaison between the board and the administration
10. Supervise human resource and development

Appointment

The DOA shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation:

Each year the DOA goes through a process of evaluation by the President based on his/her performance.

**DUTIES OF THE CHIEF
FINANCIAL OFFICER (CFO)**

General Statement of Duties

The chief financial officer supports the President & manages finance of the University. This work includes development and operation of policies that result in safe and efficient handling of money, assistance with the development of an annual budget, and monitoring (i.e. controlling) expenditures to assure that various components of the school remain within budget.

Qualifications

1. An undergraduate degree and above
2. Three years experiences in business or finance
3. Understanding of accounting and can use accounting procedures
4. Ability to use appropriate financial/accounting software
5. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community.
6. Ability to effectively present information to top management, public groups, employees of organizations and/or Administrator.
7. Demonstration of a lifestyle reflective of the mission of Oikos University
8. A commitment to honesty and integrity

Duties and Responsibilities

1. Maintain accurate financial records (including exact records of all accounts of the general ledger)
2. Ensure protection of records through appropriate back-up procedures
3. Provide the CPA with data needed to perform an outside, opinioned audit
4. Facilitate and administer business dealings of Oikos University, being careful to relate to vendors as well as those who pay for services (e.g. students, renters) in an honest and courteous way that reflects the character of Jesus Christ
5. Check that money is used for its designated purposes (including special donations such as endowments, and budgeted items)
6. Lead the annual budget process with input from all administrators who operate a budget, the five-year plan and projections of income (e.g. tuition, rent, donations, endowments), and expenses
7. Monitor the Oikos University budget by releasing funds through budget request forms that show how much is left in the category from which funds are requested with the assistance of the budget personnel
8. Monitor the Oikos University budget by producing monthly budget reports and by pointing out deficits with the assistance of the budget personnel

**DUTIES OF THE DIRECTOR
OF INSTITUTIONAL
RESEARCH**

9. Administer payroll and benefits plans with the support of the Payroll & Account Payable personnel
10. Serve as a member of the finance committee of the board of directors
11. Manage investments according to direction of finance committee
12. Review cash flow daily, including review of payables with the assistance of the Payroll & Account Payable personnel
13. Review student receivables and delinquencies monthly with the assistance of the Tuitions and Fees personnel
14. See that notices are sent each month to students and others who are delinquent in payment

Appointment

The CFO shall be appointed by the President upon the recommendation of the DOA.

Performance Evaluation:

Each year the CFO goes through a process of evaluation by the President based on his/her performance.

The director of Institutional Research will lead and manage a comprehensive institutional research program that supports the University's Mission and strategic planning process. Reporting to the President, the director will also provide leadership in accreditation, institutional effectiveness and program assessment.

Qualifications

1. A graduate degree and above
2. Three-year experience in related fields
3. Must have knowledge of and experience in the use of statistical and research procedures and the ability to use a variety of software programs for administrative applications.
4. Effective oral/written communication and ability to work collaboratively across all divisions.

Duties and Responsibilities

1. Provide oversight and support for institutional and programmatic accreditation.
2. Maintain knowledge of accreditation policies and procedures.
3. Provide research support for ongoing activities in program assessment.
4. Analyze data summaries and develop appropriate research approaches to address significant issues.
5. Work collaboratively with institutional leadership to translate research findings into actionable strategic initiatives.

DUTIES OF THE DIRECTOR OF ADMISSIONS

6. Provide leadership for the development of systems designed to assess institutional effectiveness.
7. Prepare environmental scanning reports to inform University planning assumptions particularly as it relates to enrollment and academic program planning.
8. Prepare and make presentations to internal and external stakeholders' implications of survey and research findings.
9. Serve as facilitator and/or liaison to various committees and task forces
10. Perform other related duties as assigned.

Appointment

The Director of Institutional Research shall be appointed by the President upon the recommendation of the Board of Directors.

Performance Evaluation

Each year the Director of Institutional Research goes through a process of evaluation by the President based on his/her performance

Reporting to the President, the Director of Admissions provides the strategic direction and leadership for results-oriented admissions of considerable skill and innovation that is consistent with the goals and mission of the school.

Qualifications

1. An undergraduate degree or its equivalent
2. Three years of direct experience or related experience in a related area
3. Supervisory experience in a people-oriented environment
4. A positive attitude and ability to plan and adapt to change
5. Ability to collaborate effectively with college departments and cross-functional teams

Duties and Responsibilities

1. Most important will be the personal qualities of integrity, intellectual curiosity, exceptional interpersonal and communication skills, significant strategic and analytical capacity, technological savvy, a collaborative work style, and commitment to excellence that characterizes the school.
2. Oversees all aspects of student recruitment for an educational institution.
3. In addition to marketing his school to the external community, he establishes admissions policies and ensures each class is filled with the appropriate number of qualified students.
4. Develops and implements all admissions goals

5. Develops and implements all admissions goals and strategy, working closely with the leadership of her institution.
6. Develops a marketing campaign that relays the school's mission to prospective students.
7. Recruits and hires team members for the admissions department
8. Works closely with the heads of every educational department as well as the financial aid team ensures that the admissions process runs smoothly.
9. Participate and serve as part of the Academic Affairs Team
10. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through registration and records
11. Develop and administer the departmental budget
12. Problem solve the research, analysis and resolution of student disputes as they relate to admission and student recruitment
13. Administer the collective bargaining agreement for the support staff contract
14. Serve as ex-officio member of Curriculum Committee

Appointment

The Director of Admissions shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation

Each year the Director of Admissions goes through a process of evaluation by the President based on his/her performance.

DUTIES OF STUDENT ACCOUNTS

General Statement of Duties

The Director of Student Accounts is responsible for the billing and collection of student tuition and fees, as well as the disbursement of financial aid funds, if any. The Director of Student Account is supervised by the Director of Administration.

Qualifications

1. An undergraduate degree or its equivalent
2. Three years of direct experience or related experience in a related area (preferably in educational administration)
3. Demonstrated management and inter-personal skills
4. Supervisory experience in a people-oriented environment
5. Demonstrated understanding of the application of technology to deliver financial records related to registration services.
6. Ability to collaborate effectively with college departments and cross-functional teams
7. Ability to work under the President

8. Demonstrate a lifestyle reflective of the mission of Oikos University

Duties and Responsibilities

1. Supervise and evaluate the financial records related to registration and enrollment of students
2. Participate and serve as part of the Business Affairs Team.
3. Lead initiatives as determined by the Dean.
4. Assist the Registrar and Student Affairs staff with the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony.
5. Responsible for collecting, recording, maintaining and reporting of student records within FERPA guidelines, e.g., grades, registration data, transcripts, mid-term verification, athletic eligibility and audits and other associated audits
6. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Student Accounts
7. Develop and administer the departmental budget
8. Problem solve the research, analysis and resolution of student disputes as they relate to records and registration
9. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions.

Appointment

Director of Student Accounts shall be appointed by the President.

Performance Evaluation

Each year the Director of Student Accounts goes through a process of evaluation by the President based on his/her performance.

DUTIES OF THE CHAPLAIN

The Chaplain serves as the University's Protestant pastor and collaborates with other offices and individuals on campus to support the religious and spiritual well-being of a religiously diverse University community. The Chaplain reports directly to and is supervised by the President.

Qualifications

1. Two years' experience in a ministry position
2. Experience in individual and group counseling
3. Ability to work with faculty and students
4. Strong communications skills
5. Demonstrates a lifestyle reflective of the mission of Oikos University

DUTIES OF THE DIRECTOR OF IT

Duties and Responsibilities

1. Serve as pastor to the University community providing pastoral counseling
2. Teaching in the faith
3. Maintain a visible and active presence in campus life to enhance religious understanding and promote spiritual growth.
5. Provide and promote pastoral leadership to support community involvement
6. Oversee and coordinates the activities of the various small group on campus
7. Participate in University ceremonies.
8. Supervise and direct Chapel

Appointment

The Chaplain shall be appointed by the President upon the recommendation of the Dean of Academics.

Performance Evaluation

Each year the Chaplain goes through a process of evaluation by the Dean of Students on his/her performance.

Director of IT is the head of the Information Technology at Oikos University. He or she is responsible for all aspects of all technology operations and evaluating them according to established goals; Devising and establishing IT policies and systems to support the implementation of strategies set by management; and analyzing the business requirements of all administrative units to determine their technology needs.

Qualifications

1. A bachelor or graduate degree in the area of Information Technology or Information Science or Computer Science
2. Having solid technical background while able to manage and motivate people
3. Experience in analysis, implementation and evaluation of IT systems and its specification
4. Sound understanding of computer systems (hardware/software), networks, etc.
5. A distinguished record of skills, knowledge, and experience to ensure IT systems and effective and functioning within the limits of budget, time and specifications of the University.
6. Excellent in controlling information technology budget, excellent organizational and leadership skills
7. Outstanding communication abilities
8. The evidence of creative leadership and management abilities and a commitment to interdisciplinary cooperation.

Duties and Responsibilities

1. Oversee all technology operations (network security) and evaluate them according to established goals
2. Devise and establish IT policies and systems to support the implementation of strategies set by the executive management
3. Analyze the business requirements of all administrative units to determine their technology needs
4. Purchase efficient and cost-effective technological equipment and software
5. Inspect use of technological equipment and software to ensure functionality and efficiency
6. Identify the need for upgrades, configurations or new systems and report to executive management.
7. Coordinate IT staffs and supervise them
8. Help and assist both faculty and students in online program and also support staffs, students and faculty with student management system
9. Control budget and report on expenditure
10. Assist in building relationship with vendors and creating cost-efficient contracts

Appointment

The director of IT shall be appointed by the Board of Directors upon the recommendation of the President.

Performance Evaluation

Each year the director of IT goes through a process of evaluation by the President or Director of Distance Education about his or her performance.

POLICIES

MISSION STATEMENT

The mission statement of Oikos University shall serve as a guide for planning our ministry and evaluating its results.

NEW INITIATIVES

New initiatives that do not fit into our mission will not be undertaken without appropriate amendment to that mission statement. The board of directors has the final say in any proposed change to the mission statement of the school.

PARTICIPATION FOR DEVELOPING/REVISION OF MISSION, GOALS & OBJECTIVES

Development and revision of the mission, goals and objectives of our school require broad participation. The board, administration, and faculty should all be consulted. Students, alumni, and donors may also be consulted. The following sample of the process of revising our mission serves as an example for any future revisions.

- 1) Send the following note to all members of the administration, all the members of the board members, and a sample of the faculty members (and perhaps a sample of alumni or other major donors or students):

Dear OIKOS UNIVERSITY Family,

We thank God for His work in your heart and mind. Because of His work in you, and your knowledge of our school, we want to call on you to provide us with your prayerful impressions and opinions on our mission. This collection of informed opinions will help us complete a process of reviewing our mission statement as required by our accrediting agency. You may wish to take notes. We will call you in about a week to ask your opinion.

Best Regards,
President Jongin Kim

- 2) Call the surveyed people, record all opinions, and have the mission statement committee determine whether any of these ideas should be used to revise the mission statement or goals.
- 3) A survey will be constructed from each phrase of the mission and goals statements. A blank will appear before each phase so that respondents can rate (using a scale of 1-5) the importance of each phrase in defining our understanding of the purpose for our school. Surveys will be given to a sample of board, administration and faculty members. Students, alumni, and donors may also be consulted.

**PRESERVATION OF
DOCUMENTS & RECORDS**

- 4) The returned surveys will be considered by the mission statement committee. If desired, the committee may recommend changes to that statement.
- 5) If either survey has resulted in a recommendation to revise the mission or goals statements in any way, the revised statement or statements will be submitted to the board for approval. The minutes of the board meeting will reflect such approval.

Document	Location /responsible person to maintain	The person who approves revisions
Articles of Incorporation	Office of the DOA / DOA	N/A
Bylaws	Office of DOA / DOA	Board of Directors
BPPVE Documents and correspondence	Office of Dean of Academics/ Dean of Academics	N/A
Three-Year Plan	Office of DOA / DOA	Board of Directors
Budgets	Office of the CFO/ CFO	Board of Directors
Self-Studies	Office of Dean of Academics/ Dean of Academics	DOA
Administrative Handbook	Office of DOA / DOA	Board of Directors
Student Handbook	Office of Student Director/Student Director	Student Director
Faculty Handbook	Office of Dean of Academics	Dean of Academics
Academic Catalog	Office of Dean of Academics/ Dean of Academics	DOA
Academic Journal	Library/Librarian	N/A
OIKOS UNIVERSITY Newsletters	Office of CFO/CFO	N/A
Faculty Meetings Minutes	Office of Dean of Academics/ Dean of Academics	Dean of Academics
Minutes of Other Academic Committees (e.g., curriculum, library)	Office of Dean of Academics/ Dean of Academics	Dean of Academics

FINANCIAL POLICIES

Library Committee Minutes	Office of Librarian/ Librarian	Librarian
Board of Directors Minutes	Office of DOA / DOA	Board of Directors
Finance Committee Minutes	Office of DOA / Director of Development	CFO

Projecting Income & Expenses

To develop the preliminary budget, three administrators (PRESIDENT, Director of Administration, CFO) review prospective enrollment (and tuition revenue), prospective auxiliary income (e.g. rent), prospective donations (e.g. church donations, board donations, alumni donations), prospective endowment funding, key needs, major expenses, upcoming projects in the new revision of the three-year plan, and the total amount requested through Preliminary Budget Request Worksheets. The total of expenses is not to exceed 85% of the anticipated income from tuition, donations and other sources.

Budgeting

The annual budgeting process begins in the second week of January when the CFO sends the following memo to all administrators who are authorized to manage OIKOS UNIVERSITY funds (i.e. Dean of Academics, librarian, Director of administration, Dean of Students, and CFO).

Preliminary Budget Request Worksheet

The following worksheet is provided in order to assist us in developing a budget for the upcoming year. Please complete and return this worksheet to the chief financial officer no later than January 31st. By February 15th, the Budget Committee will prepare a preliminary budget. After the preliminary budget is set, you will be informed of the proposed allotment for your department in the upcoming year. You will then have two weeks to comment on this allotment. A proposed budget will be submitted to the President (if the President delegated his/her authority and participation in this process) by the end of the second week of March. Unless the President requests further work on the budget, it will be submitted to the Board of Directors by the end of April. The board will approve a budget in June, but a revision will be approved (based on enrollment, changes to the three-year plan, etc.) in December.

1) Last year's amount budgeted for your department: _____

- 2) Were there any factors that made last year's allotment unusually large or small (i.e. purchasing expensive equipment, temporary suspension of a program, etc.)

- 3) Amount of funds from last year's budget still remaining (or over expended) at this time: _____ Please indicate whether this represents a surplus or deficit by using a plus (+) or minus (-) sign.

- 4) Will there be any factors that will make next year's allotment unusually large or small (i.e. purchasing expensive equipment, temporary suspension of a program, etc.)

- 5) What could be done to save money in your department or other areas of Oikos University?

- 6) Amount requested for your department in the upcoming year (list subtotals in categories):

Sample:

Salaries of student workers	\$4800
Supplies & Phone	\$840
Professional Development	\$300
New scanner	\$300
Total	\$6240

	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total	\$

After Preliminary Budget Request Worksheets are due, the budget committee (president, chief operating officer and chief financial officer) will have about two weeks to develop our preliminary budget. The preliminary budget will include proposed allotments to each department requesting funds. To develop the preliminary budget, these administrators will review prospective enrollment, revenue, key needs, major expenses and the total amount of funds requested through Preliminary Budget Request Worksheets. The total of funds for all departments cannot exceed 85% of the anticipated income from tuition, donations and other sources. By February 15th, the chief financial officer will send a Preliminary Budget Response Memo to each department that requested funds (see below).

Preliminary Budget Response Memo

After reviewing anticipated enrollments, donations, key needs, major upcoming expenses, and Preliminary Budget Request Worksheets from all departments, the budget committee has completed a proposed budget. Below you will note the amount you requested for the upcoming year, as well as the amount allotted in the preliminary budget. The budget committee will meet in mid-March to finalize the budget. Therefore, if you believe that in spite of our school's budget constraints, your department should receive more funds, please make an appointment with the chief financial officer in early March.

Amount requested	\$
Amount allotted	\$
Difference (indicate plus or minus)	\$

Please update your proposed amounts of funds in each subcategory and return this form by the end of the first week of March.

	\$
	\$
	\$
	\$
	\$
	\$
	\$
	\$
Total	\$

During mid-February, the budget committee will complete their final proposal for the upcoming year's budget. This budget will be submitted to the President (if the President delegated his or her authority and participation in this process) by the end of the second week of March. Unless the President requests further work on the

budget, it will be submitted to the executive committee of the board of directors by March 15th. The board will vote on this proposed budget at their Stated meeting (May or June).

Purchasing

Any staff member who operates a budget may initiate a purchase if it is within his or her budget (i.e. is an item that has been budgeted for and if the budget has not been overspent). A purchase is initiated by submitting a Purchase Request Form (see below) to the business manager.

PURCHASE REQUEST FORM

Name _____ Date _____

A. Budget Code Number: _____

B. Budget Category: _____

C. Previous Balance for Category: _____

D. Amount Requested for Withdrawal: _____

E. Amount Available in Category (C minus D): _____

F. If the amount exceeds \$250 or if there is no money left in the category (i.e. line E is negative), then a signature from the business manager is required:

Business Manager

G. How money is to be distributed:

____ Cash
____ Check payable to employee
____ Check payable to _____

H. When purchase is scheduled, and product or service is to arrive:

I. Remarks:

Note to business manager: a copy of the updated budget status sheet is to be given to applicant with the check or cash.

Note to staff member requesting funds: bring receipt to business manager as soon as possible.

FACILITIES POLICIES

After the scheduled date for a purchase to be made and product or services are to be delivered, the business manager is to check that the item or service was actually received. If an invoice comes from a vendor, the business manager is to check on this before writing the check.

Scheduling Use

To avoid double scheduling any room or facility, the DOA (or a delegated assistant) maintains a calendar showing reservations for using all campus facilities. Any reservations must be approved by the DOA.

Parking

Parking permits are not required as the University has sufficient parking spaces.

Maintenance and Inspection

Operation and maintenance of OIKOS UNIVERSITY facilities is directed by the DOA and it can be assisted by professional maintenance or janitorial companies. A maintenance inspection is conducted weekly. Elevators are inspected on a regular basis. The health department inspects the entire facility monthly.

Insurance

Oikos University carries liability insurance. Also, the building has its own insurance policies such as building liability, fire, building, etc. Insurance coverage is reviewed by the CFO each November.

PERSONNEL POLICIES

EMPLOYMENT

Authority to Employ

The Board of Directors is solely responsible to hire, and if necessary, dismiss presidents of Oikos University. The President will recommend full-time administrators to the board for their decision on hiring, but the President may decide on hiring part-time administrators. Full-time faculty will be recommended to the board by the President after the Dean of Academics recommends them to the President. The Dean of Academics may decide on hiring part-time faculty.

Terms of Office

The term of the President is four years and the term of other staff is one year, or as determined by the board. The term can be repeated.

Re-appointment and Removal

Administrators can be re-appointed by a majority vote of the Board of Directors. In the unusual event that the board feels an administrator needs to be removed in the midst of a term of service, this can be done by a majority vote of the Board of Directors (however, due-process policies must carefully be adhered to).

Non-Discrimination Policy

Oikos University, in compliance with Titles VI and VII of the Civil Rights Act of 1994 and Title IX of the educational amendments of 1974, does not discriminate on the basis of race, color, national origin or sex in any of its policies, practices or procedures

Equal Opportunity Policy

OIKOS UNIVERSITY affirms that spiritual unity among all its employees and students is essential to the fulfillment of its mission (1 Cor. 1:10; Eph. 4:1-4, 16). OIKOS UNIVERSITY further affirms that all men are created in the image of God (Gen. 1:27) and, therefore, are to be afforded equal opportunity as follows:

In administration of its educational, admissions, and employment policies, scholarships and loan programs, athletic and other school programs, job recruitment, hiring and promotion policies, and employment benefits, OIKOS UNIVERSITY shall:

1. Determine that each student is committed to receiving an education in accordance with OIKOS UNIVERSITY's doctrinal statement and that each employee of the University and each student of the University profess the Christian faith in word and deed, recognizing that Christ has commissioned each of His followers to evangelize the world and to disciple fellow believers (Matt. 28: 18-20), that God has commanded His followers to carry out this commission corporately with fellow believers only (2 Cor. 6:1, 14-18), that God has determined that each follower plays an integral part in the fulfillment of this commission no matter what his particular job may be (1 Cor. 12:12, 18, 20-25), and that OIKOS UNIVERSITY has been organized and staffed accordingly.
2. Afford equal opportunity to applicants, students and employees without regard to color, race, or national or ethnic origin, recognizing that all mankind is of one blood, being descendants of Adam (Acts 17:26).
3. Afford equal opportunity to applicants, students and employees without regard to gender and consistent with a scriptural family policy, recognizing that God created mankind male and female (Gen. 1:27) (as determined at birth and not subject to change), and

recognizing that God instituted and defined the family as the primary civil institution of human governance, designating a specific authority structure within the home (Eph. 5:22-23; 1 Pet. 3:1-7).

4. Base decisions upon a person's qualifications for the position being filled or the benefit sought, recognizing that God has gifted men variously, as He wills (Ex. 35:30, 36:2; 1 Cor. 12:6-11; Rom. 12:3-8; Eph. 4:11-13).
5. Afford equal opportunity to applicants, students and employees without regard to age or physical or mental disability, unless such condition would impede one's ability to fulfill the demands of the position or activity under consideration, recognizing that age and physical or mental disability can interfere with one's ability to fulfill a particular responsibility (Deut. 31:2).

Employment at Will

All employees not under contract are employed at the will of the University for an indefinite period. Employees not under contract may resign from OIKOS UNIVERSITY and may be terminated by the University at any time, for any reason. No statement or representation in this handbook or any other University publication or by any University employee should be construed as a promise or guarantee of permanent employment.

Conflict of Interest

The University expects that each employee will use good judgment, high ethical standards, and honesty in all business dealings with and on behalf of the University. The employee has a responsibility to avoid any conflict of interest or appearance of conflict of interest.

Outside Employment. Prior approval must be obtained before outside employment is accepted. Requests for permission to work at another job will be reviewed case-by-case subject to the following considerations:

1. Whether the outside employment will in any way lessen the employee's efficiency in working for OIKOS UNIVERSITY.
2. Whether the outside employment is with an organization, which does business with OIKOS UNIVERSITY or is a competitor of OIKOS UNIVERSITY.
3. Whether the nature of the outside employment will adversely affect OIKOS UNIVERSITY's image in the community.

Outside employment will not be considered an excuse for poor job performance, absenteeism, tardiness, or refusal to work overtime.

Employees who have accepted outside employment are not eligible for paid absence when the absence is a result of injury or illness associated with that employment.

Employment of Relatives

The University will permit concurrent employment of close relatives unless the employment relationship between relatives could reasonably lead, or appear to lead, to business related conflicts of interest, improper influence, favor or consideration. The following are examples of circumstances in which the University shall not permit concurrent employment of close relatives:

1. Where one relative has, or would have, the authority or practical power to supervise, appoint, remove, or discipline the other.
2. Where one relative would be responsible for auditing the work of another.
3. Where other circumstances exist that would place a relative in a situation of actual or reasonably foreseeable conflict between the University's interests and their own.
4. Where, in order to avoid the reality or appearance of improper influence or favor, or to ensure confidentiality, the University must limit the employment of close relatives of policy-level officers of other organizations or individuals with which it does business.

In cases where persons related by family or marriage are employed by the University, those faculty or staff members shall not initiate, participate in, or exercise any influence over decisions involving an individual benefit to a person related by family or marriage. Such benefits include initial appointment, retention, promotion, salary, leave of absence, and grievance adjustment. In situations where a conflict of interest might occur under normal operating procedures, the responsibility for the decision will pass to the next higher administrative level.

For the purposes of this policy, a relative shall mean husband, wife, father, father-in-law, mother, mother-in-law, grandparent, brother, sister, son, daughter, uncle, aunt, nephew, niece, cousin, or grandchild and their respective spouses, whether the relationship is established by blood, marriage, or otherwise.

Independent Contractor Agreements

Independent Contractor Agreements may be made with approval of the President when the following prerequisites are met:

1. The University controls or directs the ends to be accomplished, not the means and methods.
2. The work or project is a "one-time thing" not to be periodically continued throughout the academic year.
3. The individual develops and/or performs the service on his/her own time schedule and does not spend most or all of his/her time serving the University.
4. The University does not furnish tools or normal workplace.
5. The individual holds himself/herself out as available to perform similar services to the general public or other organizations similar to OIKOS UNIVERSITY.

Services that do not meet the foregoing criteria may be arranged as temporary employment. The President must approve temporary hiring.

Independent contractors are not employees of OIKOS UNIVERSITY and will not be covered by University insurance or other employee benefits. Neither social security contributions nor federal or state income taxes will be paid by OIKOS UNIVERSITY or deducted from any compensation paid by the University.

The Business Administrator will automatically process payments as scheduled in an executed contract unless informed of changes due to incomplete or unsatisfactory work or for any other reason.

Alternatively, department managers may reserve the option to prepare check requests for each payment due according to the contract.

Performance Review

Policy Statement

Each employee is to undergo annual performance review. The President will be reviewed by the board. If the President is not also the DOA, the President will conduct an annual review of the DOA. All other administrators will participate in a formal review each year. This review will be preceded by the administrator submitting a report to the DOA analyzing the administrator's achievement of the criteria listed in his or her job descriptions (see "performance evaluation"). These administrators will also submit a proposal for their own professional development in the upcoming year. All faculty members are evaluated by the Dean of Academics. Full-time faculty members

participate in a formal evaluation conducted by the Dean of Academics. (See the Faculty Handbook for specific details.) Part-time faculty may choose to participate in formal evaluations. Student evaluation data will be continually reviewed by the Dean of Academics so that he or she may consider these evaluations when assigning courses.

The Professional Development and Review Process has as its primary purpose the continual improvement and development of each employee's talents, skills and abilities as they relate to job performance. It is a process of on-going planning, review and development involving the supervisor and the employee, who together identify common goals, which correlate to the higher goals of the department and the University.

Overview & Guidelines

Reviews are conducted semi-annually in October (for the review period April-September) and in April (for the review period October-March) for all regular full time and regular part time staff. In an effort to make this process flow as smoothly as possible.

The April review will be comprehensive for all employees. Supervisors will be given the option to submit only the Self-Assessment and Job Description at the October review for employees they have supervised for less than 90 days or more than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal setting may be done on the Self-Assessment (Part I) see addendum.

Since this is a joint, on-going process between supervisor and employee, there should be no surprises at the time of the review. Performance evaluations must be conducted in a private interactive face-to-face meeting with the employee and immediate supervisor.

A portion of the supervisor's responsibilities includes timely evaluation of each employee supervised. Therefore, satisfactory completion of performance reviews may be included as part of the supervisor's review. Those supervisors who fail to submit performance evaluations when due will be reported to their department/division head and to the President, and eligibility for salary increases for the supervisor and their subordinates may be temporarily suspended.

The President will review all evaluations in order to determine training and development needs from Supervisor's Requests. The President will assist in making determinations to:

- Prioritize University training needs
- Allocate budget to meet those needs
- Out-source additional training
- Designate individuals to receive training from an outside source who will be willing to subsequently train others.

All supervisors of regular full-time and part-time staff from each department must be trained in the Professional Development and Review Process. The Business Administrator will schedule training sessions for the performance evaluation process prior to the due date of each performance evaluation.

Professional Development and Review Plan (See Addendum)

Part I-- Self- Assessment

All employees will complete the Self-Assessment (Part I) portion of the Professional Development and Review Plan in April and October of each year. Supervisors should distribute the form to all employees allowing at least one week for completion. This item is a significant contributing element to the Review and Goal setting (Part II) portion of the process, to be completed by the supervisor in April of each year (and in October if supervisor has supervised the employee at least 90 days but less than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal setting may be done on the Self-Assessment (Part I).

Supervisors may signify agreement with proposed goals, write in additional goals, and make written comments as appropriate, on the Self-Assessment. If this method is used, a copy of the Self-Assessment must be returned to the employee with supervisor's comments. Alternatively, a separate goals sheet may be attached showing goals agreed upon by both employee and supervisor.

Part II -- Review and Goal setting

The Review and Goal-setting section will be completed on all employees at least once a year. This must occur for the April review. It is optional for the October review for employees supervised by the same evaluator for less than 90 days or more than one year. This option may be exercised ONLY if there are no significant changes in the employee's job responsibilities or performance in the current review period and there is at least one full review on file in the President's Office. Goal setting may be done on the Self-Assessment (Part I).

JOB DESCRIPTION

Supervisor will complete the instrument using the employee's Self-Assessment, performance logs and any other materials that will support evaluative comments. The "Supervision" element may not be applicable to all employees.

All employees must sign the evaluation and receive a copy. The signature indicates only that the supervisor discussed the review with the employee and does not necessarily signify concurrence. The employee may submit a written response, to be attached to the review or forwarded to The Office of the President separately.

Each employee's Job Description will be reviewed, and revised as needed, at each six-month review period. The employee and the supervisor will sign it to signify agreement on the current and growing responsibilities. A signed copy will be forwarded to the Office of the President with the Professional Development and Review Plan.

A recommended Job Description format is included at the end of the Performance Evaluation Form. Use it as a guide, and not as a fill-in-the-blanks form. The recommended format has been designed to comply with the Americans with Disabilities Act, as it pertains to written job descriptions.

Supervisor's Request (optional)

The Supervisor's Request is optional, to be used as needed. The Supervisor's Request will be submitted with the completed evaluation only if the Position Title or Job Grade needs to be changed, or if a wage or salary adjustment is needed, or if there is a training need that cannot be met by the department.

Policy on Access to and Maintenance of Personnel Files

A personnel file on each active employee will be maintained in the Office of the President. Personnel files are official records belonging to the University and maintained by the University for the purpose of administering its personnel program. All personnel records maintained by the Office of the President are official University records. The Office of the President is responsible for maintaining personnel records, and for adding, correcting or removing materials from the files. The Office of the President is also responsible for custody of the files and this office alone shall determine the information to be placed in the files.

It is the responsibility of each employee to keep the University advised of any changes in name, address or telephone number. Employees must also inform the Office of the President and the Business Administrator when changes occur which affect tax

withholding deductions, or benefits coverage (e.g. marital status, number of dependents).

The individual personnel file will include, but will not be limited to, the following:

1. Information pertaining to bona fide occupational qualifications such as employment application, resume, transcripts.
2. Personnel actions such as appointment, change of status, promotion and history of changes in title and salary.
3. Performance evaluations and merit increase, transfer and promotion recommendations.
4. Documentation of discipline matters.
5. Awards, records of training, and service to outside organizations and professional associations.
6. Internal correspondence concerning the employee.
7. Insurance forms, retirement plan forms, tax forms, and other materials necessary for the administration of employee benefits.
8. Employment Eligibility Verification (Federal Government Form I-9).
9. Personal information data sheet.

A personnel file may contain personal data as well as employment information. The Office of the President regards this information as highly confidential. Under certain conditions, personnel files shall be made available to individuals having a bona fide need to review them as determined by the President, in accordance with the following provisions:

Employees may review their personnel file. A request to review one's file shall be made in writing in advance to the President. The review of the file shall be made during the regular business hours of the Office of the President. A representative of the Office of the President shall be present during the review of the file. Employees may attach their own comments to any materials in their file.

Requests by an employee or his/her designated representative for copies of personnel records will be honored at a cost not to exceed the actual cost of duplication. Handwritten notes may be made, but the file or any portions thereof shall not be removed from the Office of the President.

Supervisors or administrators shall have access to the personnel files of employees in their areas of responsibility on a need-to-know basis.

University employees carrying out the official functions of the University may be allowed access to information in personnel files, to include only that information necessary to carry out those official functions.

Personnel files may be reviewed by persons outside the University with the consent of the employee or upon presentation to the Office of the President of a duly processed subpoena or other legal order, provided, in the latter instance, that a reasonable effort is made by the University to notify the employee of the order in advance of compliance.

General personnel information is made available to governmental and accrediting agencies. Salary information about positions, but without identifying the salaries of specific employees, may be made available to appropriate governmental and accrediting agencies, as well as professional organizations. Such information is made available, however, with a restriction against publication, except in a composite report showing salary ranges or averages, but not individual salaries.

Verification of employment, title and length of service is made available to credit agencies, retail stores, insurance companies, and other institutions and agents, which extend credit or check credit standing. Salary information is not released unless the employee or former employee has given written permission for its release.

Non-derogatory public information, which is already published, such as information contained in University or local telephone directories or in University catalogs, may be divulged unless the employee has specifically requested otherwise.

Forwarding addresses and telephone numbers and unlisted telephone numbers will not be released externally; however, the Office of the President may offer to contact an employee or former employee in order to pass on a message.

A former employee's personnel file will be maintained in the Office of the President three years after termination of employment then transferred to storage for an additional four years.

Promotions and Transfers

In the recruitment of personnel to fill vacancies or new positions, employees shall be given the opportunity, along with other applicants, to be considered for positions that would represent promotion. Transfers to lateral or lower positions will be considered where such transfers may serve to alleviate undue personal hardships or for other compelling reasons. All requests for promotion or transfer should be directed to the Office of the President. A performance evaluation no more than six months old must be on file in the Office of the President in order for a request for promotion to be considered.

LEAVE

Generally, employees are expected to have performed satisfactorily in their present position for a minimum of six months before being considered for promotion or transfer outside the department.

Before employees may be interviewed and otherwise formally considered for promotion or transfer, the employee's immediate supervisor must be notified.

Student Employment

To learn about vacancies or to apply for a position while a student at OIKOS UNIVERSITY, contact the Director of International Student Services.

Termination of Employment

Before leaving, a terminating employee is required to arrange for an exit interview with the Office of the President in order to clarify any questions regarding earned vacation, insurance options, disposition of retirement account, a forwarding address, and such matters. The Employee Handbook, I.D. card, keys, University credit cards, health plan cards and other University property must be returned at this time. The final paycheck will be released upon evidence that the above interview has been held, and that all University property has been returned.

Leave can be granted for various reasons. OIKOS UNIVERSITY will refrain from replacing an employee for at least six weeks in any twelve-month period – whether or not those twelve months fall within a single academic or calendar year. Please note that the six weeks may not necessarily be continuous.

Sick Leave

We sympathize with employees who have difficult physical situations. Full-time faculty, staff and administration are granted up to five paid sick days per academic year if needed. Further sick days can be granted but will be considered unpaid leave. Unfortunately, we are not able to grant paid sick leave to part timers.

Maternity Leave

We rejoice with families who are blessed with the stewardship of new lives. Up to six weeks of leave are granted to both new mothers and new fathers who are full-time employees. For new mothers, up to three weeks will be considered paid leave and the remaining three weeks will be unpaid. For new fathers, one week will be considered paid leave and the remaining five will be unpaid.

Personal Leave

Personal leave may be needed for various reasons (e.g. funerals, family events, graduations). Full-time faculty, staff and administration are granted up to three paid personal-leave days.

Missionary Leave of Absence

Full-time faculty and staff who have been employed by OIKOS UNIVERSITY for three consecutive years are eligible for one week's paid leave of absence during their fourth year of employment, as well as every second year thereafter, for missionary service. This leave of absence is primarily for international missionary service; however, domestic missionary endeavors may also be considered. Faculty requests should be directed to the President through the Dean of Academics. Non-faculty requests should be directed to the President through the individual's immediate supervisor.

Leave Without Pay

Any regular, full-time employee may be granted leave of absence without pay when approved in writing by the University president or (for faculty) the Dean of Academics. Leaves may be granted for reasons including the following: travel, study or research; public service; medical; maternity and infant care; active military duty and/or military training in excess of two weeks annual training duty. (See Military Duty Policy for policy concerning annual military training duty. See Family and Medical Leave Policy for eligibility requirements for FMLA job protection during an eligible leave.)

An employee who is granted military leave must apply for re-employment not later than 90 days after release from duty and/or in accordance with the existing Re-employment Rights Section of the Universal Military Training and Service Act.

A leave of absence without pay will not usually exceed twelve consecutive calendar months, but not more than 36 months in any case. An employee granted such a leave may be reinstated to the same or a comparable position at the end of the leave if he is in satisfactory physical and mental condition to resume responsibilities and such a position is available. Failure to return to work at the expiration of the leave will be considered to be a resignation. The effective date of termination will be the last day before leave.

Other employment while on leave is cause for termination unless specifically approved.

While on leave of absence without pay an employee may continue all benefits approved by the Office of the President, with no break in coverage, by making arrangements with the Business Administrator.

Length of service will continue to accrue during the leave and any subsequent approved extensions. Employees will not receive pay for holidays falling within a leave of absence. Vacation time and medical leave will not accumulate during such leave.

Legal Proceedings, Jury Duty, and Voting

Leave with pay is granted regular employees when their service on jury duty or as a witness is required, where the employee is not a party, provided official orders from the appropriate court are presented. The employee's regular University compensation will be reduced by the amount of compensation, if any, received for such services.

Employees of the University are encouraged to exercise their constitutional right to vote in all federal, state and local elections. Therefore, when normal working hours coincide with voting hours, time off for voting may be authorized by the immediate supervisor.

Holidays

The following days are typically designated as paid holidays: Good Friday, the Monday following Easter Sunday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and the day after Thanksgiving Day. The University is typically closed for two weeks between the Fall and Spring semesters. This period is considered to be a holiday for faculty and non-mission-essential staff and administrators.

The primary purpose of a holiday is to provide a day of rest and/or commemoration. If an employee must work on a scheduled holiday, every effort will be made to arrange for a compensating day off in lieu of the holiday as soon as possible, and preferably within the same pay period. This approach will always be primary, with payment for holiday work a last resort. Any holiday work must be approved in advance.

If the schedule of an employee calls for a regular day off (e.g. vacation) to fall on a holiday, every effort will be made to schedule the individual for another compensating day off in lieu of the holiday. If this is not possible, then an additional day's pay will be made.

Temporary employees are not eligible for holiday pay.

Family and Medical Leave Act (FMLA) Policy

1. PURPOSE OF THE POLICY:

The purpose of this policy is to outline the rights and responsibilities of OIKOS UNIVERSITY, and its employees as provided by the Family and Medical Leave Act (FMLA), effective August 5, 1993. Compliance with the requirements outlined in the FMLA ensures that an employee taking an approved leave of absence will not lose employment because of the absence. OIKOS UNIVERSITY is not required to ensure continued employment if an extended absence from work is not governed by the provisions of the FMLA.

2. GUIDELINES OF THE POLICY:

A. OVERVIEW

1. A family leave of absence, and/or medical leave of absence, is an approved absence available to eligible employees. An eligible employee is entitled to 12 weeks of unpaid leave during a 12-month period to care for:
 - a) the employee's newborn child or child placed with the employee for adoption or foster care,
 - b) the employee's spouse, child or parent with a serious health condition, or
 - c) an employee's own serious health condition.

B. SCOPE

1. The provisions of this policy apply to all family and medical leaves of absence, except those covered under paid employee benefit plans or policies. If the employee is requesting FMLA qualifying leave and is entitled to paid leave **all accrued and unused paid leave must be taken first**. Paid leave so taken will be counted against the employee's total FMLA leave entitlement. The employee will be notified that paid leave will be counted as FMLA leave within two (2) business days of making that determination. The notice will be confirmed in writing to the employee on or before the following payday.
2. The provisions of FMLA do not apply to employees eligible for Worker's Compensation. FMLA leave may run concurrently with a Worker's Compensation absence.

C. ELIGIBILITY

1. To be eligible for leave under this policy, an individual must have been employed at OIKOS UNIVERSITY:
 - a) for at least 12 months, and
 - b) for at least 1,250 hours of service during the 12-month period immediately preceding the leave.
2. Subsequent eligibility will be determined by looking back twelve months from the first day of a new FMLA leave period, which is requested by the employee.
 - a) FMLA leave may not exceed twelve weeks in any twelve-month period, computed from the date leave is first used.

- b) The determination of whether an employee meets the minimum service and hour requirements of the FMLA must be made by OIKOS UNIVERSITY as of the date the leave commences, and OIKOS UNIVERSITY will advise the employee whether he or she is eligible within two (2) business days after making a determination of eligibility.

D. BASIC REGULATIONS AND CONDITIONS OF LEAVE

1. OIKOS UNIVERSITY will require from the employee a medical certification to support a request for a leave involving a serious personal health condition or a serious illness of a spouse, child or parent. The medical certification must include the date the condition commenced; the probable duration; and medical facts regarding the condition.
 - a) For the employee's own medical leave, the certificate must include a statement that the employee is unable to perform the functions of his or her position.
 - b) For leave to care for a seriously ill spouse, child or parent, the certification must include an estimate of the amount of the employee's time needed to provide care to the family member.
2. OIKOS UNIVERSITY may, at its own expense, require a second medical opinion and periodic recertification. If the first and second medical opinions vary, OIKOS UNIVERSITY may, at its own expense, require the binding opinion of a third health care provider, approved jointly by OIKOS UNIVERSITY and the employee.
3. If medically necessary, such **leave may be taken intermittently or on a reduced work schedule**. If leave is requested on this basis, OIKOS UNIVERSITY may require the employee to transfer temporarily to a different position which better accommodates recurring absences or a part-time schedule. The alternate position will have equivalent pay and benefits. Expectant mothers may take intermittent leave for prenatal care.
4. The decision to grant leave on this basis rests solely with the President, based on a medical certification stating when the condition commenced; the probable duration; and medical facts regarding the condition. The decision as to a temporary transfer to a different position rests solely with the President.
5. When husband and wife are both employed by OIKOS UNIVERSITY, together they are entitled to a total aggregate of twelve weeks of leave--not twelve weeks each--for the birth or adoption of a child or for the care of a sick child or parent.
6. Medical Leave, Vacation Leave and Disability Integration
 - a) Employees requesting FMLA qualifying leave for birth of a child or for serious personal illness will be **required to substitute all accrued medical leave** for all or part of any (otherwise) unpaid FMLA leave. Eligible employees remain

entitled to disability coverage; subject to prevailing plan provisions as identified in the disability handbook.

- b) Employees requesting FMLA qualifying leave for adoption or foster care will be **required to substitute all accrued vacation leave** for all or any part of any (otherwise) unpaid FMLA leave.
- c) Employees requesting FMLA qualifying leave for the serious illness of a son or daughter will be **required to substitute all accrued medical leave** for all or part of any (otherwise) unpaid FMLA.
- d) While on FMLA qualifying leave, vacation and medical leave will not accrue. However, upon return to work, leave will accrue based upon established policy.
- e) Non-health benefits will be subject to the same continuation policies that apply to unpaid leaves of absence other than FMLA qualifying leave.

E. EMPLOYEE NOTICE AND REPORTING REQUIREMENTS

- 1. When FMLA qualifying leave is foreseeable, an employee must give OIKOS UNIVERSITY 30 days advance notice.
- 2. When such leave is not foreseeable, an employee must give notice as soon as practicable. According to the FMLA regulations, "as soon as practicable" means within one or two working days of learning of the need for leave, except in extraordinary circumstances.
- 3. If an employee fails to satisfy the 30-day notice without reasonable excuse, OIKOS UNIVERSITY may, at its discretion, postpone the leave until the notice requirement is satisfied.
- 4. The employee will be required to report every 30 days on his or her leave status and intention to return to work at OIKOS UNIVERSITY. This requirement may be satisfied by the employee's personally telephoning his or her immediate supervisor.

F. HEALTH BENEFITS DURING LEAVE OF ABSENCE

- 1. OIKOS UNIVERSITY will continue group health coverage for an employee on leave at the same level and under the same conditions that existed while he or she was working. The employee must contact the Business Administrator in advance or "as soon as practicable" following the start of the leave and arrange to pay the insurance premiums on a regular basis during the leave of absence.
- 2. In the event that an employee elects not to return to work upon completion of the leave of absence, OIKOS UNIVERSITY may recover from the employee the cost of any payments it made to maintain the employee's group health coverage, unless the failure to return to work was for reasons beyond the control of the employee.

G. PROCEDURES

1. A "Request for Family and Medical Leave of Absence" form must be completed by the employee as part of the notice and reporting requirements (See E). After completing the form in detail and signing it, the employee should submit it to his or her immediate supervisor for approval. It should then be forwarded to the Director of Human Resources. The form should be submitted thirty (30) days in advance of the effective date of the requested leave.
2. "Certification of Health Care Provider" completed and signed by the health care provider must be attached to the leave request form, providing the following information:
 - a) the date on which the serious health condition commenced
 - b) the probable duration of the condition
 - c) the appropriate medical facts within the knowledge of the health care provider regarding the condition
3. Additional information is required as follows:
 - a) For the employee's own medical leave, the certification must state that the employee is unable to perform one or more of the essential functions of the position.
 - b) For purposes of leave to care for a seriously ill spouse, child or parent, the certification must state an estimate of how much of the employee's time is needed to provide such care.
 - c) In the case of certification for intermittent leave or leave on a reduced work schedule for planned medical treatment, the dates on which such treatment is expected to be given and the duration of same must be stated.

H. DEFINITIONS

1. Medical leave - Accrued and unused medical leave as of the date of the commencement of FMLA qualifying leave.
2. Parent - The biological or legally adoptive parent of an employee or individual who stands or stood in loco parentis to an employee when the employee was a child. This term does not include parents "in law."
3. Serious health condition - means an illness, injury, impairment, or physical or mental condition that involves:
 - a) any period of incapacity or treatment in connection with or consequent to inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility;
 - b) any period of incapacity requiring absence from work of more than three calendar days, that also involves continuing treatment by (or under the supervision of) a health care provider; or
 - c) a "chronic serious health condition" which
 1. requires periodic visits for treatment by a health care provider, or by a nurse or physician's assistant under direct supervision of a health care provider.
 2. continues over an extended period of time (including recurring episodes of a single underlying condition); and

3. may cause episodic rather than a continuing period of incapacity (e.g., asthma, diabetes, epilepsy).
 - d) Any period of incapacity because of pregnancy or prenatal care is covered as a serious health condition. This includes brief absences from work due to morning sickness, regardless of the duration of the absence and without the need to visit a health care provider.
 - e) Voluntary or cosmetic treatments (such as most treatments for orthodontia or acne) which are not medically necessary are not "serious health conditions" unless inpatient hospital care is required. Restorative dental surgery after an accident or removal of cancerous growths are serious health conditions provided all the other conditions of this regulation are met. Treatments for allergies or stress, or for substance abuse, are serious health conditions if all the conditions of the regulation are met. Routine preventive physical examinations are excluded.
4. Son or Daughter - means a biological, adopted, or foster care child, a stepchild, a legal ward, or a child of a person standing in *loco parentis* who is under 18 years of age, or who is 18 years of age or older and incapable of self-care because of a mental or physical disability.

Military Duty

Military leave will be permitted for two weeks annual active duty training. The employee will be paid the difference, if any, between his military compensation and his regular base pay. See *Leave Without Pay* for policies concerning other types of military leave.

Personal Telephone Calls

Personal telephone calls should be kept to a minimum. Business phones should not be used for personal long distance; however, when personal long-distance calls are necessary, reimbursement should be made to the Business Administrator with the monthly-itemized billing statement.

Political Activity

Generally speaking, Section 501(c)(3) of the Internal Revenue Code prohibits OIKOS UNIVERSITY from participating or intervening in any political campaign on behalf of or in opposition to any candidate for public office. No funds or assets of OIKOS UNIVERSITY shall be used, directly or otherwise, for the restricted activities described in this policy. This applies to domestic and international activity.

In keeping with OIKOS UNIVERSITY's mission to train people to change their world by affecting the ways in which people think and conduct their affairs, the employees of OIKOS UNIVERSITY, as

individuals, retain all rights and obligations of citizenship provided in the Constitution and laws of the United States of America. Each employee is encouraged to be actively involved as a citizen by supporting the party and candidate of his or her choice.

Specific guidelines and restrictions relevant to OIKOS UNIVERSITY, its officers, faculty and staff are contained in this policy statement.

1. Endorsement or support of candidates.

OIKOS UNIVERSITY will not endorse or oppose, or provide support for or against, any candidate for public office. "Public office" includes, but is not limited to, all federal, state and local elective positions, delegates to party conventions, or any office of a political party. A "candidate" is someone who is or is proposed by others to be a candidate for public office.

- A. Partisan political activity must be as private citizens, not as representatives of OIKOS UNIVERSITY. Campaigning, fund raising, solicitation of signatures, distribution of literature and other partisan political activities must be conducted on the employee's own time.
- B. No employee of OIKOS UNIVERSITY shall hold or be a candidate for public or political elective office at the federal or state levels while in the employ of the institution, or take an active part in a political campaign while on duty to perform services for which compensation from the University is received.
- C. Employees must obtain prior approval of the President prior to seeking elective office in local government or before accepting any appointment in local, state or federal government.
- D. OIKOS UNIVERSITY will not make any contributions or expenditures in connection with any election to any political office, or in connection with any primary election, political convention or caucus to select candidates for political office. Under no circumstances will expenses related to partisan political activity be reimbursed to employees of OIKOS UNIVERSITY.

2. Political rallies.

OIKOS UNIVERSITY will not sponsor or support, and personnel acting on behalf of OIKOS UNIVERSITY will not participate in rallies or other forms of assembly at which candidates (or persons who may reasonably be considered to be candidates) for public office appear for the purpose of advancing their candidacies, or in which

persons appear for the purpose of supporting or opposing candidate(s) for public office.

3. Political polls.

OIKOS UNIVERSITY will not sponsor, conduct or provide financial or other support for any poll that may reasonably be seen as intended to support or oppose a particular candidate. This restriction applies to any poll that asks how an individual might fare in an election.

4. Voter guides.

OIKOS UNIVERSITY will not produce, sponsor, distribute or provide financial or other support for any voter guide, regardless of content.

5. Mailing lists.

OIKOS UNIVERSITY will not permit any mailing list owned or controlled by it to be used by, or for the benefit of, any candidate for public office or any organization controlled by or supporting a candidate for public office, including any political party or political action organization.

6. Facilities, equipment and letterhead.

- A. OIKOS UNIVERSITY will not make facilities or assets owned, controlled or operated by them available to candidates for public office or organizations controlled by or supporting such candidates for use in connection with their campaigns.
- B. OIKOS UNIVERSITY equipment, facilities or letterhead may not be used for any partisan political activity or the public expression of personal opinions.
- C. OIKOS UNIVERSITY systems, such as electronic mail and interoffice mail, may not be used for commercial or partisan political purposes or to promote political candidates.
- D. Posting of signs, meeting notes, posters or petitions of a partisan political nature on OIKOS UNIVERSITY property is prohibited. These restrictions do not extend to the wearing of political buttons on one's person or the placement of bumper stickers on one's personal vehicle.

7. Media presentations.

These restrictions are not intended to preclude or restrict OIKOS UNIVERSITY, its officers, faculty and staff from speaking out on public issues of importance to its mission. These issues include, but

are not limited to, abortion, sexuality, schooling, war and peace, crime, public morality, public finance, health, religious liberties, and similar issues of broad public concern and moral content.

Sales and Solicitation

OIKOS UNIVERSITY specifically prohibits the solicitation of sales information and items not expressly sponsored by the University. There shall be no solicitation or sales of non-University sponsored items on school premises. Listings of University staff, faculty or students will not routinely or normally be provided to outside organizations, agencies or individuals

PROFESSIONAL DEVELOPMENT

All administrators and full-time faculty are expected to continuously develop further expertise in their major areas of responsibility. For faculty, this expertise would be studies in how to teach more effectively. An annual professional development plan is to be a part of each administrator's or full-time faculty member's annual evaluation. A budget for professional development is provided to assist administrators and full-time faculty.

CONFLICT RESOLUTION

In the event that an employee feels that he/she has been mistreated, wronged or harassed knowingly or willfully by an employee or supervisor, and that reconciliation by personal confrontation has been ineffective or would be inappropriate because of the nature of the wrong, the matter should be addressed to the next higher level of supervision and/or to the President. The Biblical processes of reconciliation defined in Matthew 18:15-17 and due process defined in Deuteronomy 1:17, 19:15, and John 7:51 shall be followed as they apply. The President should be consulted when questions of a legal nature arise and is available for advice and consultation on all matters relating to employee/supervisor conflicts.

If it appears that an employee has failed to perform work as assigned or that personal conduct is not according to requirement, the supervisor shall discuss the matter with the employee. The first objective is to determine if the employee understands the rules involved or the required standards. If not, the supervisor shall explain what is required, considering any special circumstances that may have existed.

If the employee does not agree with or accept the correction of the supervisor, the matter should be jointly discussed with the next higher level of management.

If disciplinary action is deemed necessary, it may be in the form of warning, written reprimand to be placed in the employee's personnel file, making up of lost time, suspension without pay, withholding

TENURE, DISMISSAL AND DUE PROCESS

salary increases, demotion, or termination. The employee's signature on a written reprimand signifies receipt of a copy of the letter, and not necessarily the employee's agreement with the contents.

Statement of Policies

OIKOS UNIVERSITY does not grant tenure to any employee (i.e. faculty, administrators, or staff). However, OIKOS UNIVERSITY does seek to meet the needs of faculty and provides due process and grievance procedures.

Theological Reasons for Dismissal

In matters related to significant changes in theological positions which are different from an employee's signed statement of beliefs, the employee may be required to resign his or her appointment immediately, at the end of the semester or the end of the academic year. Full-time faculty members with significant theological disagreements would normally be required to resign at the completion of the academic year. Adjunct members would normally be required to resign at the completion of their current semester assignment. Administrators would normally be required to resign at the conclusion of the academic year.

Other Reasons for Dismissal

In matters related to significant moral misconduct, a faculty member or administrator would be dismissed immediately. Such misconduct may include sexual immorality or harassment, theft or embezzlement, and submission of forged or misleading documents attesting to academic qualifications or previous professional experience or other qualifications for ministry at OIKOS UNIVERSITY.

Contracts may be terminated for the following reasons:

1. Financial requirements or budget problems
2. Moral inconsistencies
3. Significant neglect of duties
4. Professional incompetence
5. Behavior, attitudes or theological positions that are not in harmony with OIKOS UNIVERSITY's written policies, standards, and ethical practices.

In the event that termination procedures for any of the above reasons (except 1. Financial requirements or budget problems), there must be due process through appropriate channels and proper warning procedures.

SEXUAL HARASSMENT POLICY

Statement of Due Process for Grievances, Disciplinary Actions or Dismissal

Grievances, disciplinary actions, or dismissal procedures involving faculty members or administrators shall be conducted in accordance with the faculty handbook.

OIKOS' policy is to maintain a working and learning environment free from the sexual harassment of its students, employees, and those who apply for student and employee status. Any behavior determined to constitute sexual harassment will be viewed as neither complimentary nor humorous and will be subject to disciplinary action.

OIKOS recognizes that the perception of sexual harassment is often subjective and that the circumstances surrounding the conduct, as well as its pattern, frequency, and severity, need to be considered to assess the behavior. Although statistical analysis has shown an individual in a position of power or influence usually commits the sexual harassment, sexual harassment can occur between any two individuals regardless of gender, employment status, work relationship or academic association. Sexual harassment may be verbal, graphic, written or physical in nature, each of which may be grounds for disciplinary action. OIKOS defines sexual harassment in the following manner:

1. Sexual harassment includes such behavior as sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature directed towards an employee, student or applicant. For example:
 - Making unsolicited written, verbal, physical or visual contact with sexual overtones. (*Written examples:* Suggestive or obscene letters, notes, invitation. *Verbal examples:* Derogatory comments, slurs, jokes, epithets [name-calling]. *Physical examples:* Assault, touching, inappropriate embracing, impeding or blocking movement. *Visual examples:* Leering, gestures, display of sexually suggestive objects in pictures, cartoons, or posters.)
 - Continuing to express sexual or amorous interest after being informed that the interest is unwelcome. (Reciprocal attraction is not considered sexual harassment.)
2. The conduct has the purpose or effect of interfering with a student's academic performance, forming an intimidating, hostile, or offensive or otherwise adverse learning environment, or adversely affecting any student.

3. The conduct has the purpose or effect of interfering with an employee's work performance, or creating an intimidating, hostile, offensive or otherwise adverse working environment.

If a student believes that he or she has been sexually harassed, he or she should provide a written complaint to the Dean of Academics (if the complaint is against a faculty member), the Director of Students (if the complaint is against another student), or the office of the President (if the complaint is against a non-faculty employee), as soon as possible after the incident. This complaint must include details of the incident or incidents, names of the individuals involved and names of any witnesses. The University will immediately respond to any written and signed complaint.

If the University determines that sexual harassment did occur, action will be taken in accordance with the circumstances involved. Any administrator, faculty member, staff member or student determined by this investigation to be responsible for sexual harassment will be subject to appropriate disciplinary action, up to and including dismissal, termination, or legal remediation. Those parties directly involved will be notified in a timely fashion regarding the results of the investigation. The University strongly encourages students to immediately report all incidents of harassment listed in this policy. The University will not retaliate against anyone for filing a complaint nor tolerate or permit retaliation by administration, faculty, staff or fellow students.

If a student feels that the above stated policies regarding sexual harassment have not been carried out, he or she is encouraged to follow the procedures set forth in the grievance policy