Reformed Theological Seminary

THE OPERATING MANUAL

Jackson - Orlando - Charlotte - Virtual
Washington DC - Atlanta - Houston - Memphis

The electronic version of the RTS Operating Manual found on this site is the most recent approved and updated manual and should be considered the most recent statement of operating policy.
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When the masculine pronoun is used in this document, unless the intent is clearly to the contrary, it is being used in a generic sense and refers to members of both the genders.
SECTION I - ADMINISTRATIVE MANUAL

I. The Institution

A. Charter of Incorporation


CHARTER OF INCORPORATION

OF

REFORMED THEOLOGICAL SEMINARY

1. The name of the corporation shall be the Reformed Theological Seminary.

2. Names and addresses of incorporators:
   - Sam C. Patterson, French Camp, Mississippi
   - Robert G. Kennington, 827 Pinehurst, Jackson, Mississippi
   - Frank L. Tindall, Route 1, Box 226, Indianola, Mississippi
   - Erskine W. Wells, 1630 Howard Street, Jackson, Mississippi
   - Frank C. Horton, 704 E. Leake Street, Clinton, Mississippi
   - Robert C. Cannada, 2236 North Cheryl Dr., Jackson, Mississippi

3. The domicile of the corporation shall be:
   5422 Clinton Blvd.
   Jackson, Mississippi

4. The corporation is non-profit and no shares are to be issued.

5. Period of existence:
   Perpetual

6. The purposes for which the corporation is created:

   To organize, maintain, provide for, develop and control such school or schools, seminary or seminaries or other places of instruction as may be deemed necessary or proper and to undertake or promote Scripturally-directed learning and scholarly enterprises and, in particular, to establish, control and develop an institute of theological studies established upon the authority of the Word of God standing written in the 66 books of the Holy Bible, all therein being verbally inspired by Almighty God and therefore without error and committed to the Reformed faith as set forth in the Westminster Confession of Faith and the Larger and Shorter Catechisms as accepted by the Presbyterian Church in the United States of America as its standard of doctrine at its first General Assembly in 1789, as well as to make distributions to or for the use of organizations exempt at the time under Section 501©(3) of the Internal Revenue Code (as amended), unless such organizations’ purposes or activities are antithetical to or in conflict with the
Gospel of Jesus Christ, as determined by the corporation. The corporation shall have the following powers:

a. To buy and sell property of all types, including real and personal.

b. To accept, acquire, receive, take and hold by bequest, devise, grant, gift, purchase, exchange, lease, transfer, judicial order or decree or otherwise for any of its objects and purposes, any property both immovable and movable of whatever kind, nature or description and wherever situate.

c. To sell, exchange, convey, mortgage, lease, transfer or otherwise dispose of any such property, both immovable and movable, as the objects and purposes of the corporation may require subject to such limitations as may be prescribed by law.

d. To borrow money, and from time to time, to make, accept, endorse, execute and issue bonds, debentures, promissory notes, bills of exchange and other obligations of the corporation for moneys borrowed or in payment for property acquired or for any of the other purposes of the corporation and to secure the payment of any such obligations by mortgage, pledge, deed, indenture, agreement or other instrument of trust, or other privilege upon assignment of or agreement in regard to all or any part of the property, right or privileges of the corporation wherever situated whether now owned or hereafter to be acquired.

e. To invest and reinvest its funds in such stock, common or preferred, bonds, debentures, mortgages or in such other securities and property as its Board of Directors shall deem advisable, subject to the limitations and conditions contained in any bequest, devise, grant, or gift, provided such limitations and conditions are not in conflict with the provisions of Section 501(c) (3) of the Internal Revenue Code and its regulations as they now exist or as they may be hereafter amended.

f. In general, and subject to such limitations and conditions as are or may be prescribed by law, to exercise such other powers which now are or hereafter may be conferred by law upon a corporation organized for the purposes herein set forth, or necessary or incidental to the powers so conferred, or conducive to the attainment of the purposes of the corporation, subject to any further limitation and condition that, notwithstanding any other provisions of these Articles only such powers shall be exercised as are in furtherance of the tax-exempt purposes of the corporation and as may be exercised by an organization exempt under Section 501(c) (3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended and by an organization contributions to which are deductible under Section 170(c) (2) of such Code and regulations as they now exist or as they may hereafter be amended, and any and all other powers necessary or proper to accomplish the purpose for which this corporation is being formed.

g. No shares of stock shall be issued and no dividends or profits shall ever be distributed to the members of the corporation and expulsion shall be the only remedy for nonpayment of any dues. Each member shall have the right to one
vote in the election of all officers and the loss of membership, by death or otherwise, shall terminate any and all interest of any such member of the corporate assets. There shall be no individual liability against the members of the corporation for corporate debts but the entire corporate property shall be liable for the claims of creditors. The members of the corporation shall never exceed twenty-one (21) in number unless this charter is amended in accordance with the applicable by-laws. The original incorporators shall constitute the original members of the corporation and any additional members shall be selected by a three-fourths vote of the members of the corporation. In the event of the loss of membership of any member by death or otherwise, then his successor shall be elected by a three-fourths vote of the surviving members. The trustees shall be placed in three classes, with terms of six years, the terms being staggered so as to provide for the expiration of the terms of one-third of the members each two years with the members whose terms expire being eligible for immediate re-election. The members of the corporation may elect from their own number such officer or officers as may be required by law or as in their judgment they deem necessary or proper and shall by by-laws prescribe the duties, qualifications, compensation, terms of office, and the manner of electing said officers. The corporation by a three-fourths vote of its members may adopt rules and by-laws for the government of itself and for any schools, seminaries or other institutions of learning that are controlled by it and may at any meeting of the members amend or repeal the same by a three-fourths vote of its members. By a vote of three-fourths of its members, any member may be removed as a member of the corporation and the by-laws of the corporation shall set forth the procedure in connection therewith.

h. The corporation may accept gifts, contributions and donations and may qualify with all necessary authorities as a tax-exempt corporation.

i. In the event of the dissolution of this corporation, for any reason, the assets of the corporation will be distributed for one or more exempt purposes to an organization or organizations which are exempt under provisions of Section 501 (c) (3) of the Internal Revenue Code, or its then existing counterpart, or to the federal or state or local government for a public purpose.
B. By-laws of the Reformed Theological Seminary

ARTICLE 1. The members of the corporation, no more than twenty-one in number as provided by the charter, shall constitute and be designated as the trustees, and each member shall initially engage in and subscribe to the following Statement of Belief and Covenant:

Believing that there is but one only, the living and true God and that there are three persons in the Godhead, the Father, the Son and the Holy Ghost; and that these three are one God, the same in substance, equal in power and glory, and with solemn awareness of accountability to Him in all that we feel, think, say and do, the undersigned engages in and subscribes to this declaration:

1. All Scripture is self-attesting and, being truth, requires the human mind wholeheartedly to subject itself in all its activities to the authority of Scripture complete as the Word of God, standing written in the sixty-six books of the Holy Bible, all therein being verbally inspired by Almighty God and therefore without error.

2. Reformed theology as set forth in the Westminster Confession of Faith and the Larger and Shorter Catechisms as accepted by the Presbyterian Church in the United States of America as its standard of doctrine at its first General Assembly in 1789, is the system of doctrine taught in Scripture and therefore, is to be learned, taught and proclaimed for the edification and government of Christian people, for the propagation of the faith and for the evangelization of the world by the power of the gospel of our Lord Jesus Christ;

3. And I do solemnly promise and engage not to inculcate, sanction, teach or insinuate anything which appears to me to contradict or contravene, either directly or implicitly, any element of that system of doctrine.

4. NOW THEREFORE, the undersigned, in the presence of God, states and signifies that he consents, agrees, and binds himself to all of the foregoing without any reservation whatsoever, and that he further obligates himself immediately to notify in writing the trustees should a change of any kind take place in his belief and feeling not in accord with this statement. Amen.

Each trustee shall, on or about June 1st of each year, subscribe to said Statement of Belief and Covenant and each member of the faculty and such other personnel as may be required by the trustees or by the Executive Committee shall likewise subscribe to said Statement of Belief and Covenant in like manner.

ARTICLE 2. Trustees shall be elected as prescribed in the charter. Nominations of trustees shall be made at a stated or called meeting. Elections of trustees may be conducted at a meeting or by mail; however, no trustee shall be elected, whether by mail or at a meeting, until at least thirty (30) days have elapsed since his nomination. If elections are conducted by mail, such elections shall be effective as of the date of the nomination. All elections shall be conducted by secret ballot. Election of any trustee shall require an affirmative vote of at least three-fourths (3/4ths) of the members of the corporation. The trustees shall be placed in three (3) classes, with terms of six (6) years
each, the terms being staggered so as to provide for the expiration of the terms of one-
third (1/3rd) of the members each two (2) years with the members whose terms expire
being eligible for immediate re-election. Trustees shall remain in office until re-elected,
replaced or their position is declared vacant. Expulsion of a trustee shall only be by an
affirmative vote of at least three-fourths (3/4) of the membership and the remaining
trustees shall vote for such expulsion upon the failure of any trustee to subscribe, initially
and annually, to the Statement of Belief and Covenant. A Board member may be
dismissed only for cause and by procedures involving due process.

ARTICLE 3.  The officers of the corporation shall be a Chairman of the Board of
Trustees, a Vice Chairman of the Board of Trustees, a Chancellor, Presidents, a Secretary,
a Treasurer, and such Senior Vice Presidents, Vice Presidents, Assistant Secretaries and
Assistant Treasurers as may be deemed necessary or desirable by the Executive
Committee. The offices of Secretary and Treasurer may be combined. The Chairman of
the Board of Trustees, the Vice Chairman of the Board of Trustees, and the Secretary shall
be elected by the Trustees from their own membership.

The Chairman, Vice Chairman and Secretary shall be elected annually to serve for one
year or until their successor has been duly elected, such elections to be held at a regular
meeting of the Board of Trustees on or about the end of the fiscal year of the corporation.
The Executive Committee shall have the responsibility of nominating all officers to the
Board; however, individual Board members may make nominations but such should be
submitted at least thirty (30) days prior to the scheduled Board meeting by notice to the
Secretary of the corporation that such nomination will be made. Promptly upon receipt of
this notice, the Secretary shall inform all members of the Board of the proposed
nomination.

Ordinarily, the Chairman and Secretary will succeed themselves in office in order to
achieve desired continuity. Ordinarily, the Vice Chairman will serve for only one year and
this office shall be rotated among the membership of the Executive Committee on an
annual basis. The fact that a person is filling the position of Vice Chairman at the time that
the office of the Chairman becomes vacant should not be construed to indicate that such
person should be considered for the office of the permanent Chairmanship more than any
other member of the Executive Committee. In the event that the office of the Chairman
becomes vacant then the Executive Committee shall elect a Chairman which person will
serve as Chairman until the next meeting of the Board of Trustees or until his successor
has been elected.

ARTICLE 4.  The Chairman of the Board of Trustees shall preside at all meetings of the
trustees or of the Executive Committee at which he is present.

The Vice Chairman, in the absence or disability of the chairman, shall exercise the duties
of the Chairman.

The Chancellor shall supervise the affairs of the corporation and shall be responsible for
the administration of the seminary affairs and the execution of the policies and actions of
the Board of Trustees and the Executive Committee. He shall have such duties and
responsibilities as shall be assigned to him by the Executive Committee. The Board is
responsible to set policies for the Seminary. The Chancellor is responsible for the
administration of those policies.
The Secretary shall keep accurate records of the acts and proceedings of all meetings of the trustees and of the Executive Committee. On or about the fifteenth day of May of each year, the secretary shall prepare and forward to each member of the faculty and such other personnel as may be required by the trustees or by the Executive Committee, a copy of the Statement of Belief and Covenant which shall be signed as provided in Article 1 of these by-laws and the names shall be recorded in the minute book of the corporation. He shall give notice as required by law and these by-laws and shall have general charge of the corporation books and records. He shall sign such instruments as may be required and perform the duties incident to the office of secretary and such other duties as may be assigned by the Chairman, the Trustees or by the Executive Committee.

The Treasurer shall be the custodian of the funds and securities belonging to the corporation and shall receive, deposit and disburse such funds as directed by the trustees or by the Executive Committee and he shall keep an accurate account of the finances. The treasurer may be bonded in an amount as to be determined by the Trustees or the Executive Committee.

ARTICLE 5. The members of the Executive Committee shall be elected by the trustees from their own membership by a majority vote and shall serve so long as he remains a trustee or resigns. The Executive Committee shall be composed of not more than twelve members, which shall include the Chairman, Vice Chairman and Secretary of the corporation. The officers of the corporation shall also serve as the officers of the Executive Committee. The Executive Committee shall exercise the functions of the Trustees except such as may specifically be reserved by the Trustees from time to time. One-half of the members of the Executive Committee shall constitute a quorum for meetings. The Executive Committee shall keep minutes of its meetings, and they shall be furnished to all Trustees.

The Executive Committee shall exercise the powers and functions of the trustees in the bylaws and charter of the corporation. The Executive Committee is specifically authorized and empowered to promulgate and adopt an operating manual for the corporation, which manual shall constitute the official action of the corporation and shall remain in effect, until changed, altered or amended by action of the Executive Committee.

ARTICLE 6. All members of the faculty shall be elected by the trustees and an affirmative vote of at least three-fourths (3/4ths) of the membership shall be required to elect a faculty member.

Nominations for election to the faculty shall be made by the Executive Committee after consultation with and advice from the Chancellor.

Nominations and election of faculty members may be upon written notice of the nomination by the Executive Committee to the members of the Board of Trustees with the Article 2 prescribed lapse of at least thirty (30) days before balloting.

The faculty shall have regular meetings at least once each month. Minutes of the proceedings of the meetings of the faculty shall be kept and submitted by the Chancellor to the Executive Committee for review.

Visiting lecturers shall be subject to the approval of the Chancellor.
ARTICLE 7. The trustees shall meet at least once a year on a date designated by the Board of Trustees unless such a date is changed by the Executive Committee at least 30 days in advance of that date and may meet at other times upon call by the Chairman or Vice Chairman or upon call of any three trustees. Written notice of such meetings shall be mailed to each trustee at least two weeks in advance of such meetings except where waived by a majority of the trustees and, so far as practicable, such notice shall contain a docket of the business to be transacted and the matters to be considered at such meetings. A majority of the membership shall constitute a quorum in meetings of the trustees. The fiscal year shall be from June 1 through May 31. All accounts shall be audited each year by a certified public accountant and the accountant shall be selected by a majority vote of the Board and his report shall be presented by the Chairman to the trustees for consideration at the next meeting of the Board of Trustees following completion of the audit.

The Audit Review Committee shall consist of at least three persons, all of whom shall be appointed by the Executive Committee and shall serve at the pleasure of the Executive Committee. The chairperson of the committee shall be a member or trainee of the Executive Committee and all members shall be members or trainees of the Board of Trustees. No member of the Audit Review Committee shall be an employee or staff member of the corporation or related to any employee or staff member by blood or marriage. The Audit Review Committee shall:

1. Identify any special areas of concern prior to the audit and direct the auditors to that "concern".

2. Be certain that the independent auditors determine and certify pertaining to the existence of sufficient internal controls.

3. Determine if the independent auditors are satisfied with the disclosure and contents of the financial statements.

4. Review, evaluate and (if applicable) oversee the implementation of any recommendations made by the independent auditors about the corporation's internal accounting and management controls.

5. Review the corporation's annual financial statement with the independent auditors.

6. Act as a liaison between the Executive Committee and the independent auditors with specific responsibilities to keep the Executive Committee informed as to matters to which the independent auditors are giving special attention.

7. Make recommendations to the Executive Committee pertaining to appointment of independent auditors.

ARTICLE 8. The Executive Committee may establish from the membership of the Board of Trustees an Investment Committee, as needed, whose function shall be to control and supervise the investment of any funds of the Corporation.

ARTICLE 9. Admission of students to the Reformed Theological Seminary shall be upon submission by such prospective students of proof of qualifications as may be determined by the Executive Committee. Persons desiring to enroll as students shall submit a written application containing the information prescribed by the seminary.
Application shall include, in addition to any other information that may be required, the full name of the prospective student, including age, marital status, dependents and educational background.

ARTICLE 10. Proposed changes in the by-laws of the corporation shall be submitted in writing to the Board at least thirty days prior to the action thereon and shall require an affirmation vote of at least three-fourths of the membership of the Board.
C. Purpose of the Seminary

The purpose of Reformed Theological Seminary is to serve the church in all branches of evangelical Christianity, especially the Presbyterian and Reformed family, by preparing its leaders, with a priority on pastors, and including missionaries, educators, counselors, and others through a program of theological education on the graduate level, based upon the authority of the inerrant Word of God, the sixty-six books of the Bible, and committed to the Reformed faith as set forth in the Westminster Confession of Faith and the Larger and Shorter Catechisms as accepted by the Presbyterian Church in the United States of America as its standard of doctrine at its first General Assembly in 1789. This program shall be characterized by Biblical fidelity, confessional integrity, and academic excellence, and committed to the promotion of the spiritual growth of the students. The breadth of this ministry will include multiple campuses and extensions as led by the Lord.

D. Self-identity as a Reformed Institution

We are evangelical, holding to the gospel of God's grace in Jesus Christ. We are also committed to the full authority of the Scriptures as the Word of God and believe that all our thoughts and actions must constantly be submitted to the Scriptures in order to be Reformed according to their teaching. We stand within the mainstream of historic Christianity, as part of the tradition that stems from the Reformed and Presbyterian branches of the Reformation.

We are a confessional institution, subscribing to the system of doctrine set forth in the Westminster Confession of Faith and Larger and Shorter Catechisms. We believe that faith cannot be divorced from life and that a theological education should prepare students spiritually, emotionally, and academically for constructive service in the Church. We are called to prepare Christian servants who will assert the Lordship of Jesus Christ throughout all the earth. We call ourselves Reformed because we believe that all our doctrine, worship, faith, and life must be conformed to the Word of God, especially its teaching that salvation is by faith alone in Jesus Christ.

We are independent of denominational control, except insofar as those who are associated with the seminary are under jurisdiction of the various church courts of which they are members. We seek to be of service to all branches of evangelical Christianity, especially to churches of the Presbyterian and Reformed family.

E. Purpose as related to Churches and Seminaries

Our endeavor is intended to be a positive contribution to the well-being of the Church.

It has been and is our policy self-consciously to present our program in a positive way, without criticism of other institutions.

This policy shall continue to control all public relations, fund raising, and recruitment activity on the part of any and all official representatives of this seminary.

F. Lay Leadership

The majority of Trustees have been laymen from the founding of the Seminary to the present and it is the intention of the Executive Committee to maintain this policy.
G. Committees of the Trustees

1. The Executive Committee

2. Committees as established by the Executive Committee are: investment, academics, planning, development, student life and audit.

3. Such other committees as may be established by the Executive Committee

H. Advisory Councils

With the approval of the Executive Committee, advisory councils of lay people and ministers will be organized for each campus.
Schematic

A diagram will be coming later...
II. Governance

A. The Board of Trustees

The governing authority of Reformed Theological Seminary is its Board of Trustees whose powers and authority is unrestricted except that the operations must be within the framework of the civil laws and must be in accord with the properly adopted Bylaws of the corporation. The members of the Board of Trustees are elected and are to serve in accordance with the provisions of the Bylaws. The Officers of the Board of Trustees shall be those designated in the Bylaws and such Officers shall be elected and serve in accordance with the provisions of the Bylaws.

The Trustees shall meet in accordance with the provisions of the Bylaws and a quorum shall be as established by the Bylaws.

Executive sessions of the Board of Trustees may be held as determined by the Board of Trustees and ordinarily the Executive Committee shall set forth a proposed agenda for each meeting which agenda shall provide that the meeting shall be opened and closed with prayer.

Each year the Board will review the by-laws and the operating manual in relation to the standards on Board governance provided by the Seminary's accrediting associations.

In order for a Board member to be dismissed for cause, another Board member must make the recommendation at a meeting of the Board and must give the 'cause' in writing. Examples of what might constitute 'cause' include such things as moral turpitude, changes in doctrinal convictions, and sustained absences from Board meetings. Subsequently, the Board Chairman will appoint a committee of at least three Board members to investigate the issue, seeking to hear both from the Board member who made the motion for dismissal and from the Board member whose dismissal is being considered and from any other persons who may provide relevant information. The committee will report back to the full Board with its recommendation and a 3/4 vote of the full membership of the Board will be necessary to dismiss a Board member.

B. The Executive Committee of the Board of Trustees

An Executive Committee shall be elected in accordance with the Bylaws of the corporation. The membership, officers, term of office, function and authority, quorum and the other provisions shall be in accordance with the applicable provisions of the Bylaws.

The Executive Committee shall have such stated and special meetings as may be determined by the Executive Committee and shall have such persons present at the meetings as may be determined by the Executive Committee.

Ordinarily an agenda shall be prepared by the Chancellor for each meeting of the Executive Committee and each meeting shall be opened with Scripture reading and prayer. In addition, each meeting shall be closed with prayer.

Copies of all minutes of the meetings of the Executive Committee shall be available to all trustees and shall be mailed to each member of the Board of Trustees as soon as practicable after each meeting. The minutes of the meetings of the Executive Committee
C. The Controlling Principle in the Governance of RTS

1. The controlling principle in the governance of Reformed Theological Seminary is the vesting of full decision making power in the Executive Committee with the Executive Committee having the authority to identify, describe and prescribe the various functions of the Seminary and to designate those who are to have the authority and/or responsibility as to each such function.

While it is recognized that this "decision making power" is actually in the Trustees, as a Board, a basic tenet of the principle involved in the governance of RTS is that unless there is a decision by the Board to take over, amend, change or otherwise deal with this "decision making power" being vested in and exercised by the Executive Committee then this "decision making power", as above amplified, is and shall remain with the Executive Committee.

As reflected by the charter and bylaws of RTS, the full Board has acted and presumably will act in the future so as to reserve to itself the power to make decisions with respect to certain matters. Nevertheless, even as to these matters, the full Board acted upon the recommendation of the Executive Committee and in the future will act as to similar matters normally upon the recommendation of or concurrence of the Executive Committee.

2. Essential to the success of this principle of governance is the following:

(a) The members of the Executive Committee must feel called to this particular position; they must be willing to give this responsibility priority in their lives; they must be willing and able to give it the time that is required to perform the duties and responsibilities required of them; they must be willing to undergo sufficient training prior to assuming this position so as to understand RTS before assuming the responsibilities required of them as a member of the Executive Committee; ordinarily they should live in the geographic area in close proximity to a campus of RTS so as to be able to physically visit the campus on a regular basis and to attend regular Executive Committee meetings. In the event a member does not live in close proximity to a campus of RTS then this should be recognized as an exception to the policy and such member should make every reasonable effort to attend as many meetings of the Executive Committee as practical.

(b) Since the overall "power" to control RTS is in the full Board, it is essential that each member of the Board seek to understand the operation of the Seminary and be in a position to advise and criticize the Executive Committee, without becoming involved in the decision making processes. This requires that, unless providentially hindered, the Trustees make every reasonable effort to attend all scheduled Board meetings; that they read and examine all minutes and other documents relating to the Seminary received by them; that to the extent they have questions or suggestions they contact the Chancellor and/or some member of the Executive Committee with such suggestions or questions; that, in short, they keep themselves so well informed concerning the activities and affairs of the Seminary that should it become necessary or desirable to make
changes concerning the decision making powers of the Executive Committee that they will be able to make intelligent, decisive decisions. In addition, these Trustees should serve as advocates and representatives for the Seminary in their respective geographic regions and among their associates. All trustees are encouraged to participate in person or by teleconference in the discussions at any meeting of the Executive Committee.

III. Policy Statements

A. Financial Policy

1. With complete confidence in the adequacy of Matthew 6:33, "But seek ye first the kingdom of God, and His righteousness; and all these things shall be added unto you," to cover the need of God's work and workers and recognizing that we are here given:

   a. a condition, stated in the first part of that verse; and
   b. a promise in the second part; it is important that in securing funds for the seminary we observe, and confine ourselves to the following as both a scriptural way of promotion, and as the only truly God-honoring way: (A) faith and prayer will be our primary and constant approach to the supplying of our needs; (B) our witness will express (1) the nature of our work, (2) the nature of our needs, (3) the ways support may be given for the work and the needs, and (4) the need for prayerful consideration of this work.

2. The Board of Trustees, through its Executive Committee is committed to a responsible financial over-sight of the seminary and, where practicable, to a no-deficit operating policy.

3. The Chancellor, the Presidents, the Chief Operations Officer, the Chief Development Officer, the Chief Financial Officer, and any Executive Committee member are authorized to execute and deliver all contracts and instruments of conveyance necessary for the sale and transfer of real and personal property, but only with prior approval of the Executive Committee.

4. Gifts of Real Property

All gifts of real property must be approved by the Executive Committee prior to acceptance by the Seminary. Prior to approval of such gifts, the Chief Development Officer is responsible to insure a completed “checklist” is prepared.

With respect to all gifts of real property, whether a bequest, a direct gift or a gift from a charitable remainder trust, the following items should be considered before acceptance by the Seminary:

   a. appraisal
   b. merchantable title, legal description and related information
   c. survey
   d. an Environmental (EPA) Level 1 Inspection and an Environmental Waiver
   e. memorandum of agreement between the Donor and the Seminary
   f. proposed Seller's Affidavit
   g. draft of the proposed deed
h. prior approval by the Executive Committee

Duties of the Donor and of the Seminary expounded

a. The Donor is responsible for establishing the value of property by a qualified appraisal. According to IRS guidelines, for the purpose of valuing the gift, the Donor shall use an appraisal performed by a certified appraiser that has been obtained no earlier than 60 days prior to the date of the gift, and no later than the due date of the return on which the contribution is first claimed as a deduction. The Seminary shall provide Form 8283 to the Donor upon request and shall file Form 8283 with the IRS in the event the property is sold within two years of the gift date. The Seminary shall retain a copy of said appraisal.

b. Gifts of real property must have merchantable title, and a legal description of the property shall be provided by the Donor. Other information to be provided by the Donor should include (but is not limited to):

(1) Information regarding Donor: Exact legal name and federal tax ID number
(2) Information regarding the gift property: identities of those holding an undivided interest in the property, current leaseholds, mortgages, liens, zoning status, all ingress/egress for the property, prior use of the property, use of surrounding property (with specific disclosure of any storage tanks or potential environmental factors affecting the property), description of any contemplated or anticipated condemnations, right-of-ways or other actions by municipalities that may effect the subject property, and evidence of marketability or adequate income to meet any expenses involved with receipt and/or disposition of same.

c. The Donor may be asked to supply a boundary survey of the gift property upon which locations of all structures, easements and encumbrances appear.

d. The Donor shall supply evidence that the property is free from environmental hazards that would subject the owner to liability under the Comprehensive Environmental Response, Compensation and Liability Act, the Superfund Amendments and Reauthorization Act of 1986, and any other state or federal environmental law or regulation. The Donor shall provide an Environmental (EPA) Level 1 Inspection and an Environmental Waiver at the time of both receipt and sale of the property.

e. A "Memorandum of Agreement" between the Donor and the Seminary shall be written and, after the approval of the Executive Committee but prior to the Donor's executing the deed, shall be signed by both parties. This Memorandum shall express the full understanding of both parties regarding any and all stipulations for the gifting and the accepting of the real property. The Memorandum shall address the following issues and all others that are appropriate to the specific gift:

(1). The Donor may be asked to guarantee payment of taxes, insurance, legal and other expenses until liquidation of the property unless the property has adequate income to support these expenses.
(2). The Seminary shall sell gifts of real property which fund life income gifts as soon as practicable, unless the property is producing income sufficient to pay taxes, insurance and the life income requirements of the gift. Outright gifts of real property shall be sold as soon as practicable.
(3). The Donor shall be informed that the value of the gift will likely be reduced by sales commissions, taxes and legal expenses at the time of the sale of the property.

(4). The Memorandum shall contain all special arrangements, conditions or stipulations that are agreed to by the Donor and the Seminary.

f. The Donor shall provide a proposed Seller's Affidavit disclosing any and all tenants, leases, security instruments, graves or cemetery parcels, etc., as well as any and all other information disclosed in #2 above.

g. The Donor shall provide a draft of the proposed deed conveying title from the Donor to the Seminary.

h. The Executive Committee shall review the above information, paying particular attention to the Memorandum of Agreement, before approving the acceptance of all gifts of real property. No deeds transferring title to real property to the Seminary shall be executed without prior approval of the Executive Committee.

5. It is the policy of the Seminary, and has been the policy of the Seminary from its beginning, that any and all assets received from donors that are, in any way, restricted as to how the assets or the income from the assets are to be employed or used by the Seminary shall be treated as follows.

a. The restriction placed on the use of the assets shall be honored completely unless a change is authorized by a three-fourths (3/4) vote of the entire Board of Trustees pursuant to a recommendation by the Executive Committee.

b. If the value of the assets (investment) is readily ascertainable, such as listed stocks or bonds, or can be ascertained with reasonable certainty, then that value shall be assigned to that donation. No effort will be made to keep up with whether the assets included in the donation increase or decrease in value. The original value of the donation shall remain on the books of the Seminary as the value of the donation and that amount together with the income accrued thereon, at the rate approved by the Executive Committee, shall be utilized in accordance with the restriction as previously set forth herein.

c. In the event the value of a donation cannot be reasonably ascertained, such as real property, then an estimated value based on the appraisal furnished by the donor shall be shown on the books of the Seminary, with the appropriate footnote. The footnote shall reflect the fact that the appraisal was furnished by the donor and that the original or historic value of the assets will be the net amount received from the sale or disposal of the asset, (if, as and when it is sold or otherwise disposed of) not to exceed the appraisal furnished by the donor. If no appraisal is furnished by the donor then the value of $1 shall be shown on the books as the value of the donations.
B. Investment Policy Statement

1. General

The Reformed Theological Seminary Investment Fund (Fund) is an aggregation of funds with the expectation they generate earnings now and in future years to provide reasonable annual support and ensure continued security for the Seminary’s operations in accordance with its mission. Reformed Theological Seminary desires that the Fund be managed prudently and consistent with applicable law.

This Investment Policy Statement (IPS) details the oversight and management of the investment portfolio of the Reformed Theological Seminary assets. The Investment Committee (Committee), as delegated by the Board of Trustees, is responsible for the oversight of the Fund and IPS.

The Seminary maintains a separate Gift Annuity Account, which was established for investing funds from Deferred Charitable Gift Annuities issued by the Seminary and distributes the required payments to annuitants under the applicable annuity agreement. This Gift Annuity Account is maintained and invested by the trust department of an outside financial institution whose primary focus is to provide sufficient cash to satisfy obligations under the annuity agreements and secondarily to provide long-term growth of assets. Due to the nature of this agreement, the Gift Annuity Account will fall outside the parameters of the IPS.

2. Investment Objective and Liquidity

The primary investment objective of the Fund is to attain an average annualized real total return (net of investment management fees and inflation) of at least 5% over the long term (rolling five year periods.) This is based on historical broad market results. It is recognized that the real return objective may be difficult to attain in every five-year period, but should be attainable over a series of five-year periods. Assuming an average annual inflation rate of 3%, the total annualized objective would be 8%.

Investment income earned will be accumulated in the investment account to allow the Fund to grow and provide for inflation adjusted spending in the future. Future earnings will be based on the original contribution plus accumulated earnings. When the investment objectives are exceeded, the income generated will remain in the Fund for further investment, subject to Section 9, Spending and Distribution Policy.

The Fund has a long-term investment horizon and can tolerate some short and intermediate-term volatility provided that long-term returns meet or exceed its investment objective. Consequently, the Fund may take advantage of less liquid investments, such as private equity, hedge funds, and other partnership vehicles, which typically offer higher risk-adjusted return potential as compensation for forfeiture of liquidity. To ensure adequate liquidity for distributions and to facilitate rebalancing, the Committee will conduct a periodic review of total Fund liquidity and will generally require at least 75% of the Fund to allow daily or monthly redemptions without consideration of the private real estate holdings, such as student housing and land.
3. **Asset Allocation**

To achieve its investment objective, the Fund will allocate among several asset classes with a bias toward equity and equity-like investments due to their higher long-term return expectations. Other asset classes may be added to the Fund to enhance returns, reduce volatility through diversification, and/or offer a broader investment opportunity set.

The domestic equity segments are intended to provide long-term growth and offer high expected real returns and liquidity. The international equity segment is intended to enhance return and control risk by reducing the Funds' reliance on domestic financial markets. Private Equity may provide even higher return potential by focusing on opportunities in less efficient and more illiquid markets. Marketable Alternatives are employed to offer market comparable returns with lower expected volatility. Fixed income provides stability and protection in deflationary environments. Real Assets provide the portfolio with a diversified hedge against inflation as well as a strong yield component. Lastly, Cash provides short-term liquidity and serves as a funding source for spending and rebalancing.

The Seminary may also invest in income producing property, which is primarily used for student housing and may or may not be located on any campus. Such investments shall be considered in the asset allocation of the Fund and shall earn a reasonable rate of return, before considering charges for depreciation.

The Fund will be diversified both by and within asset classes. The purpose of diversification is to provide reasonable assurance that no single security, or class of securities, will have a disproportionate impact on the performance of the total Fund. As a result, the risk level associated with the portfolio investment is reduced.

The Fund’s long-term, strategic asset allocation is presented in the following table, which also lists the long-term policy target allocations for each asset category and the permissible ranges of actual investment exposure.

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Policy Target</th>
<th>Policy Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Equity</td>
<td>22.0</td>
<td>15 - 35</td>
</tr>
<tr>
<td>International Equity</td>
<td>22.0</td>
<td>15 – 35</td>
</tr>
<tr>
<td>Alternatives</td>
<td>20.0</td>
<td>12 - 27</td>
</tr>
<tr>
<td>Fixed Income and Cash</td>
<td>21.0</td>
<td>10 - 40</td>
</tr>
<tr>
<td>Real Assets, incl. real estate</td>
<td>15.0</td>
<td>10 - 25</td>
</tr>
</tbody>
</table>

4. **Rebalancing**

Assets should be rebalanced back to their respective targets to ensure that the asset allocation remains an accurate reflection of Reformed Theological Seminary’s desired risk profile. The following methods will be used to rebalance the Fund to the target allocations: 1) Staff will rebalance using cash inflows and outflows; with guidance from outside consultant. 2) If actual allocations move outside of allowable ranges due to short term changes in the market value of the portfolio, the Committee will determine the appropriate course of action. The Committee will review the Fund’s asset allocation
quarterly. The Committee will review deviations from asset class policy targets outside of the allowable ranges at any point in time and if necessary, rebalancing may occur.

There may be times when tactical over or under weights are maintained to take advantage of favorable market conditions or disequilibria in certain asset categories. In addition, the Committee recognizes that investing in certain illiquid investments (i.e. primarily Private Capital, and Real Assets) makes it more challenging to quickly adjust those allocations. Furthermore, the pace of commitments to these investments must be measured to construct an optimally diversified portfolio.

As a consequence of these constraints, deviations from policy targets may occur. This is particularly relevant during the several years required to buildup an allocation to an illiquid asset class, such as Private Equity.

Cash receipts shall be invested as soon as practical and in accordance with the current asset allocation policy, unless otherwise approved.

5. Performance Evaluation Benchmarks

Benchmarks are useful to gauge the performance of the Fund, but they are best viewed over longer periods, generally three to five years. Benchmarks for each of the broad asset classes are presented in the table below.

<table>
<thead>
<tr>
<th>Asset Class with Sub Classes</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Public Equity</td>
<td>Russell 3000 Index</td>
</tr>
<tr>
<td>International Public Equity</td>
<td>MSCI All Country World U.S. Index</td>
</tr>
<tr>
<td>Private Capital</td>
<td>Venture Economics All PE Index</td>
</tr>
<tr>
<td>Marketable Alternatives (Hedge)</td>
<td>HFRI Fund of Funds Index</td>
</tr>
<tr>
<td>Real Assets</td>
<td>Real Asset Composite</td>
</tr>
<tr>
<td>Core Bond</td>
<td>Barclays Capital Aggregate Index</td>
</tr>
<tr>
<td>U.S. Treasuries</td>
<td>BC U.S. Treasury 5-10 Year Index</td>
</tr>
<tr>
<td>Non-U.S. Government Bonds</td>
<td>Citigroup World Government Bond Index</td>
</tr>
<tr>
<td>Cash</td>
<td>Citigroup 90 Day T-bill index</td>
</tr>
</tbody>
</table>

The Fund will be compared to its Policy Benchmark, which represents the optimal “Policy Portfolio” selected by the Committee. The Policy Benchmark is defined as the sum total of all the policy target weights for each of the asset classes multiplied by the returns of their respective benchmarks. Significant performance deviations from the Policy Benchmark will be explained and appropriate actions taken if necessary.

In addition to the Fund and asset-class benchmarking, all managers within each asset class will be compared to their own relevant style index benchmarks. While a horizon of at least three years is the preferred comparison period, significant short-term differences will be highlighted and, if warranted, action steps recommended to the Committee by the investment consultant.
6. Investment Limitations and Restrictions

The Committee has established the following investment limitations and restrictions in order to define the level of risk that is acceptable in the investment portfolio. Investment managers selected to manage Seminary assets must adhere to these guidelines, unless the Committee has authorized modifications in writing. Investments in commingled funds are not subject to these restrictions; however, these guidelines will be taken into account in selecting appropriate commingled funds.

Equity
The maximum position in any security may not exceed 10% of the portfolio. The allocation to any one economic sector or country (for international equity portfolios) should not be excessive and should be consistent with the portfolio’s benchmark index and with managers with similar investment styles.

Fixed Income
Not more than 10% of a manager’s portfolio may be invested in the securities of any one issuer, with the exception of the U.S. Government, its agencies, or other sovereign government issuers. Securities denominated in foreign currencies are limited to not more than 10% of the total fixed income portfolio.

Investments rated below “BBB-” by Standard & Poor’s Corporation, or comparable nationally recognized rating services, are limited to not more than 10% of the fixed income portfolio. Unrated securities considered by the manager to be within the quality guidelines of the account may be purchased. In the case of a split rating, the higher rating shall apply. If a downgrade causes a violation of these guidelines, such downgraded security may be held at the manager’s discretion.

7. Manager Selection and Monitoring

Reformed Theological Seminary seeks managers who demonstrate effective strategies, sustainable advantages, and high-quality organizational structures. The Seminary expects its active managers to generate superior, relative risk-adjusted performance, net of all expenses. Passive mandates may be used in more efficient (occasionally in less efficient) segments of the capital markets, for the purpose of gaining market exposure. The Committee shall determine the respective maximum allocations to single, active managers.

Attractive firm characteristics include:

- strong reputation in the marketplace and a meaningful, high-quality, institutional client base;
- aligned interests (e.g. significant amount of principal/employee dollars invested in the funds);
- stable and experienced professional team and principals/employees own equity in the firm;
- controlled growth and a manageable level of assets under management; and
- competitive long-term performance among peers.

The investment consultant will conduct extensive due diligence prior to recommending each external manager to the Committee and the staff will review the diligence as requested by the Committee. Evaluations include meetings with key personnel and
typically include at least one on-site visit to the principal office. Research also includes reviews of audited financial statements, reference checks with other clients and business associates, and comparison to competitors. When deemed appropriate, background checks will be conducted. Staff and consultant will use their respective networks of contacts to gain further confirmation of a manager’s abilities and business practices. New firms have additional business risk and are subject to a more rigorous level of due diligence and more stringent ongoing monitoring. Selection of investment managers is not geographically restricted.

The ongoing review and analysis, both quantitative and qualitative, of existing investment managers is just as important as the due diligence implemented during the manager selection process. In addition to performance measurement noted below, staff and/or the investment consultant will monitor for consistent implementation of investment strategy and philosophy, appropriate risk controls, adherence to any stated guidelines, and any material changes in the manager’s organization and/or personnel.

The performance of the Fund’s investment managers will be actively monitored by staff and/or the investment consultant, who will report any meaningful observations and performance deviations to the Committee in a timely manner. Quarterly performance will be evaluated versus appropriate benchmarks and peer universes, but emphasis will be placed on relative performance over longer investment periods.

The Committee has the discretion to take corrective action by replacing a manager if the Committee deems it appropriate at any time. Corrective action typically occurs as a result of meaningful organizational or process-related change, and, in some cases, sustained relative underperformance. Significant short-term underperformance will also trigger a review.

Manager fees are expected to be reasonable. Incentive performance fees are common in the less-liquid asset categories and, in some cases, more traditional asset classes.

8. **Roles and Responsibilities**

**Investment Committee:**
- Establish the investment policy and asset allocation of the Fund assets.
- Determine risk and return objectives, approve new asset classes and benchmarks.
- Approve and/or dismiss outside investment managers and consultants.
- Monitor the attainment of the Plan’s investment and financial objectives.
- The Committee should meet quarterly and provide a report on the performance of the Fund at the semi-annual meeting of the Board of Trustees.

**Consultants:** It is anticipated that the Committee will employ consultants to add expertise in the management of the Fund assets. The consultant, pursuant to the Investment Advisers Act of 1940 or state law, as applicable, has fiduciary duties to the Fund.
- The consultants shall generally advise the Committee on investment policy, asset allocation, manager selection, performance review and other investment matters. In this capacity, consultants are expected to function as knowledgeable, unbiased, independent voices, not hesitating to vigorously advocate views, whether or not held by Committee members.
- Provide periodic reports to Management and the Committee as requested.
- Attend Committee meetings as requested.
- Provide commentary on Investment Manager Performance. Suggest possible changes or additions of managers.

The following are some examples of reasons that may cause the Committee to lose the confidence in a manager:
- Change in organizational structure or personnel – A significant change in culture through a merger or acquisition that is likely to distort incentives and promote turnover; or if the investment team leaves the firm.
- Changes in strategy and style – If the manager departs from the strategy and style that they were hired to implement; such as a switch from a quantitative process to a fundamental one; and
- Performance – continued performance shortfalls versus a peer group of managers with similar style and/or a market index. Performance is most meaningfully evaluated over a medium-to long-term time horizon of three to five years.

**Staff:**
- Implementation of investment policies and guidelines (as established by the Committee), including policies and guidelines regarding asset allocation ranges, and prohibited investments.
- Monitor the management of the funds by reviewing written reports from investment managers that focus on the primary determinants of returns, including asset allocation and investment strategy.
- Prepare investment reports for Committee review as necessary and alert the Committee to any matters requiring attention as they may arise.

**Custodian:** The custodian’s role is to receive, hold, manage and invest the Fund assets to the extent directed by the Committee or staff. The custodian will make payments from the funds to such persons or organizations as designated in writing by authorized Reformed Theological Seminary personnel. It will keep accurate and detailed accounts of all investments, receipts, disbursements and other transactions and will provide the Committee and the consultant with a written account of all holdings and transactions on a monthly basis.

**9. Spending and Distribution Policy**

As set forth in Section III C of the Operating Manual, to be prudent and assure reasonable income is available to meet the Seminary’s donor intentions, a spending rate policy will be utilized for certain restricted endowment-type funds and on approved restricted funds. The Investment Committee has the responsibility to recommend to the Executive Committee for approval of the rate of return at which earnings will accrue on these funds. This annual rate has been determined and approved to be 5%; however, it may subsequently be adjusted if deemed necessary. This spending policy will allocate unrestricted net investment income to donor-restricted endowment-type funds.

Net investment income earned on board-designated funds is unrestricted and available to use for operating or capital purposes if determined by the Committee or the Executive Committee of the Board of Trustees or both.
10. Conflict of Interest

If any member of the Committee, staff, or the investment consultant shall have, or appear to have, a conflict of interest that impairs or appears to impair the respective member’s ability to exercise independent and unbiased judgment in the good faith discharge of his or her duties, he or she shall disclose such conflicts prior to meaningful discussion. All parties must also comply with any other conflicts of interest policies adopted by Reformed Theological Seminary set forth in Section III S of the Operating Manual.

Implementation

In order to keep the Investment Policy Statement current, this information is subject to no less than annual review. When adopted, it will replace any current Investment Policy Statement in the RTS Operating Manual.

C. Policy for Restricted Fund

1. Income on Restricted Funds

WHEREAS, contributions are made and accepted subject to certain restrictions or uses, and it is desirable that the staff of the Seminary have specific instructions from this Executive Committee pertaining to such funds;

NOW, THEREFORE, BE IT RESOLVED that the staff of this institution, until and unless instructed to the contrary by the Executive Committee, is hereby instructed to be guided by the following policies with reference to any and all funds that are received by this institution:

a. FUNDS RECEIVED THAT ARE GIVEN WITH SPECIFIC INSTRUCTIONS THAT ONLY THE INCOME THEREFROM SHALL BE UTILIZED BY THE SEMINARY AND THIS INCOME SHALL BE USED FOR A SPECIFIC PURPOSE:

Typical of the funds that are received that fall into this category are funds that are received to establish a Chair for a professorship. Where it is the obvious intent of the donor that the principal of the fund be kept intact and that the income received thereon be used solely for the specific purpose that is designated by the donor, then the income received thereon (as hereinafter provided) shall be used for that purpose and that purpose only. In the event all of the income is not utilized or used during any fiscal year of the Seminary, then any remaining portions of such income shall be added to the principal at the end of the fiscal year.

b. FUNDS RECEIVED THAT ARE GIVEN UNDER THE PROVISION THAT ONLY THE INCOME RECEIVED THEREON SHALL BE UTILIZED BY THE SEMINARY BUT WITH THE PURPOSE FOR WHICH THE INCOME IS TO BE USED BEING GENERAL AS DISTINGUISHED FROM A SPECIFIC PURPOSE AS IN CATEGORY NO. (a) ABOVE.
Typical of the type of funds that fall in this category are funds given with the understanding that the principal will be kept intact but that the income therefrom will be used for scholarships or for other general purposes and leaving it up to the Seminary, acting in accordance with its approved procedures, to determine the actual application of such income. This category includes funds given to what has been designated as the "Scholarship Endowment Fund" and all other funds established in memory of particular people or particular causes where only the income is to be expended and do not fall in Category (a) - but not to include the "Operating Endowment Fund" or funds the income from which is to be used for general operating expenses of the Seminary. The income (as hereinafter described) from these funds shall be utilized for the purposes designated by the donor and to the extent not utilized during any fiscal year shall be retained as available for the next succeeding fiscal year. The principal of the fund shall remain intact with all income received thereon being available, on a cumulative basis, for the use prescribed by the donor.

c. FUNDS RECEIVED THAT ARE GIVEN WITH THE UNDERSTANDING THAT THE PRINCIPAL WILL BE UTILIZED FOR THE CAUSE OR CAUSES SPECIFIED BY THE DONOR:

Typical of funds that fall into this category are those funds given to the "Building Fund", to the "Missions Program Expansion Fund", to the "New Curriculum Restricted Fund", to the "Pop Primos Faculty Bonus Fund", and to the "June Howie Evangelism Scholarship Fund". In these instances, the principal is to be used for the purposes designated by the donor and "ordinarily" will not generate interest income which is then utilized for that purpose. Ordinarily, funds of this type will be utilized for the purposes designated by the donor but will not be treated as interest income funds with the interest thereon to also be used for the purposes designated by the donor. The term "ordinarily" is used here advisedly. There may be instances where the funds will not be used for an extended period of time and this is a known fact. Under these circumstances the Chancellor is authorized to instruct the staff to accrue interest on such funds with such instructions being in effect only for the fiscal year designated by the Chancellor and with the understanding that unless designated for the next succeeding fiscal year that interest will not be accrued for that next succeeding fiscal year. This designation by the Chancellor is to be only for one year at a time.

d. FUNDS RECEIVED THAT ARE GIVEN WITH NO SPECIFIC RESTRICTIONS OR INSTRUCTIONS:

This category will include all funds that do not fall into one of the above three (3) categories. These funds are available for use, both principal and interest, in connection with the operations of the Seminary.

BE IT FURTHER RESOLVED that the principle originally established by the Seminary to the effect that any and all restricted funds received by the Seminary shall, at all times, be subject to action by three-fourths (3/4ths) vote of the full Board of Trustees remains in effect and that until and unless such a vote is taken with regard to any restricted funds then the foregoing principles are to be followed by the staff of the Seminary.
BE IT FURTHER RESOLVED that the investment committee of the Seminary is hereby instructed to the effect that they have the obligation and responsibility of recommending to the Executive Committee a specific interest rate to be accrued for the benefit of the funds falling in Categories (a) and (b) above for each fiscal year so that the staff of the Seminary will be in a position to apply that percentage to all such funds for that fiscal year. The Investment Committee shall also recommend to the Executive Committee on or about the beginning of each fiscal year, the percentage that is to be allocated to all funds falling in Categories (a) and (b) and to the extent, if any, designated by the Chancellor, in Category (c), for that fiscal year. The interest rate to be attributed to these funds shall be designated by the Executive Committee. The Investment Committee shall then, in determining its investment policy, take into consideration the interest rate that will be attributed to the various funds falling in Category (a) and (b), and to the extent designated by the Chancellor in Category (c).

2. Endowment Policy

The seminary maintains various separate restrictive funds all of which are subject to the basic rule that they must be used in accordance with the instructions under which they are established unless changed by a 3/4 vote of the entire membership of the Board. All donors of restricted funds that are intended to be established as endowment-type funds will be given a written explanation of the endowment policy of the Seminary which they will be asked to sign indicating their awareness of this policy.

D. Conflict of Interest Policy

Article I - Purpose

The purpose of the conflict of interest policy is to protect Reformed Theological Seminary’s (Seminary) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or trustee of the Seminary or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II - Definitions

1. Interested Person

Any trustee, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an “Interested Person”.

2. Financial Interest

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

   a. An ownership or investment interest in any entity with which the Seminary has a transaction or arrangement,
b. A compensation arrangement with the Seminary or with any entity or individual with which the Seminary has a transaction or arrangement, or

c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Seminary is negotiating a transaction or arrangement.

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

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III - Procedures

1. Duty to Disclose

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

2. Determining Whether a Conflict of Interest Exists

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

3. Procedures for Addressing the Conflict of Interest

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

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

c. After exercising due diligence, the governing board or committee shall determine whether the Seminary can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Seminary's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

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

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

Article IV - Records of Proceedings

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

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

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

Article V - Compensation

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

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

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

Article VI - Annual Statements

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

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

Article VII - Periodic Reviews

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

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

Article VIII Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Seminary may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

E. Records Retention Policy

Guidelines for Document or Information Retention Period

General
Articles of Incorporation ............................................................... Permanent
Bylaws .................................................................................... Permanent
Tax exemption letter ................................................................. Permanent
Tax exemption application ......................................................... Permanent
Board Minutes ......................................................................... Permanent
Executive Committee Minutes ................................................... Permanent
Litigation correspondence ........................................................ Permanent
<table>
<thead>
<tr>
<th>Category</th>
<th>Documents</th>
<th>Retention Period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Insurance policies</strong></td>
<td></td>
<td>Permanent</td>
</tr>
<tr>
<td><strong>Real estate records</strong></td>
<td></td>
<td>Permanent</td>
</tr>
<tr>
<td><strong>Leases (after termination)</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Service contracts (after termination)</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Insurance claims (after settlement)</strong></td>
<td></td>
<td>5 yrs</td>
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<tr>
<td><strong>Financial</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Audited Financial Statements</strong></td>
<td></td>
<td>Permanent</td>
</tr>
<tr>
<td><strong>Year end general ledger trial balances</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>Depreciation schedules</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>IRS Form 990 &amp; 990-T</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>IRS examinations</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>State sales tax reports</strong></td>
<td></td>
<td>10 yrs</td>
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<tr>
<td><strong>Property tax reports</strong></td>
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<td>10 yrs</td>
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<tr>
<td><strong>Year-end closing workpapers</strong></td>
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<td>7 yrs</td>
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<tr>
<td><strong>Student billing ledgers</strong></td>
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<tr>
<td><strong>Bookstore billing ledgers</strong></td>
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<td>7 yrs</td>
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<tr>
<td><strong>Accounts payable ledgers</strong></td>
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<td>7 yrs</td>
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<tr>
<td><strong>Canceled checks</strong></td>
<td></td>
<td>7 yrs</td>
</tr>
<tr>
<td><strong>Bank statements/Bank reconciliations</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Investment account statements</strong></td>
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<td>7 yrs</td>
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<tr>
<td><strong>Investment committee reports</strong></td>
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<td>7 yrs</td>
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<tr>
<td><strong>Bookstore Inventory records</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Paid invoices</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Bank deposit slips (credit card receipts)</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Student billing detail information</strong></td>
<td></td>
<td>3 yrs</td>
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<tr>
<td><strong>Bookstore billing detail information</strong></td>
<td></td>
<td>3 yrs</td>
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<tr>
<td><strong>Petty Cash records</strong></td>
<td></td>
<td>3 yrs</td>
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<tr>
<td><strong>Monthly financial statements</strong></td>
<td></td>
<td>3 yrs</td>
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<tr>
<td><strong>Annual operating budgets</strong></td>
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<td>3 yrs</td>
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<tr>
<td><strong>Development</strong></td>
<td></td>
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<tr>
<td><strong>Donor gift ledgers</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>Estate files</strong></td>
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<td>Permanent</td>
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<tr>
<td><strong>Donor receipts</strong></td>
<td></td>
<td>7 yrs</td>
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<tr>
<td><strong>Restricted donor gift instruments and records</strong></td>
<td></td>
<td>7 yrs (after restrictions expire)</td>
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<tr>
<td><strong>Gift Annuities</strong></td>
<td></td>
<td>7 yrs (after expiration)</td>
</tr>
<tr>
<td><strong>Personnel &amp; Payroll</strong></td>
<td></td>
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<tr>
<td><strong>IRS Form 5500 for Employee Benefit Plans</strong></td>
<td></td>
<td>Permanent</td>
</tr>
<tr>
<td><strong>Annual Retirement Plan Reports</strong></td>
<td></td>
<td>Permanent</td>
</tr>
<tr>
<td><strong>Pension/Retirement Plan documents</strong></td>
<td></td>
<td>Permanent</td>
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<tr>
<td><strong>Payroll journal</strong></td>
<td></td>
<td>10 yrs</td>
</tr>
<tr>
<td><strong>Employment tax records (W-2s, 941, 1099)</strong></td>
<td></td>
<td>8 yrs</td>
</tr>
<tr>
<td><strong>Personnel files (after employment terminates)</strong></td>
<td></td>
<td>8 yrs</td>
</tr>
<tr>
<td><strong>Faculty contracts (after termination)</strong></td>
<td></td>
<td>8 yrs</td>
</tr>
<tr>
<td><strong>Payroll time cards</strong></td>
<td></td>
<td>8 yrs</td>
</tr>
</tbody>
</table>
F. Donor and Mailing List Information

The seminary mailing list is maintained for the exclusive use of the seminary in furthering its programs and objectives. The mailing list may not be released in printed or computer form to non-seminary personnel without authorization from the Executive Committee of the Board of Trustees.

G. Disclaimer Statement Regarding Guest Speakers and Occasional Lecturers

We are thoroughly and whole-heartedly committed to the Reformed and evangelical faith. We do not intend in any degree to compromise that commitment. Our witness, influence, and instruction are all directed to that end. At the same time, we believe that there are circumstances which warrant the invitation of a speaker who may not entirely share our commitment. Such an invitation is not to be understood as implying endorsement or approval of the views of a visiting speaker. Rather, his (or her) presence on campus is to be regarded from the standpoint of the specific contribution which that person can make to the intellectual and/or spiritual development of our students because of his (or her) expertise in any given field, such as evangelism, missions, theology, history, preaching.

H. Denominational Involvement

1. Recognizing that the exercise of individual involvement in the life of their respective denominations by members of the official family of the seminary may be interpreted by some as implicating or involving the seminary, this statement is being made by the trustees of the seminary so as to eliminate, if possible, any misunderstanding in that regard.

2. Reformed Theological Seminary is an independent institution owned and operated by a self-perpetuating Board of Trustees and is not affiliated with any denomination, although normally all Trustees are affiliated with Presbyterian or Reformed denominations or churches. From its founding, it has recognized the right and duty of each member of its official family to participate responsibly in the life and work of his particular denomination as each felt led so to do.

3. The seminary was founded with a vital and perpetual commitment to the inerrancy of Scripture and to the historic Westminster Confession of Faith and the Larger and Shorter Catechisms and to the mission of preparing ministers who unite in their ministry the doctrinal strength of the Reformed faith and the warmth of evangelistic passion. It is the intent and purpose of the trustees, under God, faithfully to adhere to this commitment and purpose and to serve the whole spectrum of Reformed and Presbyterian denominations in the training and supplying of ministers.

4. As an institution, the seminary is in sympathy with all denominations, organizations and movements in the Presbyterian and Reformed world which seek to perpetuate and propagate Biblical, Reformed and evangelical Christian faith. While the seminary seeks to promote these qualities it does so without any official relationship with any denomination, organization or movement.

5. All members of the official family of the seminary, including without exception all the trustees, faculty members and others, are united in the foregoing purposes. Nevertheless, every individual has his own views under God as to the best
methods, procedure, or organization to accomplish these purposes insofar as they
relate to the denomination with which he is affiliated. The seminary does not now
and does not intend in the future to make any attempt to influence or control any
member of its official family as to his personal views in this regard, nor does it
intend to limit the activities of any member of its official family in this regard as
long as such activities do not hinder such individual's responsibilities to the
seminary.

I. Criticism of Other Evangelical and Reformed Groups

1. We are an evangelical seminary of Calvinistic tradition, teaching the distinctive
system of doctrines of the Reformed faith as set forth in the historic Westminster
Confession of Faith. We recognize that there are both evangelical and Reformed
brethren in Christ, including some Christian organizations, who hold other views,
emphases and policies in missions, evangelism and doctrine. While dedicated to
fulfilling our responsibilities and commitment in these areas as set forth herein, we
resolve to maintain openness to and appreciation for these brethren and
organizations in a loving brotherly spirit and thus contribute to the purity and the
unity of the Christian community and witness.

2. Our philosophy and approach is one of positive commitment to the doctrines in the
Westminster Confession of Faith and Catechisms but without unbecoming
criticism of other evangelical groups. The faculty has been requested to emphasize
this policy by bringing it to the attention of visiting speakers.

J. Evangelism Policy

Fundamental in the concept of theological training held by Reformed Theological
Seminary is the dynamic union of the doctrinal strength of the Reformed Faith with the
warmth of evangelistic passion and endeavor.

Recognizing that the Biblical distinctive of the Reformed Faith will cause us to differ with
some whom we recognize to be true brethren in Christ, we express appreciation for their
devotion to Christ and their zeal to bear witness to Him, resolve to maintain a loving and
brotherly spirit toward them, but reserve our responsibility to the Lord, our brethren and
the Truth, as we see it, to recognize, identify and seek to correct error in the presentation
of the Gospel.

We hold that the motive, meaning, message and methods of evangelism are to be
determined wholly by Scripture.

1. The chief MOTIVE in evangelism is to glorify God through calling sinners to
repentance and faith (Luke 15:7, 10, 32).

2. The MEANING of evangelism involves the communication of the Good News
from and about God as set forth in the Bible especially His saving purpose, design
and offer in His Son, the Lord Jesus Christ. This witness is given to fulfill the
Great Commission throughout the world (Matt. 28:18-20), in making disciples of
Christ; to fulfill our calling as ambassadors through whom God makes His appeal
to sinful men beseeching them on behalf of Christ to be reconciled to God (II Cor.
5:20); and as messengers with His message to be used of God "for the sake of the
elect that they may also obtain the salvation which in Christ Jesus goes with eternal glory." (II Tim. 2:10)

3. The MESSAGE of evangelism is the whole counsel of God (Acts 20:24-27) regarding God, Man, Christ, repentance and faith as set forth in Scripture. In particular, it includes the immeasurable love, saving design and electing purpose by which God secures the salvation of people through the redeeming death and resurrection of Jesus Christ. We hold that the doctrines of grace, sometimes called the "Five Points of Calvinism" are essential to the true message of the evangel. We further hold that Scripture does not specify a certain order or degree of fullness in a presentation of the Gospel.

4. The METHODS of evangelism set forth in Scripture, which should be supported by the example of redeemed lives, are basically the proclamation of the Good News and repentance and faith in the Lord Jesus Christ. Lest men be encouraged to make premature and inauthentic professions, we hold:
   a. That in calling sinners to Christ, we should use only those promises and appeals set forth in Scripture;
   b. that caution should be exercised regarding approaches that could be manipulative;
   c. and that caution be exercised in calling for responses which unregenerate men may make.
   d. We hold that because Scripture does not prescribe the method of applying such principles, messengers of Christ must be allowed individual liberty.
   e. We are committed to the presentation of this truth regarding Jesus Christ that, by the work of the Holy Spirit, men may come to God by receiving and trusting Jesus Christ as Savior and Lord, and that they may serve Him as their King in the fellowship of the Church.

K. Faculty and Administration Participation in Controversial Speaking Engagements

When members of the faculty or the administration are invited to engage in speaking engagements or activities which in their judgment are controversial by nature and may well reflect on the seminary and/or conflict with seminary policy, they are invited to bring the matter to the attention of the Chancellor, their Campus President, or their Extension Campus Director prior to acceptance. The purpose of this is to enable the Chancellor, their Campus President, or their Extension Campus Director to be aware of the situation and to give such counsel to the person involved as he deems wise. This counsel is advisory in nature, but is to be considered by the person invited in making his final judgment in the matter. At his discretion, the Chancellor, their Campus President, or their Extension Campus Director may bring these issues to the Executive Committee for their counsel.

L. Extra-Confessional Views

The Board of Trustees recognizes the right of individual faculty members to hold and support views which may differ from the Reformed consensus, but which are not clearly contrary to the system of doctrine set forth in the Westminster Confession of Faith.

The Board of Trustees disclaims, however, any official Reformed Theological Seminary identification with a position that is not explicitly set forth in the Westminster Confession of Faith and Catechism as generally and historically interpreted by the Reformed and
Presbyterian Churches in the United States, or explicitly set forth in the charter of this seminary.

When positions are held which are not explicit in the above, yet not contrary thereto, the Board of Trustees requests that care, temperance, and balance be practiced in expressing or promoting them so that these positions do not become an occasion of disruption or division to the faculty or the Board of Trustees of the seminary. The trustees hold the faculty member teaching such positions responsible to:

1. Make clear to those instructed that such positions are those of the individual professor and not the officially adopted position of Reformed Theological Seminary or its faculty;

2. Take particular care to see that other positions are fully and fairly presented;

3. Take care that no major allocation of time or emphasis be given to such positions.

M. Women in Degree Programs

The degree programs of Reformed Theological Seminary have always been open to all applicants, including women, who have the required educational, spiritual and character qualifications. The seminary has assumed its non-discriminatory stance as an educational institution. It is not an ordaining authority or a court of the church; nor does it interpret the completion of a degree program here as, in itself, meeting the qualifications requisite for the ministry or as meeting the biblical qualifications for ordination. Ecclesiastical courts or bodies are responsible to apply their requirements for ministerial candidacy and ordination and to determine the suitability, doctrinal soundness, and readiness for ministry of a particular seminary graduate.

Because we believe women have an important role in the service of Christ and His Church, we believe that it is appropriate for women to pursue theological and biblical studies in preparation for entering into their service at home and abroad. We believe that this policy is in accord with the Scriptures and the Westminster Confession of Faith and Catechisms. It is in keeping with the consensus of the Faculty of the seminary, the Ministerial Advisors of the seminary, and other evangelical and Reformed seminaries.

The concepts set forth in this policy statement are that a degree from Reformed Theological Seminary indicates that the graduate has completed the requirements for his course of study, which, in the M.Div. degree meets the standard educational requirements for ordination in most denominations. The degree does not certify that the graduate necessarily possesses all the Biblical qualifications requisite for the ministry, or adheres to the Reformed faith. Graduation from Reformed Theological Seminary with either the degree or the diploma should not in itself, therefore, be taken as a recommendation for the ministry. Ecclesiastical bodies and pulpit committees are responsible to apply their own requirements for ordination, to determine the doctrinal soundness, and the suitability and readiness for ministry of a particular graduate. Students enrolled at the seminary are exposed to and instructed in courses that prepare for Christian service from the perspective of the Reformed faith.

Some of the preaching and pastoral course requirements may be adjusted for women and other non-ministerial candidates so as to provide the appropriate preparation and setting for their needs.
N. Non-Discriminatory Enrollment

In keeping with the Christian conscience of the Seminary and in compliance with the Internal Revenue Service requirements, the Executive Committee of the Board of Trustees has approved and authorized the following statement to be used in all bulletins, brochures and catalogues of the Seminary: "The Seminary has a racially non-discriminatory (race, sex, handicap) admissions policy. The school's policy is to admit students to all the rights, privileges, programs, and activities at the school and to make no discrimination on the basis of race, sex, or handicap in the administration of educational policies, applications for admission, scholarship or loan programs, and extracurricular activities."

O. Libraries Mission Statement

The mission of the libraries of Reformed Theological Seminary is to provide resources and services to support the curriculum of the institution, the research interests of the faculty, and the general needs of the local Christian community. The libraries seek to serve in the implementation of the Seminary's commitments to the inerrancy of Scripture and the Reformed faith as set forth in the Westminster Standards. The libraries facilitate the use of their collections through a variety of services, including bibliographical instruction, reference assistance, and use of computer technology. The libraries are committed to resource sharing not only between themselves but also by participating in local, regional, and national library organizations.

P. Students' Role and Participation in Institutional Decision Making

The seminary recognizes that students may contribute positively to institutional decision making. Therefore, an open-door policy exists throughout the institution, through which students may voice their concerns, suggestions, and needs. In addition, pertinent matters may be brought to the attention of the faculty, administration, or Board of Trustees through the student government and its officers.

Q. Public Statement Policy

Prior to signing any public statement or document, faculty and staff shall inform the Chancellor, their Campus President, or their Extension Campus Director and receive any counsel he shall offer regarding the matter before actually signing or authorizing their names to be used.
IV. The Administration

One or more of the offices listed below may be held by the same person.

A. The Chancellor

He shall be elected by the Executive Committee and shall supervise the affairs of the corporation and shall be responsible for the administration of the seminary affairs and the execution of the policies and actions of the Board of Trustees and the Executive Committee. He shall have such duties and responsibilities as shall be assigned to him by the Executive Committee. The Board is responsible to set policies for the Seminary. The Chancellor is responsible for the administration of these policies. Some of these duties are specifically listed below.

1. The Chancellor shall recommend to the Executive Committee for approval a Chief Financial Officer, Chief Operations Officer, Chief Academic Officer, and Chief Development Officer each of whom shall serve as the Staff Officers for the Office of Chancellor. These Officers shall report directly to the Chancellor.

2. The Chancellor may appoint a Chancellor’s Cabinet that shall serve as a Management Advisory Group. Such cabinet shall consist of the Staff Officers of the Office of Chancellor, each Campus President and a representative of extension campuses as well as others who, in the Chancellor’s judgment, may be necessary to the membership of the Chancellor’s Cabinet.

3. He shall be responsible for preparing the agenda and presenting that agenda to the Executive Committee at its meetings. In the event of his absence or his inability to attend an Executive Committee meeting, he may assign this responsibility to the Chief Operations Officer.

4. The Chancellor shall be responsible for preparing the agenda for and presenting that agenda to the Board of Trustees at its meetings. In the event of his absence or his inability to attend a board meeting, he may assign this responsibility to the Chief Operations Officer.

5. The Chancellor has the authority to become involved in any day-to-day operation of the Seminary to the extent that he desires to do so and shall have the authority to overrule a decision of the Presidents, other members of the Chancellor’s Cabinet or a Director of an extension campus.

6. The Chancellor shall have at least one month vacation annually.

7. The Chancellor shall be permitted to live in the city of his choice.
8. The Chancellor shall be responsible for organizing and directing the fundraising development for the Seminary, and the Chief Development Officer shall report directly to him.

9. The Chancellor shall be responsible for what is sometimes designated as "net-working" with other organizations, other seminaries, and other institutions. He shall be the representative of the Seminary for such "net-working" except that he shall be fully empowered to designate a Campus President or some other party as his representative on a particular occasion or to any particular organization.

10. The Chancellor shall be responsible for the public relations of the Seminary and in this connection shall keep the Chairman of the Board, and the appropriate members of the Executive Committee, along with the members of the Chancellor’s Cabinet, reasonably advised pertaining to his program and efforts in that regard.

11. The Chancellor shall be responsible for the content of the RTS Ministry & Leadership, although the Chief Development Officer shall normally be appointed Editor-In-Chief.

12. The Chancellor shall be responsible to oversee the recruiting of new faculty members and the other duties and responsibilities assigned to the Chancellor in the Operation Manual pertaining to the members of the faculty. He shall serve as the overall Chairman of the Faculty; although ordinarily, each Campus President shall serve as the Chairman of the Faculty on his campus.

13. It would be proper to refer to the Chancellor as the Chief Executive Officer of the Seminary.

B. The Chief Operations Officer

He shall be elected by the Executive Committee upon the recommendation of the Chancellor and shall be responsible to and report to the Chancellor. It would be proper to refer to the Chief Operations Officer as a Chief of Staff. In addition to the duties listed above in the section on the duties of the Chancellor, the Chief Operations Officer shall be responsible for the day to day operation of the Seminary and for such other duties and responsibilities as may be assigned to him by the Chancellor.
C. The President

He shall be responsible for the daily operation of a particular campus and implementation of the policies and actions of the Executive Committee.

1. He shall report to the Chancellor. He shall be elected by the Executive Committee upon recommendation of the Chancellor, and shall be responsible to coordinate through the appropriate staff officer in the Office of the Chancellor.

2. He shall be responsible for budget preparation, analysis and control of the operating budget for his campus.

3. He shall be responsible for the development program for his campus and shall spend approximately 50% of his time involved in development activities, to include but not limited to fund raising efforts on behalf of his campus and the institution as a whole.

4. He shall be responsible for the buildings, equipment, and grounds on his campus.

5. He shall be responsible for supervision of personnel on his campus, including faculty and coordinate annual faculty and staff evaluations.

6. He shall supervise the bookstore.

7. He shall oversee student services, including the scholarship committee.

8. He shall coordinate with the Dean of Student Affairs concerning the Admissions Program.

9. He shall be responsible for compliance with federal, state, and local regulations for his campus.

D. The President of the Virtual Campus and Distance Education

He shall be responsible for the following operations of the Virtual Campus and for the Distance Education Program, as well as the items under C above.

1. He shall report to the Chancellor. He shall be elected by the Executive Committee upon recommendation by the Chancellor.

2. He shall direct the development of the distance learning curriculum.

   a. He shall determine what RTS courses will be produced.
   b. He will plan and direct the production of additional courses, seminars, etc. not currently offered by RTS faculty.
   c. He shall direct the development of the Distance Education curriculum.
(1) Current RTS courses to be produced.
(2) Other offerings to be produced.
(3) He will consult with residential campus personnel about use of Distance Education materials as a supplement to regular RTS curricula.

3. He shall be responsible for the production of distance learning materials.
   a. He shall direct the taping, editing, and production of materials.
   b. He shall be responsible for quality control of all materials.

4. He shall be responsible for marketing the distance learning program.

5. He shall be responsible for student support and grading.

E. The Chief Financial Officer

He shall be responsible for overall administration of the finances for the seminary and shall serve as Treasurer of the Seminary. He shall act as Chief Financial Officer of the Seminary and Chief Financial Officer of the RTS Foundation and shall report to the Chancellor. He shall be elected by the Executive Committee upon recommendation of the Chancellor.

1. He shall be responsible for financial reporting, accounting procedures, and financial records.
   a. He shall meet with and present financial reports to the Executive Committee and to the Board of Trustees whenever they meet.
   b. He shall be responsible to coordinate the financial statement audit with the independent accounting firm selected by the Board of Trustees.
   c. He shall be responsible to provide recommendations to Cabinet personnel on maintaining an adequate system of internal control over the seminary assets.
   d. He shall consult with the Chief Development Officer to provide instruction on the proper accounting treatment for gifts.

2. He shall have overall responsibility for the preparation of the annual operating budget and presentation of the annual operating budget to the Finance/Audit Committee.

3. He shall monitor compliance with the seminary’s investment policy as approved by the Board of Trustees and prepare reports as requested by the Chairman of the Investment Committee.

4. He shall be responsible to maintain adequate property and casualty insurance.
5. He shall be responsible for supervision of payroll processing and administration of employee benefit plans as set forth in the Operating Manual.

6. He shall be responsible to coordinate and support campus business office personnel through the campus presidents.

7. He shall be responsible to report significant deficiencies in internal control procedures or other significant matters of non-compliance with seminary financial policies directly to the appropriate cabinet member and Chancellor, and if not satisfactorily resolved, directly to the Finance/Audit Committee.

8. He shall advise the Chancellor and the Chancellor’s Cabinet on matters of compliance with federal, state, and local regulations.

F. The Chief Development Officer

He shall be responsible for developing financial support and public relations.

1. He shall report to the Chancellor. He shall be elected by the Executive Committee upon nomination by the Chancellor.

2. He shall in accordance with the financial policy of the seminary direct the program of the seminary to provide income through gifts and grants.
   a. He shall prepare and implement a plan to identify and secure support from individuals, churches, corporations, and foundations.
   b. He shall be responsible for the preparation of promotional materials.
   c. He shall be responsible for the supervision of development personnel in his institutional office and to coordinate and support the work of all seminary development staff and efforts through the Campus Presidents and Extension Campus Directors.
   d. He shall be responsible for the assignment of restricted funds and scholarship assignments.

3. He shall direct the public relations program.
   a. He shall plan and supervise advertising at the institutional level and coordinate and support advancement at the campus level through the Campus Presidents and Extension Campus Directors.
   b. He shall be responsible for all RTS publications and supervise the production of all publications.
4. He shall prepare an annual budget for the institutional development program and advise campus presidents and extension campus directors in their development budget preparations.

5. He shall be responsible for coordinating relationships with alumni through campus presidents and extension campus directors.

6. Ordinarily he will attend stated (non-executive session) meetings of the Executive Committee and shall report to the Board of Trustees at their meetings.

7. He shall be responsible for the gift processing operation and the gift annuity program for the seminary.

8. He shall advise the Chancellor and the Chancellor’s Cabinet on matters of compliance with federal, state, and local regulations.

G. The Vice President for Development

He shall implement the program for financial support of the seminary.

1. He shall report to the President of his campus or, if appropriate, the Chief Development Officer. He shall be selected by the President or Chief Development Officer upon the concurrence of the Chancellor.

2. He shall normally spend at least two weeks per month in the field visiting donors and persons who have expressed an interest in the seminary.

3. He may offer presentations on behalf of the seminary in consultation with the President to whom he reports.

4. He shall attend conferences and supervise seminary exhibits upon request.

H. The Director of Development Services

He shall be responsible for the management of the annual fund responsibilities of the development program.

1. He shall report to the Chief Development Officer.

2. He shall work with the Chief Development Officer in the preparation of promotional material and will be responsible for all mailings.

3. He shall be responsible for the acknowledgment of all gifts.
4. He shall coordinate the production of publications.

5. He shall be responsible for any other responsibilities assigned by the Chancellor or Chief Development Officer.

I. The Controller

He shall be responsible for developing and implementing the accounting function of the seminary.

1. He shall report to the Chief Financial Officer.

2. He shall maintain the accounting records of the seminary in accordance with the A.I.C.P.A. Industry Audit Guide for Colleges and Universities.

3. He shall plan and develop accounting procedures and services as needed to achieve the goals of the seminary.

4. He shall be responsible for the preparation of all financial statements and tax returns.

5. He shall be the office manager of the institutional accounting office.

J. The Director of Technology

He shall be responsible for developing, operating, and maintaining the computer network and other technology connections between the campuses and shall work with the Presidents on each campus and extension campus directors to insure that computer services on each campus are provided as needed to achieve the goals of the seminary. He shall report to the Chief Operations Officer.

K. The Director of Institutional Research

He shall be responsible for institutional research for the purpose of planning and evaluation.

1. He shall be appointed by and report to the Chief Academic Officer.

2. He shall be responsible for institutional research to facilitate evaluation of current programs and activities based on priorities set by the Chief Academic Officer.

3. He shall assist in gathering other institutional data as needed for planning.
L. The Director of Church Relations

Ordinarily, on each campus there shall be a Director of Church Relations who shall be responsible for building and maintaining a healthy relationship with churches, presbyteries, ministerial associations, and denominations whose students have attended or may in the future attend the seminary.

1. He shall be appointed by and report to the Campus President and shall coordinate his activities with the Development and Admissions Departments on his campus.

2. He shall plan the appropriate strategies for annual visits to our constituencies.

3. He shall travel as necessary for regular personal contacts with churches.

4. He shall enlist faculty, staff, alumni and others for assistance with visits and contacts as needed.

5. He shall assist in any other tasks as assigned by the Campus President.

M. The Chancellor’s Cabinet

The Cabinet shall be made up of the Chancellor, Chief Operations Officer, Chief Financial Officer, Chief Development Officer, Chief Academic Officer, Campus Presidents, and a Chancellor-appointed representative from extension campuses, as well as others who, in the Chancellor’s judgment, may be necessary to the membership of the Chancellor’s Cabinet. The Cabinet shall be concerned with all aspects of the seminary's work including, but not limited to, the following:

a. academic affairs
b. staff development
c. faculty development
d. financial development
e. physical facilities
f. student recruitment
g. alumni affairs
h. public relations
N. Committees appointed by the Campus Presidents

The standing committees are the Student Scholarship Committee and a Safety Committee. Members are annually appointed by the Campus President.

1. Student Scholarship Committee

a. On each campus a committee consisting ordinarily of three persons appointed by the Campus President will award scholarships (this includes work scholarships and housing grants).

(1) The committee will ordinarily meet monthly to consider requests.

(2) Grants will be made in accordance with the following established criteria.

(a) **Financial Need:**
A full financial disclosure of savings and income, including gift support, must be received. Budget information for the year for which aid is sought must be available. What is the amount of aid requested by the applicant?

(b) **Academic Status:**
What is the applicant's grade point average? Is the student on probation or borderline probation?

(c) **Leadership Potential:**
Does the student possess outstanding leadership characteristics? Are there other appealing traits which should be considered?

(d) **Work Scholarship Status:**
Is the applicant willing to accept the work scholarship? What skills does the person possess for such tasks? How much time can the person devote to such an assignment? 5 hours per week? 10 hours per week? 15 hours per week? etc.

b. Committee authorization will be required for any awards and grants.

c. The scholarship committee shall operate within the authority of an approved budget for student aid.

d. All student aid monies shall be disbursed by action of the student scholarship committee.
e. The chairman of the committee will administer the student aid program, receiving all requests for aid, interviewing students, and notifying students of grants.

f. Students who apply to RTS will receive a financial aid form to be returned with the application.

g. Decisions should be made as early as possible after the student's application has been accepted.

2. Safety Committee

A Safety Committee, consisting of at least three members, may be appointed by the President for each campus to promulgate and administer a safety program for the Seminary. Responsibilities of the committee include recommending policies and procedures for the general safety of operations, the inspection of physical conditions and review of existing safety procedures, and dissemination of safety information to Seminary personnel.
Schematic: Organizational Chart
V. **Financial Information**

A. **Financial Policy**

See Policy Statements Section III-A. (p. 19)

B. **Investment Policy Statement**

See Policy Statement Section III-B. (p. 22)

C. **Restricted Funds Policy**

See Policy Statements Section III-C. (p. 28)

D. **Conflict of Interest Policy**

See Policy Statements Section III-D (p. 30)

E. **Record Retentions Policy**

See Policy Statements Section III-E (p. 33)

F. **Purchasing Policy**

1. A central purchasing system shall be maintained in which all supplies and equipment will be purchased through the business office.

2. Purchase request forms shall be used for all purchases showing who ordered, what was ordered, how much, for what purpose, when ordered and where order is to be delivered.

3. Purchase orders shall be used for all purchases of over $100 except in the case of library or bookstore books.

4. Faculty purchases, other than routine supplies, shall be approved, by the department chairman before being forwarded to the business office.

5. Competitive bids shall be taken where applicable.

G. **Insurance**

1. Hospitalization for faculty and staff-The seminary maintains at its own expense, hospital and major medical insurance for each member of the faculty and staff who are qualified under its hospital insurance program. In addition, hospitalization insurance is provided for the families of faculty members and officers of the seminary.
2. Hospitalization for students-The seminary arranges for hospital and major medical insurance to be available to all students. Students are expected to have either this insurance or a similar program of their own.

3. The seminary provides insurance for books of faculty which are kept on campus. It is the faculty member’s responsibility to maintain a catalog and determine the value of their books which are kept on campus. If a faculty member’s books are valued at more than $25,000, the faculty member should contact their campus business office.

4. Retirement - The seminary provides a retirement plan for all eligible faculty and staff members.

5. Life Insurance - Group term life insurance is provided for the faculty and staff.

6. Disability Insurance - Is provided for eligible faculty and administrative staff.

H. Audit

Accounts of Reformed Theological Seminary shall be audited annually by certified public accountants selected by the Board of Trustees and reports of such audits shall be presented to the Board of Trustees at the next meeting of the board following the audit.

I. Faculty Disability Policy

In the event of disability, the seminary will ordinarily continue an individual's salary for a maximum of 90 days which is the waiting period of the group disability income insurance policy.

J. Expense and Travel Reimbursement

Faculty and staff are responsible to submit the proper forms for expense reimbursement for travel officially approved by the seminary. Approval from the appropriate supervisor must be secured prior to travel and cash tickets, invoices with appropriate descriptions, etc. must be attached to the expense form for reimbursement. Travel in a personal vehicle may be reimbursed at the currently approved rate for actual mileage driven on seminary business, not to exceed normal coach air fare plus ground transportation (i.e. limo, cab, personal car to airport). Mileage and expenses for lodging, food, etc. accumulated as a result of personal business, tourist activity and other costs not related to seminary business are not reimbursable. The following resolution was adopted by the Executive Committee:

WHEREAS, income tax regulations 1.162-17 and 1.274-5 (e) provide that an employee "need not report on his tax return" expenses paid or incurred by him
solely for the benefit of his employer for which he is required to account and does account to his employer and which are charged directly or indirectly to the employer; and

WHEREAS, income tax regulation 1.274-5 (e) further provides that "an adequate accounting means the submission to the employer of an account book, diary, statement of expense, or similar record maintained by the employee in which the information as to each element of expenditure (amount, time and place, business purpose, and business relationship) is recorded at or near the time of the expenditure, together with supporting documentary evidence, in a manner which conforms to all the 'adequate records' requirements" set forth in the regulation; and

THEREFORE, the Seminary establishes a reimbursement policy pursuant to income tax regulations 1.162-17 and 1.274-5 (e), upon the following terms and conditions:

1. Any person now or hereafter employed by the Seminary shall be reimbursed for any ordinary and necessary business and professional expense incurred on behalf of the Seminary, if the following conditions are satisfied: (1) the expenses are reasonable in amount; (2) the employee documents the amount, time and place, business purposes, and business relationship of each such expense of the employee's federal income tax return; and (3) the employee documents such expenses by accounting of such expense, no less frequently than monthly. In no event will an expense be reimbursed if substantiated more than 60 days after expense is paid or incurred by an employee.

2. Reimbursements shall be paid out of Seminary funds, and not by reducing pay checks by the amount of the business expense reimbursements.

3. Reimbursable business and professional expenses include local transportation, overnight travel (including lodging and meals), entertainment, books and subscriptions, education, vestments, and professional duties.

4. The Seminary shall not include in an employee's W-2 form the amount of any business or professional expense properly substantiated and reimbursed according to the preceding paragraph, and the employee should not report the amount of any such reimbursement as income on Form 1040.

5. Any Seminary reimbursement that exceeds the amount of business or professional expenses properly accounted for by an employee pursuant to this reimbursement policy must be returned to the Seminary within 120 days after the associated expenses are paid or incurred by the employee, and shall not be retained by the employee.
6. If, for any reason, the Seminary's reimbursements are less than the amount of business and professional expenses properly substantiated by an employee, the Seminary will report no part of the reimbursements on the employee's W-2, and the employee may deduct the un-reimbursed expenses as allowed by law.

7. Under no circumstances will the Seminary reimburse an employee for business or professional expenses incurred on behalf of the Seminary that are not properly substantiated according to the policy. The Seminary and staff understand that this requirement is necessary to prevent our reimbursement plan from being classified as a "nonaccountable" plan.

8. All receipts and other documentary evidence used by an employee to substantiate the business nature and amount of his business and professional expenses incurred on behalf of the Seminary shall be retained by the Seminary.

K. Travel Remuneration for Prospective Faculty Member

The seminary will pay travel expenses of a prospective faculty member for the purpose of a faculty interview. In addition, travel expenses will be paid for a subsequent visit for a newly elected faculty member and his wife in order to make arrangements for housing.

L. Honoraria and Expense Reimbursements for Guest Speaker

The chairman of each division is responsible for submitting the appropriate forms for honoraria and expense reimbursement for guest speakers. See also guidelines for inviting guest speakers (III, G., of the administrative manual and II, F., of the faculty manual).

M. Travel Remuneration for Spouses of Officers

Whereas it is the conclusion of the members of the Executive Committee that in many instances it is beneficial to the Seminary for the spouse of certain officers to accompany them on trips in connection with official business of the Seminary, it is resolved that the following designated officers are hereby authorized and encouraged, when it is reasonable and proper, to take their spouses on trips for official Seminary business and to be reimbursed for the traveling expenses of their spouse. The procedure set forth in the RTS Operating Manual is to be followed in connection with the reimbursement.

Chancellor; Presidents; Chief Operations Officer; Chief Financial Officer; Chief Development Officer; Chief Academic Officer
SECTION II - FACULTY MANUAL

I. The Faculty

A. Definition

The faculty is divided into four categories: emeritus, resident, adjunct, guest, and visiting faculty. Emeritus, adjunct, and visiting faculty members are invited to attend faculty meetings.

1. Emeritus professor. This title describes one who has served as a full professor and has completed his/her life's work at the seminary with distinction.

2. Resident professor - A professor, associate professor, assistant professor, or instructor who is a regular member of the faculty and has the right to vote in faculty meetings.

3. Adjunct professor - This title describes one who is not a regular member of the faculty and does not have the privilege of voting in the faculty meetings, but has an ongoing relationship with the seminary, having stipulated teaching responsibilities, normally each year. Usually the title denotes one who has other academic or ministerial responsibilities, in addition to his adjunct relationship with RTS.

4. Guest lecturer - This title describes those who are not in a permanent relationship with the seminary, but who are invited to teach stipulated courses or classes. They may be invited to attend faculty meetings, but have no voting privilege.

5. Visiting professor - This title refers to resident professors but without voting privileges. They may attend all faculty meetings and participate in all faculty activities.

B. Meetings

1. The faculty of each campus shall ordinarily meet during the academic year at a regularly scheduled time once each month. The faculty of each campus shall also meet at the call of the President or the Chancellor, or at the request of any 3 members of the faculty. Meetings of the faculty may call be called during the summer but does not meet regularly during these months.

2. Minutes of the proceedings of the meetings of each campus’ faculty shall be kept and submitted to the Executive Committee for review.
C. Faculty Officers

1. The chairman of the faculty – The Chancellor, if present, shall serve as faculty chairman although, ordinarily, each Campus President shall serve as the chairman of the faculty on his campus. The Campus President may appoint the Campus Academic Dean or another member of the campus faculty to preside in his place.

2. The secretary of the faculty for each campus.
   a. Shall be elected by each faculty at the stated May meeting and his term of office shall begin on the first day of June.
   b. Shall record the minutes of the faculty and submit them to the faculty for approval and to the Executive Committee for review. He is authorized to make necessary clarification of the minutes when requested.
   c. Shall assist the chairman of the faculty in the preparation of the docket for faculty meetings and of the reports of the faculty to the meetings of the Board of Trustees.

D. Academic Administrative Officers

The academic administrative officers of the Seminary shall be the Chief Academic Officer, the Academic Deans, the Deans of Student Affairs, Deans of the Chapel, the Registrars, the Directors of Field Education, the Director of Libraries, the Librarians, the Directors of the Doctor of Ministry program, and the Directors of the Master of Theology program. One or more of these offices may be held by the same person.

1. The Chief Academic Officer

   Shall be responsible for administering the academic program of the seminary, including curriculum and program planning.

   a. Shall be elected by the Executive Committee upon the recommendation of the Chancellor.
   b. Shall report to the Chancellor
   c. Shall be responsible for administering the academic policies and programs of the seminary.

      (1) Shall coordinate and support the work of the academic deans through the campus presidents.
      (2) Shall supervise the work of the Academic Deans
      (3) Shall be responsible for preparing the academic budget and catalog.
d. Shall be responsible for curriculum and programs.

(1) Shall work with the campus presidents and academic deans to initiate study and planning regarding continuing education, additional degrees, extension education, lay school programs, etc.

(2) Shall be responsible for overseeing and supporting the implementation of such programs when approved by the faculty and the Executive Committee.

(3) Shall be responsible for maintaining a satisfactory relationship with accrediting agencies; shall serve as chairman for self studies, maintain correspondence with such agencies, and arrange for seminary representation at the meetings of such agencies.

(4) In the light of these administrative responsibilities, he/she shall ordinarily carry one-half a regular teaching load.

2. The Academic Dean of a particular campus shall administer the academic policies of the seminary on that campus.

a. Shall be elected by the Executive Committee of the Board of Trustees upon the recommendation of the Chancellor after he has consulted with the Campus President.

b. Shall report to the Campus President and coordinate his activities with the Chief Academic Officer.

c. Shall be the chairman of the Academic Administration Committee on that campus.

d. Shall work with division chairmen to establish and review budgets; shall then in consultation with the Campus President and with the Chief Academic Officer, submit an academic budget to the Chief Financial Officer.

e. Shall lead in faculty and curriculum on that campus.

(1) Faculty recruitment and development:

(a) Shall be responsible for faculty procurement, following the procedure prescribed in this faculty manual. (Section II.A.)

(b) Shall plan for and implement faculty evaluations in consultation with division chairmen.

(c) Shall determine maximum and minimum course loads and be responsible for seeing that each faculty member carries an acceptable load.

(d) Shall encourage and provide for professional enrichment.

(2) Curriculum development:

(a) Shall be responsible for continuing curriculum study. He may recommend to the division chairmen, Academic Administration Committee, the Chief Academic Officer, or
the Campus President proposals for the improvement of the educational work of the seminary.

(b) Shall be responsible for continuing curriculum revision.
    Shall approve the addition or deletion of elective courses.
    Shall consult with division chairmen and/or the Academic Administration Committee on changes in required courses, and, in consultation with the Chief Academic Officer and Campus President shall recommend all changes to the Executive Committee.

f. Shall have the following additional responsibilities.

(1) Shall supervise the work of the Registrar.
(2) Shall process all degrees, diplomas, and certificates.
(3) Shall be responsible for planning the program for commencements, convocations, and similar academic occasions.
(4) Shall plan the calendar for the academic year.
(5) Shall notify students of academic probations.

3. The Dean of Student Affairs

Shall be responsible for student life, and spiritual development within the student body on a particular campus.

a. Shall be appointed by the Campus President.
b. Shall report to the Campus President.
c. He may or may not be elected a member of the faculty. If the qualifications for resident faculty are met and the President recommends faculty status then the normal procedures for election to the faculty must be followed. If he is not a member of the faculty then he is to be employed in the same manner as all administrative personnel.
d. Shall be responsible for the spiritual and personal development of students.

(1) Shall work to achieve a high level of attendance by the seminary community at chapel services.
(2) Shall encourage and assist in the development of student prayer and support groups and other forms of spiritual nurture and growth.
(3) Shall serve as a pastor/counselor to students.

e. Shall serve as chairman of the Student Life Committee.
f. Shall serve on the Scholarship Committee although the Director of Admissions on each campus shall serve as the chairman of the Scholarship Committee
g. Shall serve as the faculty/administration liaison with the Student Cabinet by advising and assisting the students in the planning and implementation of student activities

h. Shall be responsible for student services.

   (1) Shall consult with students regarding financial needs. All requests, by current students, for financial aid shall be directed to the Dean and the Dean shall present such requests to the scholarship committee with recommendations.
   (2) Shall assist students in locating suitable housing. Shall assign on-campus housing, including checking in and out, and processing maintenance requests related to student housing.

i. Shall plan, manage, and coordinate student recruitment on a particular campus.

j. Shall plan appropriate recruitment strategies.

   (1) Shall oversee the preparation of brochures, advertisements, and similar items pertaining to recruitment.
   (2) Shall annually review and evaluate the recruitment effort.

k. Shall manage and coordinate student admissions.

   (1) Shall normally spend at least two weeks per month in the field making personal contact with prospective students, representing the seminary at conferences, etc.
   (2) Shall coordinate the campus visits of prospective students. Shall enlist faculty, alumni, pastors, and others for assistance with prospective students as needed.
   (3) Shall facilitate, through the scholarship committee, scholarships and grants to incoming students.

l. Shall manage and coordinate student placement.

   (1) Shall maintain a roster of churches and other Christian organizations which are seeking Seminary graduates as pastors, assistant/associate pastors, and teachers, and in other capacities.
   (2) Shall secure placement forms from forthcoming graduates to assist them in making contacts with churches and other Christian organizations.
   (3) Shall make known to pastors, churches, and other organizations the availability of forthcoming graduates.
   (4) Shall lend assistance to previous graduates who desire changes of place of service, normally giving priority consideration to current students.
   (5) Shall work with students, churches, and presbytery officials in
arranging regular student supply relationships.

(6) Shall serve as liaison between the Seminary and presbytery officials, committees, and commissions concerned with the ministry of students laboring within the bounds of their respective presbyteries.

4. The Registrar

a. Shall be appointed by the President on each campus upon recommendation of the Academic Dean on that campus.
b. Shall report to the Academic Dean.
c. He may or may not be elected a member of the faculty. If the qualifications for resident faculty are met and the President recommends faculty status then the normal procedures for election to the faculty must be followed. If he is not a member of the faculty then he is to be employed in the same manner as all administrative personnel.
d. Shall be responsible for the total student record-keeping process for registration through graduation, including semester grade reports, transcripts, diplomas, and certification for graduation;
e. Shall be responsible for preparing class and examination schedules;
f. Shall be responsible for providing the faculty with grade reporting forms and for recording all grades and other items on the academic records of students;
g. Shall report to the faculty at the end of each semester concerning those students on academic probation;
h. Shall be responsible for sending out transcripts, and for sending semester reports to students
i. Shall study trends in student enrollment and present such information and conclusions to the faculty; and
j. Shall assign students to faculty advisors.

5. The Director of Field Education

a. Shall be appointed by the President on each campus.
b. Shall report to the Academic Dean on that campus.
c. He may or may not be elected a member of the faculty. If the qualifications for resident faculty are met and the President recommends faculty status then the normal procedures for election to the faculty must be followed. If he is not a member of the faculty then he is to be employed in the same manner as all administrative personnel.
d. Shall consult with the chairman of the practical theology department in carrying out duties.
e. Shall supervise the total field education program of each student throughout his seminary career, maintaining a permanent record of each student's participation.
The total field education program of each student must be approved by the Director before the faculty will recommend the student for the degree.

f. Shall maintain contact with pastors and sessions of churches and schools and other institutions which presently utilize the services of our students, and shall seek to evaluate the opportunities afforded to and the services rendered by our students.

g. Shall maintain a roster of pastors, churches, and schools committed to working with Reformed Theological Seminary in its field education programs, and shall seek to enlist other churches, schools, and institutions in such relationships.

h. Shall seek to develop and facilitate student ministries in nursing homes, hospitals, detention centers, and other institutions where the need and opportunity for a Christian ministry exist.

i. Shall evaluate the field education assignments completed by students, and shall schedule conferences with those students who have encountered problem areas in their ministries.

j. Shall keep the field education manual up to date and shall present to the faculty for its approval such revisions as he deems needful for a more effective program of field education.

k. Shall have responsibility for the assignment of weekly pulpit supply opportunities to faculty and students.

l. Shall cooperate, as requested, with the Director of Placement in the arrangement of regular student supply relationships and in the permanent placement of graduates of the seminary.

6. The Chapel Coordinator or Dean of the Chapel

a. Shall be appointed by the President on each campus.

b. Shall report to the President on that campus.

c. Shall have general oversight of the chapel ministry, including the responsibility for scheduling speakers.

d. Shall schedule faculty members to speak in chapel from time to time.

e. Shall be responsible for the implementation of chapel policies set by the faculty.

7. The Director of the Libraries

a. Shall be selected by the Chancellor upon recommendation by the Chief Academic Officer.

b. Shall report to the Chief Academic Officer.

c. Shall be responsible for the operation of the library on all campuses, coordinating and supporting the work of the Librarian for each campus.

d. He may or may not be elected a member of the faculty. If the qualifications for resident faculty are met and the Chancellor recommends faculty status then the normal procedures for election to
the faculty must be followed. If he is not a member of the faculty then he is to be employed in the same manner as all administrative personnel.

e. Shall be responsible for the preparation of the library budget for each campus.
f. Shall submit a report to the faculty and Board of Trustees, upon request.

8. The Librarian of each campus

a. Shall be appointed by the President on each campus. Shall be nominated by the Library Committee on that campus to the faculty and by the faculty to the President.
b. Shall be responsible for the operation of the library on that campus.
c. Shall report to the President of the campus and coordinate with the Director of Libraries.
d. He may or may not be elected a member of the faculty. If the qualifications for resident faculty are met and the Library Committee recommends faculty status for the Librarian then the normal procedures for election to the faculty must be followed. If he is not a member of the faculty then he is to be employed in the same manner as all administrative personnel.
e. Shall be the chairman of the Library Committee on that campus if he is a member of the faculty (if not a member of the faculty he shall be an advisory member of the Library Committee and may request the chairman to call meetings as needed).
f. Shall be responsible, in consultation with the faculty and Library Committee, for building up the library's collection and for obtaining or purchasing all books, periodicals, documents, microfilms, and other appropriate materials for the library.
g. Shall be responsible for the classification, cataloging, care, security and circulation of the library materials.

9. The Director of the Doctor of Ministry Program of each campus

a. Shall be elected by the faculty on each campus subject to the approval of the Campus President. Shall report to the Academic Dean on that campus.
b. Shall be chairman of the Doctor of Ministry Committee.

(1) Shall preside over the regular meetings of the committee.
(2) Shall bring applications for admission before the committee which shall function as an admissions committee.

c. Shall assist the Academic Dean in the capacity of administrator of the Doctor of Ministry program.
(1) Shall work with the committee on curriculum development and
teaching assignments and shall present the same to the faculty for
approval.
(2) Shall handle all correspondence with guest professors.
(3) Shall handle all correspondence with students and prospective
students.
(4) Shall coordinate arrangements for housing and food for students
and guest faculty, when such arrangements are warranted.
(5) Shall keep a copy of records on each student and shall send
original copies to the Registrar's office.
(6) Shall be available as an advisor to individual students and shall
present their requests for faculty advisors to the committee for
approval.
(7) Shall assist the committee in the development of extension
programs and shall serve as administrator of the same.
(8) Shall assist students in the preparation of dissertation proposals
and dissertations, and shall assist faculty advisors and individual
students’ committees which shall evaluate dissertations.
(9) Shall report regularly to the faculty on the activities of the
D.Min. committee and the needs and progress of the program.

10. The Director of Master of Theology program of each campus
    a. Shall be elected by the faculty on each campus subject to the approval
       of the Campus President.
    b. Shall report to the Academic Dean on that campus.
    c. Shall serve as chairman of the Th.M. Committee on that campus.
    d. Shall be responsible for admissions to the program, course offerings,
       and thesis supervision, in consultation with the Th.M. Committee.

E. The Divisional Structure of the Faculty

The structure of the faculty is that of three divisions with seven departments.

1. These divisions are:
    a. The Biblical division-including the departments of Old and New
       Testament.
    b. The History/Theology/Missions division-including the departments of
       Church History and Theology.
    c. The Ministry division-including the departments of Educational
       Ministries, Marriage and Family Therapy (Counseling), Christian
       Missions, and Practical Theology.

2. Divisional Responsibilities. The responsibilities of the faculty in each
   division of each campus are as follows:
a. The division shall recommend to the Academic Administration Committee its nominees for faculty vacancies, according to the provisions outlined in Section II, A of this faculty manual.
b. The division shall exercise oversight of the academic programs committed to it.
c. The division shall be charged with the responsibility for studying the curriculum in the areas of its responsibility and recommending whatever changes may be needed to the Dean or Academic Administration Committee.
d. The division shall have the responsibility for ensuring good working relationships among the members of the division. It is to have the duty of dealing with whatever problems may arise concerning the assigning of courses which may lie as yet undeveloped in the curriculum.
e. The division shall have the task of striving toward a combination of the disciplines in such a way as to bring about the highest possible degree of unity and integration in the curriculum.
f. The division shall have the authority to deal with matters concerning its particular assignment of responsibility. For example, the ministry division shall have the authority to approve clinical year assignments and report the same to the faculty for inclusion in the faculty minutes.
g. The division shall consider and propose library acquisitions for each of the curricular areas it represents.

3. Divisional chairmanship. Each division on each campus shall have a chairman.

a. The chairman shall be elected by the division from within its own ranks to serve for a term of one year. Election is to be by ballot. The chairman shall be eligible to succeed himself twice, but not more than twice. The divisional chairman shall normally have served on the faculty of the seminary for at least five years and be of the rank of professor or associate professor.
b. The responsibilities of the divisional chairman shall be as follows:

(1) The divisional chairman shall preside at meetings of the division.
(2) Shall be the reporter for that division to the Academic Administration Committee or to the Dean, as the case may be.
(3) Shall have the duty of submitting catalog materials for his division to the Academic Dean.
(4) Shall coordinate the work of the division.
4. Department structure. Each of the disciplines represented in the division shall be organized into a department structure within the divisions.

a. The organization of the departments within the divisions on each campus shall be as follows:

(1) The Biblical Division
   (a) Old Testament
   (b) New Testament

(2) The History/Theology/Missions division
   (a) Church History
   (b) Systematic Theology

(3) The Ministry Division
   (a) Practical Theology
   (b) Educational Ministries
   (c) Marriage and Family Therapy (Counseling)
   (d) Christian Missions

b. The membership of the department shall ordinarily be composed of those faculty members whose work lies within the province of each department. For example, those teaching in the area of the Old Testament are to be the members of the department of Old Testament studies. In cases of overlap it is conceivable that a faculty member may serve in two departments. Thus, if a member of the faculty teaches courses in both Old Testament studies and New Testament studies he may serve in both departments.

c. The chairman of each department shall be elected by the members of the department. Any regular member of the faculty within the department is eligible to serve. Election shall be held annually, and shall be by ballot.

d. The responsibilities of the departments within the division shall be as follows:

(1) The department may be charged by the division with the development of courses within its assigned area and with the study of curricular matters in the sphere of its discipline, for report to and approval of the division.

(2) The department may be charged by the division with the task of overseeing the instruction in its area and putting forward suggestions to the division, for its approval.

(3) The department shall meet as frequently as necessary for discussion of the matters which lie within its area and for making recommendations to the division.
F. Committees of the Faculty

1. The Nominating Committee on each campus
   a. The Nominating Committee shall be composed of three people elected by the faculty annually. The chairman of the Nominating Committee is elected by the committee at its first meeting.
   b. Duties. The Nominating Committee shall prepare a slate of nominees for all permanent committees of the faculty for election at the regular faculty meeting in May. At the request of the chairman of the faculty, the committee will nominate replacements if any vacancy occurs during the year.
   c. Committee Composition. The number of faculty members serving on each committee shall be determined by the faculty upon recommendation of the Nominating Committee following the principle that no faculty member shall be assigned to more than one committee unless all faculty members have received committee assignments. (It is suggested that each committee have no more than six members.)
   d. Permanent Committee membership is by election by the faculty at the regular faculty meeting in May. The duties of all permanent committees shall begin the first of June each year.
   e. The Permanent Committees are:

   Academic Administration Committee (Academic Dean, chairman)
   Student Life (Dean of Student Affairs, chairman)
   Library (Librarian, chairman—when Librarian is a faculty member, otherwise the chairman is elected by the Library Committee).
   Doctor of Ministry Committee (Director of D.Min. program, chairman)
   Master of Theology Committee (Director of the Th.M program, chairman)
   Institutional Research Committee

2. Academic Administration Committee

   The Academic Administration Committee shall advise the faculty, the Deans, the Registrar and other administrators concerning those responsibilities listed below which pertain to their respective areas of concern.

   a. The curriculum for each degree program
   b. The annual calendar
   c. The schedule for classes
   d. Preparation and publication of the catalog
   e. Faculty nominations, assignments, and promotions
   f. Visiting lecturers
   g. The admission of new students
h. Transcripts and other records
i. Registration
j. Reports needed by the faculty

3. Student Life Committee

The Student Life Committee shall be responsible for:

a. Student counseling, especially regarding non-academic matters;
b. Housing and campus life (cf. with admissions and administration);
c. Special activities (programs, sports, gatherings);
d. Student orientation regarding general academics;
e. Chapel;
f. Relations with the Student Cabinet.

4. Library Committee

The Library Committee is charged with the following areas of responsibility:

a. General supervision of the library, including acquisition of books and periodicals, subscriptions, physical facilities.
b. General oversight through the Librarian of the employment and supervision of library personnel.

5. The Doctor of Ministry Committee

The D.Min.Committee shall be responsible to:

a. Establish admission procedures.
b. Evaluate all applications and approve acceptable candidates.
c. Coordinate all courses.
d. Give initial approval to acceptable major projects selected by students.
e. Assign each student to a faculty advisor who will serve as chairman of the student's major project committee.
f. Approve the appointment of major project committee members selected by the faculty advisor.
g. Handle all correspondence with students including the mailing out of assignments which must be sent to those scheduled to attend classroom sessions.
h. Keep complete academic records on all students.
i. Recommend students to the Academic Dean of the seminary for graduation following the successful completion of all required work in the D.Min. program.
G. Qualifications of Resident, Adjunct and Guest Faculty

For faculty teaching courses in Biblical Studies and Theology departments, normal requirements are that the faculty member has a Ph.D. in the teaching discipline, a master’s in a theological discipline, is ordained to the Gospel ministry or able to be ordained, and has some pastoral experience. For faculty teaching in the Counseling programs, normal requirements are that the faculty member has a Ph.D. in the teaching discipline and counseling experience. For faculty teaching courses in Practical Theology, normal requirements are that the faculty member has a D.Min. (although an M.Div. is acceptable), is ordained to the Gospel ministry, and has significant pastoral experience. For a librarian with faculty status, normal requirements are that the librarian has master’s degrees in both theology and library science, and has significant experience in academic libraries.

(It is noted that for the above, a Ph.D. candidate is considered adequate in lieu of a completed Ph.D. for an assistant professor.)

In exceptional situations, aspects of these normal requirements may be waived. For example, consider a biblical studies professor who has only a Th.M. but has written several academic books and/or articles. This may be acceptable in lieu of a Ph.D.

Requirements related to theological views are addressed elsewhere in this Manual.

H. Professor Ordination

Reformed Theological Seminary is an independent institution, free from control by any particular denomination. RTS welcomes students from many denominational affiliations, but historically it has prepared men and women predominantly for ministry within conservative Presbyterian and Reformed churches. The Board, faculty, and senior staff are individually under the jurisdiction of the various church courts of the denominations of which they are members, and those affiliations are also largely conservative Presbyterian and Reformed churches.

While there is some diversity on a number of issues among the Board, faculty, staff, students, and the various constituencies RTS serves, the majority of those individuals associated with RTS believe that the Bible teaches that the ordained pastorate is reserved for men. At the same time RTS fully acknowledges and appreciates the important roles that women serve as co-laborers in the ministry of the church.

RTS in its historical practice has selected professors in the Biblical Studies, Theology, and Practical Theology departments who are ordained pastors (or who
are qualified by RTS’ predominant denominational constituencies as ordainable), as they minister the Word of God to the student body and model pastoral leadership. Given the theological position of the Board and constituencies, RTS will continue to limit professors who teach Biblical Studies, Theology, and Practical Theology to men. Exceptions to this may and have included courses in language-grammar, speech, culture, missiology, etc. Professors teaching in the Counseling programs and librarians with faculty status are also open to both men and women.

It should be noted that all degree programs are open to all qualified students, both men and women.

II. Faculty Employment

A. Nomination

The normal procedure for the nomination of resident faculty members for each campus:

1. Need for additional faculty members: At least annually, the Academic Dean shall consult with the division chairmen and the Academic Administration Committee regarding the need for additional or replacement faculty members. The Dean may recommend to the President that an opening be declared. The Dean and President then shall submit a brief summary of the academic and budgetary rationales to the Chancellor. The Chancellor, after consultation with the Chief Academic Officer and Chief Financial Officer, may then recommend to the Executive Committee that an opening be declared and authorization be granted to begin a search to fill the position.

2. All members of the faculty and the Board shall be invited to submit names to a search committee consisting of the Dean (Chm.), the department chairman, the division chairman, and the President. This committee shall select one or two names for preliminary consideration.

3. Preliminary consideration shall be conducted by the search committee and shall include the collection of data with a complete history of the candidate and personal references from people who are familiar with the candidate's professional experiences.

4. Results of the preliminary consideration shall be evaluated by the search committee and the faculty for recommendation to the President. Only the President has final authority to proceed with or discontinue the consideration of a candidate. Prior to any formal interviews, the name of the prospect should be communicated to the Chancellor, Campus Presidents, Chief Academic Officer, and Academic Deans for their
counsel and advice and to seek to minimize competing efforts to evaluate and call prospective faculty.

5. Upon approval of the preliminary report by the President, the candidate shall be invited for a faculty interview. The Chancellor and the CAO shall be invited to participate in the interview. The faculty members on the other campuses through their respective deans will be informed of the interview of a prospective faculty member so that they may pass along any information concerning or objection to a prospective faculty member. The interview of a prospective faculty member will be conducted normally only by the faculty members of the campus where the prospective faculty member is expected to teach. That faculty shall vote on the candidate following the interview, and this will be forwarded to the Chancellor and the Executive Committee.

a. Schedule and vote.
   The interview shall normally take place at the regular faculty meeting time with sufficient time for discussion and vote.

b. Structure of the interview:
   The faculty chairman questions the nominee in regard to (1) his Christian life and experience, (2) his general Reformed theological position, and (3) his personal policy and attitude regarding plurality of views within the Reformed faith and polity as held by the faculty.

   The nominating division chairman questions the nominee in regard to his proposed area of teaching with purpose to demonstrate the nominee's expertise in his proposed area of teaching.

   The various divisional chairmen, in order, question the nominee on matters relative to their respective divisions with the purpose to demonstrate the nominee's ability to relate to the total theological curriculum.

   The faculty chairman will conclude the interview by opening the floor for questions from all faculty members on a rotation basis.

   The nominee is to be apprised of this structure for the interview well in advance of the occasion.

   Following the interview, the faculty shall then proceed to vote at its earliest convenience and shall report to the Chancellor and the Executive Committee its vote on the candidate or candidates.

6. The prospective faculty member will also be interviewed by the Executive Committee.
7. The Executive Committee shall receive the faculty vote and, upon its approval of the candidate, shall make its recommendation to the Board of Trustees.

B. Election

1. Nominations for election to the faculty shall be made by the Executive Committee after consultation with and advice from the faculty.

2. All members of the faculty shall be elected by the Trustees and an affirmative vote of at least three-fourths of the membership shall be required to elect a faculty member.

C. Contracts

It is the policy of the seminary to call a regular professor as a member of the faculty for an unlimited period of time but with the right to terminate, amend or renew this relationship annually as hereinafter set forth.

1. No later than March 10 of each year the Executive Committee, acting on the recommendation of the Chancellor and/or concurrence of the Chancellor, issues to each member of the faculty whose contract is to be amended or renewed, a proposed contract for the fiscal year beginning June 1 of that year. The proposed contract shall set forth the changes, if any, in the present contract with such member of the faculty. The faculty member must ordinarily accept or reject the proposed contract no later than April 1 of that year by returning the proposed contract with an appropriate notation of acceptance or rejection.

2. If the faculty member rejects the proposed contract, he or she may indicate the reason for such rejection. If rejected because of a change in the terms of employment, title, position, salary, housing allowance or fringe benefits, the faculty member may make written request by May 1 to the Executive Committee for reconsideration and, if appropriate, a hearing on the matter. A hearing, if requested, shall be held within five (5) days from receipt of the notice. Within five (5) days following any such hearing, the Executive Committee shall render its written decision which shall be final and binding in all respects. If the proposed contract is modified by the Executive Committee, the faculty member must accept or reject the modified proposed contract within ten (10) days. If no modification is made by the Executive Committee, the proposed contract shall stand as having been rejected unless the faculty member notifies the Chancellor within five (5) days of his acceptance of the contract as offered.

In the event the faculty member rejects the contract, his or her term of employment shall automatically end as of May 31 following the rejection.
3. If the Chancellor, after conferring with the Chief Academic Officer and Campus President, proposes that a faculty member's contract not be renewed, such faculty member shall be notified in writing on or before March 10, advising the faculty member of such proposal and of the reason or reasons for the proposed non-renewal. Reasons for non-renewal may include: (a) academic incompetence; (b) failure to reasonably perform the duties of professorial and/or administrative responsibilities; (c) conduct which brings RTS into public disrepute; and (d) financial or economic exigencies which, in the judgment of the Chancellor, the Chief Academic Officer, and Campus President warrant reduction or elimination of a faculty position or of faculty positions or; (e) no reason at all.

If the faculty member is not in agreement with the proposal, such faculty member may make a written request to the Chancellor within five (5) days following notification asking for a hearing on the proposal. Said hearing will be held by the Chancellor within ten (10) days following receipt of the notice at which hearing the Academic Dean and the faculty member may present any and all material deemed relevant. Within ten (10) days following the date of the hearing, the Chancellor shall render a decision in writing relative to the proposed non-renewal and decision.

If the faculty member is not in agreement with the decision of the Chancellor, the faculty member may make a written request within five (5) days of the decision directed to the chairman of the Executive Committee asking for a hearing. Within fifteen days of receipt of this notice, a hearing shall be held before the Executive Committee at which hearing the Chancellor and the faculty member, or the representative, may present all material deemed relevant to the matter. Within ten (10) days following the date of the hearing, the Executive Committee shall render a decision which shall be final and binding upon all parties.

If the proposed non-renewal is upheld by the Executive Committee, employment of the faculty member will end as of May 31, subject to the following procedure. If the decision of the Executive Committee is not to renew the contract, then, upon request of the faculty member, the faculty member shall be entitled to his or her present rate of salary and housing allowance for one (1) additional year from and after May 31, provided, however, that during such additional fiscal year, the faculty member shall be obligated to use his or her best efforts to obtain suitable employment. In the event other employment is obtained, the remuneration from other employment shall be credited against any amount to which the faculty member may be entitled from the seminary.

4. When a faculty member reaches the normal retirement age of 65, a contract is no longer issued. If the faculty member would like to continue teaching after retirement age, an annual letter of agreement is offered instead of a contract whereby the faculty member renews employment on a yearly
basis and is not eligible for an additional year of compensation should the letter not be renewed.

D. Administrators with Faculty Status

Administrators who teach but do not have a full-time teaching load: They have many of the same privileges, including the voting privileges, of regular faculty members. These administrative faculty members, however, do not have regular faculty contracts. Instead, the conditions of their employment fall under the section on employees in the RTS Operating Manual.

E. Adjunct Faculty Status

1. Adjunct Professor

a. Election:

The Chancellor, after consultation with the Chief Academic Officer, Academic Dean and faculty, shall recommend candidates to the Executive Committee for appointment. An interview will be scheduled by the Executive committee or by a member of the Executive Committee.

b. Relation to the seminary

(1) Adjunct professors shall ordinarily teach annually at the request of the seminary but the seminary shall not be obligated to employ any adjunct faculty member each year.

(2) The position of adjunct professor is subject to annual review.

c. Statement of Belief and Covenant

Adjunct faculty members shall sign the Statement of Belief and Covenant as do regular faculty members.

d. Financial obligations

Reimbursement shall be the same as for visiting lecturers; there shall be a standard fee per semester hour. The Seminary shall not be obligated for medical or pension or other benefit payments. If the Adjunct Faculty lives out-of-town, the Seminary shall reimburse the adjunct faculty for reasonable travel costs that are properly documented in accordance with Seminary policy, including presentation of receipts. The Seminary shall not reimburse travel costs for a spouse of an adjunct faculty member.
2. Process of Appointment

A person will be considered for appointment as Adjunct Faculty only after having taught a minimum of three courses for RTS. All part-time faculty are required to provide Vita (including references), be interviewed by the appropriate person responsible for the academic oversight of the residential campus extension. In addition to these requirements, candidates for Adjunct Faculty will:

a. provide copies of all transcripts and diplomas from graduate institutions;

b. be interviewed by the Chief Academic Officer or his designated representative, who will recommend their appointment to the Chancellor;

c. be interviewed by the Executive Committee or by a member of the Executive Committee.

d. be appointed by the Executive Committee.

F. Visiting Professors and Guest Lecturers

1. If teaching a course, must be approved by the Campus President or Extension Campus Director.

2. After teaching three RTS courses, they must be approved by the Executive Committee before teaching another RTS course. If there are plans to use that professor on an ongoing basis, he should be considered for adjunct status.

3. If presenting one or more lectures, must be approved by the Academic Dean.

G. Subscription to the Statement of Belief and Covenant

Upon election and annually before June 1 each year members of the faculty are required to subscribe to the following Statement of Belief and Covenant:

Believing that there is but one only, the living and true God, and that there are three persons in the Godhead, the Father, the Son, and the Holy Ghost; and that these three are one God, the same in substance, equal in power and glory and with solemn awareness of accountability to Him in all that we feel, think, say and do, the undersigned engages in and subscribes to this declaration:
1. All Scripture is self-attesting and, being truth, requires the human mind wholeheartedly to subject itself in all its activities to the authority of Scripture complete as the Word of God, standing written in the sixty-six books of the Holy Bible, all therein being verbally inspired by Almighty God and therefore without error;

2. Reformed Theology set forth in the Westminster Confession of Faith and the Larger and Shorter Catechisms as accepted by the Presbyterian Church in the United States of America as its standard of doctrine at its first General Assembly in 1789, is the system of doctrine taught in Scripture and, therefore, is to be learned, taught and proclaimed for the edification and government of Christian people, for the propagation of the faith and for the evangelization of the world by the power of the gospel of our Lord Jesus Christ;

3. And I do solemnly promise and engage not to inculcate, sanction, teach or insinuate anything which shall appear to me to contradict or contravene, either directly or implicitly, any element in that system of doctrine.

4. NOW, THEREFORE, the undersigned, in the presence of God, states and signifies that he consents, agrees and binds himself to all of the foregoing without any reservation whatsoever and that he further obligates himself immediately to notify in writing the trustees should a change of any kind take place in his belief and feeling not in accord with this statement.

Amen.

H. Faculty Rank and Promotion

The regular faculty in order of rank are instructor, assistant professor, associate professor, and professor.

1. Election to the regular faculty requires the following qualifications:
   a. Qualities of character and personality expected in a pastor, teacher, and counselor of students.
   b. Commitment to Reformed theology enabling annual subscription to the Statement of Belief and Covenant.
   c. Possession of the first professional degree for ministry (M.Div.) or its equivalent.

2. Guidelines for the Various Ranks.
   a. Instructor
      (1) Evidence of teaching ability in field of instruction.
      (2) Evidence of potential for progress toward higher academic achievement.
b. Assistant Professor
   (1) Ordinarily, a minimum of two years of acceptable service at the Instructor rank in this or a comparable institution.
   (2) Evidence of knowledge and competence demonstrated in the area of teaching responsibility.

c. Associate Professor
   (1) Ordinarily a minimum of three years of acceptable service at the Assistant rank in this or a comparable institution.
   (2) Promotion to the rank of associate professor shall not ordinarily be granted unless an academic masters degree has been acquired, or its equivalent, and active pursuit of a doctoral degree has been initiated.

d. Professor
   (1) Ordinarily, a minimum of five years of acceptable service at the Associate Professor rank in this or a comparable institution.
   (2) Ordinarily, the acquisition of a doctoral degree.
   (3) Distinguished fulfillment of responsibilities in teaching, scholarship, or research and publication so as to merit general recognition among scholars and educators.
   (4) At any rank, professional competence and demonstrated academic ability as evidenced in writing, lectures, consultations, are factors in the assignment of or promotion in academic rank and may be used in lieu of other criteria listed above.

I. Faculty Salary

The Executive Committee shall annually consider and approve promotions, salaries and salary levels of professors upon recommendation of the Chancellor in consultation with the Chief Academic Officer and appropriate Campus President or Extension Campus Director. Such recommendations shall be based upon the purpose of the seminary as evidenced by teaching performance, experience, academic credentials, publications of books and articles, service to the church, committee assignments and responsibilities, teaching load and student and administrative evaluation.

J. Housing Allowance

Housing Allowance - 40% of the amount of gross salaries for ordained faculty and staff when no specific allowance is made for an individual faculty or staff member.

K. Retirement

1. Faculty members are ordinarily eligible to retire at the end of the fiscal year of the Seminary in which they reach the age of 65. In the event,
however, that the faculty member does not desire to take advantage of that retirement opportunity, he or she must give written notice of that intention at least 12 months prior to the end of the fiscal year. This same notice requirement will be applicable to each subsequent fiscal year.

2. Faculty members who are retired and those retired but teaching part time shall be non-voting faculty members with the right to attend faculty meetings and shall have the privilege of the floor.

L. Disciplinary Action for Faculty Members

1. Grounds for disciplinary action:

Consistency with Scriptural mandates, rules and regulations is essential to the efficient operation of any organization and to the well-being of all members of that organization. For this reason, Reformed Theological Seminary has established the following rules to govern the conduct of its faculty members and to discipline conduct which is in contravention of these rules or generally accepted standards.

The following, if reasonably established in accordance with the procedures below in L.2, shall constitute grounds for the imposition of penalties and discipline as hereinafter set forth:

a. Immoral behavior or acts of moral turpitude;
b. Rejection of significant elements in the system of doctrine in the Westminster Confession of Faith and Catechisms. (This refers to a faculty member’s personal beliefs. It does not refer to the presentation of conflicting views for pedagogical reasons in the classroom or in writings.)
c. Refusal to fulfill professorial and other assigned responsibilities;
d. Willful and contumacious conduct toward the administration as would seriously affect the unity of the seminary community;
e. Willful and intransigent opposition to the ministry or purposes of RTS;
f. Failure to work harmoniously with faculty colleagues and administration; or
g. Failure to fulfill reasonable professorial/administrative responsibilities duly assigned to the individual faculty member.

A violation of rules a. through e., if reasonably established in accordance with the procedures below in L.2, shall constitute grounds for the dismissal of the faculty member. Such dismissal shall, of course, be without pay or other entitlements as of the effective date of the dismissal. A violation of rules f. and g., which, if reasonably believed to have occurred in accordance with the procedures below in L.2, shall constitute grounds for the imposition of disciplinary action, including reprimand, prescription for harmonious behavior, relocation, reassignment of duties, reduction in professorial status or suspension without pay.
2. Procedures for imposition of dismissal or disciplinary action:

Disciplinary action against any faculty member may be initiated by the Academic Dean by written submission to the Campus President or may be initiated by the Campus President or Chancellor’s own motion. The faculty member shall be furnished with a copy of the charge. The charge shall be referred to a committee composed of the Academic Dean and two other faculty members to be selected by the Campus President or the Chancellor, if appropriate. If the Academic Dean is the charging party, then, in that event, the President shall select a member of the faculty in the place of the Academic Dean. This committee shall investigate the charge and shall within ten (10) working days provide the President with its written report as to whether there is reason to believe that the faculty member has committed the act or acts. Within ten (10) working days following the submission of the report to the President, the President shall notify the concerned faculty member of findings and of the disciplinary action, if any, to be taken. If not in agreement, the concerned faculty member may, within ten (10) days, file a written request with the President for a hearing before the Executive Committee. Any such requested hearing will be held by the Executive Committee within twenty (20) calendar days following the request and at such hearing, the concerned faculty member or their representative may offer any and all matters deemed relevant. The Executive Committee shall thereafter render a written decision within ten (10) calendar days following the close of the hearing which decision shall be final and shall be binding in all respects.

In the event of dismissal, the same shall be effective on the date of the final decision by the Executive Committee and shall thereby terminate the faculty member for all purposes without any further compensation or other obligation on the part of the seminary.

M. Sabbaticals

1. The sabbatical policy is designed to be liberal and flexible, but not binding on the seminary or any faculty members involved. It does not establish a contractual obligation on the part of the seminary and the approval of a sabbatical is not granted automatically, nor is it a legal or moral right which can be earned through serving a required number of years.

2. Each regular faculty member who has served the institution for six years shall ordinarily be entitled to apply for a sabbatical during the seventh year.

3. Sabbaticals shall ordinarily be granted for an eight month period either beginning at the end of the fall semester in December and ending at the beginning of the fall semester of the following August, or beginning at the end of the spring semester in May and ending at the beginning of the
spring semester the following year. Twelve month sabbaticals may be requested and will be considered for special projects which cannot be completed in eight months.

4. Sabbaticals are to be devoted to study, research, or experience which will enable the professor to function more effectively. Enrollment in a formal course of study or the production of scholarly research will not be required in each instance but some specific objective or objectives which will benefit the professor and the seminary must be clear.

5. Requests for sabbaticals shall be submitted by the professor to the Academic Dean of his campus and shall have a study proposal attached, which includes a time schedule, place or places to be visited, activities planned, and specific objectives. If necessary, the Academic Dean shall consult with the divisional chairman concerning the study proposal and other factors affecting the request. From the Academic Dean, the proposal will be reviewed by the campus President, then the CAO, then the full faculty of the campus where that professor is located, then the Chancellor and CEO, and then passed on to the Executive Committee for approval.

6. A written report must be filed with the Academic Dean and reported to the Executive Committee within three months after returning from the leave itemizing the professional use of the sabbatical leave and achievements which the sabbatical made possible.

7. It is the responsibility of the faculty member requesting a sabbatical to assist the department and division chairmen in securing substitute instructors for classes while he is on leave.

8. Sabbaticals shall be granted at full salary.

9. Faculty on sabbaticals are normally required to remain with the seminary for at least one year following the sabbatical.

10. The number of sabbaticals granted for any semester will be subject to budget control and not more than two faculty members, on a particular campus, in any semester may be granted full salary for sabbatical leave.

11. If a professor postpones leave, either at his request or that of the administration, the excess years of teaching may be counted as credit toward the next leave.

12. If more than one professor is eligible and applies for a sabbatical leave, priority in selection shall be based on the proposals for use of the sabbatical and the largest number of years credited toward the sabbatical.

13. Sabbaticals ordinarily will not be approved following announcement of intention to retire.
14. These provisions shall apply as appropriate to teaching responsibilities for administrators with faculty status.

15. Since a sabbatical is for the purpose of scholarly research, no faculty member on sabbatical shall engage in remunerative activity beyond those activities considered acceptable during a normal academic year.

N. Special Leaves

1. Special leaves may be granted at the discretion of the Executive Committee for completing degree programs, for serving in guest professorships, or other reasons.

2. Assistance will be granted only to those whose studies for a further degree have been approved. Requests for such approval should be submitted to the Academic Dean for referral to the Campus President, the Chief Academic Officer, and the Chancellor for their recommendation to the Executive Committee. The seminary may cover 50% of the travel and tuition expenses for a faculty member who has been approved to pursue studies toward a degree. The faculty member receiving such assistance must agree to continue to work at the seminary for one year after receiving the degree or repay the amount invested by the seminary.

O. Teaching Load

The standard teaching load shall consist of fourteen to eighteen semester hours per year. Hours of teaching during the summer session are ordinarily considered as overload hours for which extra compensation is granted, but no overload pay is provided for summer work until the fourteen hour minimum load requirement has been met. The number of hours needed to equal the fourteen total for the regular school year (fall, winter, and spring sessions) will be subtracted from the total that includes courses taught during the summer, and extra compensation will be provided only for the remaining summer hours. Administrative or other assigned duties may provide a rationale for a reduced teaching load.

P. Office Hours of Faculty

Each faculty member is expected to maintain regular announced office hours for availability to students and other seminary personnel.

Q. Faculty Members Absent from Classes

When faculty members plan to be absent from regular teaching responsibilities due to professional or ecclesiastical commitments, they are requested to report these planned absences to the Academic Dean as well as to their division chairman.
R. **Summer Responsibilities for Faculty**

Ordinarily the summer period falling between the end of the spring semester and the beginning of the fall semester is considered to be an unstructured period when faculty members plan a profitable program that will further prepare them for their field of service and responsibility. This should include such activities as programs of self-study and writing. Except for a reasonable vacation time, this period should be conscientiously used for the purpose stated.

S. **Faculty and Non-Seminary Related Work Commitments**

1. Consultation and clearance by the Campus President or Extension Campus Director is necessary for extra work that is permanent or extended in nature and involves one or more of the following:
   a. Time commitment during regular work days at the seminary (Monday through Friday);
   b. Monetary remuneration;
   c. Expenditure of energy that might affect regular work at the seminary.

2. Faculty members are encouraged to engage in scholarly research, which may or may not be supported by externally funded grants or contracts. If financial remuneration is involved, approval is necessary to ensure conformity of the activity to the stated purposes of the Seminary. An appropriate balance between research and other responsibilities of faculty must be maintained. The first priority of faculty members must be to the Seminary and to their teaching responsibilities.

T. **Conduct and Attire of Members of the Seminary Family**

The conduct and attire of all members of the seminary family, related to the seminary by enrollment or by employment, should be that which glorifies God, are in keeping with Biblical principles and exemplify godliness, modesty and the attractive wholesomeness of our Lord Jesus Christ. "AND WHATEVER YOU DO IN WORD OR DEED, DO ALL IN THE NAME OF THE LORD JESUS."

U. **Faculty Evaluation**

1. **Procedures**
   a. The purpose of faculty evaluation should be first and foremost to aid each professor in the improvement of his teaching and other professional responsibilities to the end that students would be better prepared to serve Christ in their callings. The purpose of faculty evaluation cannot be simply to give marks to each professor for his teaching performance.
While faculty evaluation is important and useful, to use it inappropiately can only lead to demoralization. On the other hand, if the purpose of faculty evaluation is to strengthen each professor's teaching ability, and if each one takes an active role in his own evaluation, then it is possible that each professor will better understand his skills, talents, resources and creativity, and will also feel emotionally enhanced and intellectually enriched.

b. Students will participate in the process through an evaluation instrument appropriate for specific courses. The instrument will measure both content and process, and each student will complete an instrument for each class he or she attends during either the fall or spring semester, or as specified by the Academic Dean.

The Academic Dean will arrange both for administration of the instruments and for the processing of data collected thereby. The results of the instrument will be given to the faculty member being evaluated as soon as they are available.

c. Each professor will be responsible for writing a brief synopsis of professional responsibilities and activities; this should be submitted to the Academic Dean in January each year and should cover the previous calendar year. This report should also include a self-assessment reflecting such items as strengths, limitations, and priorities which the professor has set for his work.

d. In January the Chancellor and Campus President will receive through the Academic Dean's office data from the student evaluation instrument as well as information from the Academic Dean and the professor's self-assessment report.

2. Criteria

a. Effectiveness as a teacher (rapport with students; planning and preparation for instruction; and educational skills such as testing, grading, etc.)

b. Collegiality (rapport with colleagues, cooperation with administrators, and cooperation with the Executive Committee.)

c. Professional activities and development (publications, professional organizations, denominational responsibilities, and continuing education.)

d. Personal attributes (attendance, punctuality, reliability)

e. Public service (promotion of the seminary publicly, community service, etc.)

f. Continued adherence to the confessional standards of the institution.
V. Faculty Advisors

Each student is assigned a faculty advisor who serves as his/her academic advisor and is also available for counsel on other matters.

Faculty advisors ought to be familiar with the academic affairs section of the catalog so as to provide their advisees with adequate counseling on academic matters. Particular questions concerning academic matters may be referred to the Academic Dean. Faculty advisors should be concerned to recognize personal, marital and spiritual problems in their advisees and, where necessary, refer such problems to the Dean of Student Affairs or through him to the Marriage and Family Therapy or Counseling Clinic.

Advisors are expected to plan a social gathering for their advisees, at least, annually.

W. Intellectual Property Rights

RTS is committed to protecting its own and others’ intellectual property rights that may arise in such works from time to time as a result of efforts by members of the RTS community, including faculty, staff, and students. At the same time, we understand that intellectual property laws can be quite comprehensive and complex. The seminary believes it is in the best interest of the RTS community to act honorably in circumstances surrounding intellectual property.

At RTS we believe that faculty, staff, and students have the right to receive credit and compensation from those who use their teachings, writings, or ideas. Therefore, it is RTS’ current position, that it is the responsibility of each individual to respect the intellectual property rights of every other individual including but not limited to faculty, staff, students, or participants in any RTS discussion, forum, event, meeting, or any other service or exchange. And that original works that are not works-for-hire are the intellectual property of their creator(s) unless otherwise stated in writing.

Faculty may be requested to participate in and assist with the RTS Distance Education Program and other programs of similar nature. If a faculty member does participate in such programs, a written agreement will be entered into by and between the faculty member and RTS in connection with any such projects so that the faculty member will receive reasonable compensation for the work done. The faculty member will receive no compensation related to such project or projects other than that set forth in the agreement between RTS and the faculty member.

III. Guidelines

A. Guest Speakers and Occasional Lecturers

Guest speakers or occasional lecturers may be invited by department chairmen for use in classes of that department.
1. The department chairman may invite guest speakers or lecturers to address classes of that department with the approval of the Campus President and the Academic Dean.

2. A specified annual amount shall be budgeted for the use of each department to cover remuneration and travel expense of such speakers.

3. Attention of department chairmen is called to the disclaimer policy statement adopted by the faculty and the Executive Committee allowing certain latitude in the invitation of such speakers and lecturers. (III, H, Section I, Administrative Manual)

4. Any proposed visiting speaker under consideration for speaking at the seminary who is considered by the faculty to be controversial, shall be discussed with and approved by the Chancellor before being invited or contacted.

B. Denominational Involvement

Each faculty member is expected to maintain good standing in his denomination. They are authorized to receive from the seminary travel remuneration up to the amount approved by the Executive Committee per year to attend such courts in order that they might fulfill their ministerial obligations and also to be a goodwill ambassador for the seminary. Faculty members are expected to remember that in the eyes of their church and its courts they are identified with Reformed Theological Seminary rather than with a pastorate and are urged to function with diligence but with discretion and are discouraged from active involvement in controversial matters in church courts.

C. Class Meetings During the Noon Hour

Professors are not to ask students in their classes to meet during the noon hour. Any requests for violation of this policy should be addressed to the Academic Administration Committee through the Dean.

D. Attendance at Professional Meetings

Each faculty member is allowed normal expenses once a year to attend a professional meeting related to his field of work or interest which is held in the continental United States. This provision is not cumulative over successive years and may not be used for a substitute purpose. Requests related to additional professional meetings, or one outside the continental United States, must be submitted to the campus President for special consideration.

E. Children on the Campus

Because of the many seminary activities usually in progress, as well as the lack of supervisory personnel available, students, faculty, and staff are discouraged from
bringing their children on the campus except for activities that involve children such as parties and picnics. It is recognized that there are certain times when an individual has to have his children with him on campus; and, when this is the case, the individual should make certain that his children stay with him and are not allowed to wander unattended around the campus or in any seminary buildings.

F. Admissions Policy

Admissions of students to the Reformed Theological Seminary shall be upon submission by such prospective students of proof of qualification as may be determined by the seminary. Persons desiring to enroll as students shall submit a written application containing the information prescribed by the Academic Dean. Application shall include, in addition to any other information that may be required, the full name of the prospective student, his age, marital status, dependents and educational background. The actual admission shall be the responsibility of the Dean of Student Affairs.

G. Computer Use

Please refer to the RTS Information Security Policy Document, which is maintained in the Administrative Policy Manual.

H. Academic Freedom

The Board of Trustees recognizes the right of individual faculty members to hold and support views which may differ from the Reformed Consensus, but which are not clearly contrary to the system of doctrine set forth in the Westminster Confession of Faith.

The Board of Trustees disclaims, however, any official Reformed Theological Seminary identification with a position that is not explicitly set forth in the Westminster Confession of Faith and Catechisms as generally and historically interpreted by the Reformed and Presbyterian Churches in the United States, or explicitly set forth in the charter or covenant of this seminary.

When positions are held which are not explicit in the above, yet not contrary thereto, the Board of Trustees requests that care, temperance, and balance be practiced in expressing or promoting them so that these positions do not become an occasion of disruption or division to the faculty or the Board of Trustees of the seminary. The trustees hold the faculty member teaching such positions responsible to:

1. Make clear to those instructed that such positions are those of the individual professor and not the officially adopted position of Reformed Theological Seminary or its faculty;
2. Take particular care to see that other positions are fully and fairly presented;

3. Take care that no major allocation of time or emphasis be given to such positions.

IV. Academic Calendar and Special Events

A. Convocation and Commencement

1. Convocation - A service of worship, with or without the academic procession, initiates the opening of the new academic session and is followed by a reception. The service is to be arranged by the Academic Dean, and arrangements for the reception will be made by the administrative staff. Faculty members wear academic attire and march in an academic procession in the order of their length of service on the faculty.

2. Commencement - The same procedures are followed as with the convocation service. Ordinarily it is held on Friday evening. Faculty members wear academic attire and march in the procession in the order of their length of service on the faculty. A reception in honor of the graduates is held following the ceremony.

B. Orientation

A program of orientation is to be conducted for new students prior to the fall semester annually. The program is under the direction of the Dean of Student Affairs.

C. Calendar

A calendar of major events in each academic year is published annually in the catalog. The Dean of Student Affairs also prepares a calendar of social and spiritual events by semester.

D. Grading Deadlines

Professors are expected to report in writing to the Registrar the student grades for their courses by the first pay day after the examination period. Faculty members who fail to report student grades by the first pay day after the examination period will not be paid until the grades are submitted. Grade reports are prepared by the Registrar and must be sent to the students by the fourth Friday after the examination period. Courses that do not receive grade reports by the prescribed deadline will be recorded on the student's grade report as incomplete.
E. Term Paper Deadlines

Unless required earlier by the professor, the deadline for submitting all course assignments, term papers and reports is 11:00 a.m. on the Friday preceding the final examination period at the end of the fall and spring semesters.

F. Student Body Sponsored Conferences

Two or more conferences may be sponsored by the students annually, including a mission’s conference and spiritual life conference. Recommendations concerning dates, themes, and speakers for these conferences shall be presented to the faculty for approval.

G. Senior Banquet

A banquet is held each spring near commencement in honor of the seniors. This is planned by the Student Fellowship. Seniors and their spouses or dates are guests of the seminary.

H. Chapel Speakers and Services

1. Ordinarily chapel services shall be held Tuesday and Thursday during regular academic sessions. On occasion chapel will also be held on Wednesday. Student and Faculty prayer groups meet each week. All faculty members and regular students are expected to attend chapel and prayer groups.

2. Ordinarily these are to be worship services conducted by the faculty along with scheduled student-conducted services.

3. Visiting speakers may be used but are to be kept at a minimum.

SECTION III - THE EMPLOYEE MANUAL

EMPLOYEE HANDBOOK AND PROCEDURAL MANUAL
For Employees of Reformed Theological Seminary

PREFACE

This handbook provides a reference for certain policies and procedures that affect RTS faculty and administrative officers and staff.

However, certain sections of this handbook do not apply to full-time faculty who have signed an annual contract or to faculty who have a memorandum of understanding from the Chancellor outlining their employment arrangement with the Seminary. These sections of this handbook are identified with the notation “Not Applicable to Certain Faculty – See Preface”.
One of the tenets of our Christian faith is that every facet of life is to be subject to God's will as revealed in Scripture. This means that the Seminary's one objective and goal is to serve and glorify the Triune God, and it expects every employee to share that overriding concern in all work and at all times.

Perhaps the greatest benefit the Seminary offers any employee is the opportunity to work in a Christian atmosphere. This does not mean that either employer or employees are perfect. It does mean that every employee should expect the employer to deal with work assignments, working conditions, pay, and fellow employees from a Christian perspective and with Christian aims and purposes so that the Lord will be honored.

All faculty members and administrative officers will be issued a copy of this handbook for their office. It is their duty to familiarize employees under their supervision with the policies and procedures that pertain to them and insure adherence to them. Each employee will receive a copy of this manual.

INTRODUCTION – Employee Manual Disclaimer

We have prepared this Employee Manual, which applies to faculty and staff, to familiarize you with some of our general procedures and to help answer some questions you may have about RTS. After reading the manual, please keep it for future reference.

Nothing contained in this Employee Manual is intended to be, nor shall it be deemed to be, a contract between RTS and any employee. All policies, practices, procedures and benefits of the Seminary, whether or not described in this manual, may be changed, modified, or discontinued without prior notice and with retroactive effect.

Unless you are a full-time faculty who has a written employment agreement to the contrary, signed by a member of the Executive Committee, there is no contract of employment for a definite term between you and RTS. Absent such an employment agreement, all employment with the Seminary is at will, and your employment may be terminated at any time, for any reason, with or without cause, and without further obligation.
FOR FACULTY WITH EMPLOYMENT CONTRACTS

ACKNOWLEDGMENT OF EMPLOYEE MANUAL

I acknowledge receipt of a copy of the RTS Employee Manual. I understand that the Seminary has the unilateral right, at any time and for any reason, to make changes in all employment policies, instructions and procedures, with or without notice, and with retroactive effect. I further understand and agree that the terms of my employment are subject to the terms outlined in my employment contract.

__________________________________________
SIGNATURE

__________________________________________
DATE

FOR OTHER EMPLOYEES

ACKNOWLEDGMENT OF EMPLOYEE MANUAL

I acknowledge receipt of a copy of the RTS Employee Manual. I understand that the Seminary has the unilateral right, at any time and for any reason, to make changes in all employment policies, instructions and procedures, with or without notice, and with retroactive effect. I further understand and agree that my employment is not for any specific term or period of time, and that RTS may take any action concerning my employment, including termination of my employment, with or without cause, without notice, and without further obligation to me, all at the sole and absolute discretion and will of RTS.

__________________________________________
SIGNATURE

__________________________________________
DATE
I. Policies and Procedures

A. General Policies

1. The Seminary complies with all applicable laws related to equal employment opportunity.

2. The Seminary does not ordinarily hire relatives of employees. An exception may be made when filling shorter temporary positions.

3. Diligence and conscientiousness are expected of each employee. When specific job assignments are completed, employees are expected to report to their supervisor for new assignments.

4. The nature of much of the information to which employees have access is confidential. Employees are expected to maintain this confidentiality. Board records, donor records, and financial records are especially confidential and are to be protected.

5. Written performance evaluations for all employees, including all administrators and the chief executive officer, will be conducted each year or more often if necessary. The Chancellor will be evaluated every January by the Chairman of the Board of Trustees on the basis of job performance.

6. The Seminary has no formal seniority system for employees. It does recognize, however, the valuable contribution made by long-term employees and the continuity they bring to all areas of Seminary life.

7. If an employee finds it necessary to resign from a position, two weeks notice of intent is expected. Longer notice is preferable.

If an employee is terminated by the Seminary the same may be without notice and without entitlement to any benefit. (See II B. 8)

8. The Seminary is concerned for the safety of employees and expects all unsafe conditions and practices to be reported to the supervisor or the Campus President or Extension Campus Director. Any injury received at work must be reported immediately to the supervisor.

B. Working Hours

(Not Applicable to Certain Faculty – See Preface)

1. The normal work week for staff employees is forty hours.
2. Normal working hours are from 8:00 A.M. to 5:00 P.M. Monday through Friday except for holidays (see holidays). These hours may be flexible if the supervisor, after consultation with his campus president or other appropriate member of the Chancellor’s Cabinet, determines that a time variation will enhance or improve the operation of the Seminary. Employees are expected to be present and punctual, unless an absence has been approved in advance (see “Overtime and Absences”).

3. Chapel attendance is encouraged.

4. Employees are expected to be in their designated work area during the day unless duty requires their absence.

5. Employees are expected to secure all records and materials and leave their work areas neat and orderly at the end of the day.

C. Overtime and Absences

(Not Applicable to Certain Faculty – See Preface)

1. No overtime work will be performed without prior approval from the Campus President, Extension Campus Director, or appropriate member of the Chancellor’s Cabinet.

2. Employees must notify their supervisor as far in advance as possible of any need to be absent from work by completing and submitting an Absence Report. The supervisor will report the needed absence and the reason for it to the Campus President, Extension Campus Director, or appropriate member of the Chancellor’s Cabinet for approval.

3. Emergency absences, those for which no prior notice has been given to the immediate supervisor, require that the employee or his representative notify the Campus President, Extension Campus Director, or appropriate member of the Chancellor’s Cabinet of the nature and extent of the emergency as soon as possible after its occurrence, and that an Absence Report be completed after return to work. See Section II B.6. regarding the policy applicable to leave under the Family and Medical Leave Act.

D. Pay and Paydays

1. Employees are hired at a salary commensurate with the position they are expected to fill.

2. Employees are paid on the 25th day of each month or, if that is not a business day, on the last business day prior thereto. Direct electronic deposits are available upon request by the employee.
3. Hourly employees and non-exempt salaried employees are required to complete and turn in a time sheet to their supervisor by the 15th of each month for the time worked. The supervisor is responsible for verifying the time sheet and delivering it to the Campus Business Office by that date.

E. Anti-Harassment Policy and Complaint Procedures

The RTS Board of Trustees expects supervisors and employees to apply common sense Biblical principles to the employment relationship.

It is the policy of the Seminary to provide a work environment free from harassment on the basis of race, color, sex, religion, age, national origin, handicap, disability, veteran's status, or other unlawful criteria. Any such harassment is contrary to and prohibited by Seminary policy and will be considered grounds for disciplinary action up to and including termination of employment.

We must have the cooperation of all employees in order to implement our anti-harassment policies. If you believe that you have been discriminated against or that you have been harassed because of your sex, race, color, religion, age, national origin, handicap, disability, veteran's status, or other unlawful criteria, you should contact the campus President, Extension Director, or appropriate member of the Chancellor’s Cabinet. If you are uncomfortable discussing this matter with the campus President, Extension Director, or appropriate member of the Chancellor’s Cabinet, you are urged to contact the Chancellor or a member of the Executive Committee of the Board of Trustees. The Seminary will promptly investigate the situation and take whatever corrective action is necessary and appropriate. The Seminary prohibits any retaliatory action against persons reporting conduct which is believed by the reporting individual to be in violation of this policy.

Sexual harassment

It is the policy of the Seminary to provide a work environment that is free from sexual harassment. The Seminary will not tolerate offensive or inappropriate sexual behavior and requires all personnel to refrain from any action or conduct which could be viewed as sexual harassment. Unwelcome sexual advances, requests for sexual favors, and other offensive verbal or physical conduct of a sexual nature is expressly prohibited. Examples of prohibited conduct include but are not limited to lewd or sexually suggestive comments; off-color language or jokes of a sexual nature; verbal, graphic or physical conduct inappropriately relating to an individual's gender; or any display of sexually explicit pictures, greeting cards, articles, books, magazines, photos, computer images or cartoons.

It is your responsibility to report immediately any incident which you believe to constitute sexual harassment. Even if you believe the act of harassment is isolated or infrequent, you must report it so that the Seminary will have the opportunity to investigate, and if appropriate, take action designed to ensure that the conduct
does not continue. Do not wait to determine whether the conduct will continue. Follow the procedure below and report the conduct immediately.

It is important for you to know that no person, including persons in supervisory or management positions, has the authority to condition the terms and conditions of your employment (pay raises, promotions, demotions, undesirable assignments, disciplinary action or termination, etc.) on the receipt of sexual favors. If any person has in any way suggested that you or any one else should provide sexual favors in exchange for a job benefit, or to avoid an unfavorable employment action, you must report this immediately. Do not wait to determine whether a favorable or unfavorable act actually occurs before reporting the conduct. Follow the procedure below and report the conduct immediately.

To report conduct which may be in violation of this policy, you should contact your immediate supervisor immediately. If you are uncomfortable discussing this matter with your supervisor, or do not feel that your complaints have been adequately addressed, contact the campus President or Extension Director, or appropriate member of the Chancellor’s Cabinet. If you are uncomfortable discussing this matter with the campus President, Extension Director, or appropriate member of the Chancellor’s Cabinet you are urged to contact the Chancellor or a member of the Executive Committee of the Board of Trustees.

The Seminary will promptly investigate your complaint and take whatever corrective action is necessary and appropriate. The Seminary prohibits any retaliatory action against persons reporting conduct which is believed by the reporting individual to be in violation of this policy.

F. Campus Security

1. All administrative offices are to be locked at the conclusion of the work day. Building security will be checked by the Campus Caretaker each evening. No buildings or campus facilities are open on Sunday. If there is need for after-hours security, call the Campus President or Extension Campus Director.

2. Children under 12 are not to be on campus unless accompanied by a parent. All employees are asked to help control this by asking such children to leave buildings or recreational areas where they are unattended. Such incidents are to be reported to the Campus President or Extension Campus Director.

Children of employees should be kept off campus except for brief, necessary meetings for transportation, changes of plans, etc.

3. Certain employees are authorized to have Seminary keys. Keys needed will be furnished by the employee's supervisor or the Business Office and must be returned upon termination of employment.
4. Employees are expected to report any suspicious activity or individual(s) to the Campus President or Extension Campus Director.

G. Academic Information

Catalog requests should be referred to the Admissions Office.

Stated campus events are published in the back of the catalog and appear regularly in the campus newsletter. Impromptu events are posted on bulletin boards. Refer requests for further information to the department or body sponsoring the event, the Registrar, or Dean of Students.

H. Supplies

Standard office supplies are available. Departmental printing needs should be handled as stated under "Copying and Printing." The Seminary provides all supplies needed for the work, but encourages staff not to waste any materials provided. The Seminary does not supply materials for personal use.

I. Purchases

1. All contracted services, supplies, and equipment are to be approved by the Campus Business Office, Extension Campus Director, or appropriate member of the Chancellor’s Cabinet prior to making the purchase.

2. Because of the time required for delivery of materials ordered, the key to the success of this system is the anticipation of needs in advance.

3. After the purchased supplies, etc. have been received, they are to be counted and checked immediately for damage, loss or shortage by the person initiating the requisition. If problems are found during this inspection, the Business Office is to be notified immediately.

4. Upon receipt of an itemized invoice the requisitioning Faculty/Staff member should indicate "Approved for Payment" or "Do Not Pay" and add appropriate explanations and then sign the invoice and return it to the Business Office for payment or further disposition.

J. Copying and Printing

1. Each employee will be issued an individual code to access use for Seminary copy machines. Costs for use of copy machines will be charged to the appropriate Seminary department.

2. Use of copy machines for non-seminary business must be paid to the campus business office at the time copies are made.
K. Mail

Mailroom and mailing procedures will be set by Campus Presidents and Extension Campus Directors.

II. Employee Benefits

Types of Employee Defined:

Full-time employees - Individuals working 30 hours or more per week
Part-time employees - Individuals working less than 30 hours per week
Seasonal employees - Individuals working more than 30 hours per week for less than three months

A. Holidays

The following days are considered holidays for all personnel. Academic holidays and staff holidays may differ.

New Year's Day* January 1
Easter Friday before Easter (Good Friday)
Memorial Day Last Monday in May
Independence Day* July 4
Labor Day First Monday in September
Thanksgiving Fourth Thursday and Friday in November
Christmas Eve* December 24
Christmas Day* December 25
Extended Christmas Holiday** All days falling between Christmas Day and New Years Day

* Friday if holiday falls on Saturday or Monday if holiday falls on Sunday.

** It may be necessary for some departments to provide compensation days off for employees who may need to work on these holidays.

B. Vacation and Leave Policy

(Exception for the “Family and Medical Leave Policy” - Not Applicable to Certain Faculty – See Preface)

Deans, division/department chairmen, and supervisors are responsible for informing employees under their supervision as to vacation and leave policies, making recommendations as to granting leave, and reporting leave in accordance with policy provisions.
1. Vacation with pay is granted to full time employees according to employment status and length of employment. After ten years of full time employment, employees are eligible to receive one extra vacation day in each of the following years of full-time employment at RTS up to a total of 20 days each year at the end of 20 years. (See exception for Senior Level Staff in Section B, Item 4).

2. Accrual of vacation and sick leave while on leave:
   a. Approved leave with pay (vacation and sick): Employees on approved leave with full pay continue to accrue vacation and sick leave during such leave period.
   b. Leave without pay: employees on leave without pay do not earn vacation or sick leave during the period they are on a non-pay status.
   c. Vacation earned is calculated from June 1 of each year. For employees starting after June 1, the earned vacation leave will be prorated accordingly.
   d. A maximum of 10 days vacation time may be accumulated from one fiscal year to the next. This accumulated vacation may be combined with the current year's earned vacation.

3. Leave records and reports:
   a. Vacation and sick leave records must be maintained on all employees in the campus business office.
   b. The recording and reporting of vacation and sick leave is the responsibility of the department chairman or supervisor. Forms are available in the Business Office.
   c. Procedure for vacation requests shall be determined by Campus Presidents, Extension Campus Directors, or appropriate member of the Chancellor’s Cabinet.

4. Vacation:
   Vacation is granted during the employment period June 1 through the following May 31. Except as provided by the Family Medical Leave Act, vacation may be taken at a time or times agreed upon by the employee and the department head or supervisor, and may be limited to specific periods of the year when activities of the department require such limitations. Such limitations may be set by the department chairman, supervisor or the administration.
   Full-time employees earn vacation up to 10 days per fiscal year (June 1 - May 31) as follows:
   a. First six months of employment - vacation is earned 1 day per month (maximum 5 working days per 6 months). Paid vacation may not be taken during first 6 months of employment.
b. From 6 months on - vacation is earned 1 day per month (maximum 5 working days per 6 months) and may be taken that way.

After ten years of full-time employment, employees are eligible to earn one extra vacation day in each of the following years of full-time employment at RTS up to a total of 20 days each year at the end of 20 years.

Exception: In lieu of the above described eligibility to accrue additional vacation days, one additional annual week of vacation shall be granted for Senior Level Staff (as approved by the Chancellor) and they shall be allowed to accrue additional days after 15 years, up to 20 maximum annual vacation days.

Full-time employees working less than 40 hours per week will earn vacation on a pro-rata basis based on the number of hours they agree to work. If such employee’s hours fall below 30 hours per week, the employee will not be eligible for future paid vacation benefits.

5. Sick Leave

Sick leave is earned at a rate of 1 day per month - maximum of 5 days per 6 months and 10 days per fiscal year, but are to be taken only for personal illness. A maximum of 10 days may be accumulated.

In cases where accrued and accumulated sick leave may be inadequate for the length of illness, the employee should present all facts to the Campus President or Extension Campus Director for a determination of how the lost time is to be charged.

Maternity absences are covered under the sick leave policy. It will be the responsibility of the Division/Department chairman or supervisor to notify the Campus President or Extension Campus Director when it is recommended that an employee be placed on leave without pay.

Eligibility for Sick leave:

a. The employee himself or herself must be ill.
b. The employee must notify his supervisor of the reason for his absence.
c. The employee must keep his supervisor informed of his condition, if his illness continues.
d. Absence reports must be turned in to the Business Office on the day the employee returns to work.

Full-time employees working less than 40 hours per week will earn sick leave on a pro-rata basis based on the number of hours they agree to work.
If such employee’s hours of work falls below 30 hours per week, the employee will not be eligible for future paid sick leave.

6. Family and Medical Leave Policy

a. Eligibility

This policy applies to employees who have at least 12 months of service and who have worked at least 1,250 hours during the 12 months immediately prior to the beginning of the requested leave.

b. Description of Unpaid Time Off Benefit

Eligible employees may take up to a total of 12 weeks of family/medical leave within any 12-month period. For the purpose of this policy, the 12-month period is a rolling period measured backward from the date an employee uses any family/medical leave. Family/medical leave may be taken for any of the following reasons: (1) the birth of a son or daughter; (2) the placement of a son or daughter with an employee for adoption or foster care; (3) to care for a son, daughter, parent (but not parent-in-law) or spouse with a serious health condition; or (4) because of a serious health condition that makes the employee unable to perform the functions of the employee’s job.

During any unpaid family/medical leave, the Seminary will allow health coverage (i.e., medical plan, dental plan and health care reimbursement account) to continue at the active employee rate. Whether other benefits continue will depend on the provisions of the respective plans. Also, upon return from such unpaid leave, the employee will be reinstated to the position held prior to the leave or to an equivalent position. If an employee fails, however, to return to work upon exhaustion of the 12 weeks of family/medical leave, no guarantee is made that the employee will be returned to the same or an equivalent position.

Any family/medical leave taken because of the birth of a child or the placement of a child with an employee for adoption or foster care must be completed within the 12-month period beginning on the date of birth or placement.

c. Integration with Paid Time Off Benefit

When taking family or medical leave, the employee will first use any available paid time off such as sick leave, vacation and holidays. Unpaid leave will be used only after PTO has been exhausted.
Paid and unpaid time off will be aggregated in determining the 12-week time off benefit available under this policy.

d. Requests for Leave

If the need for family/medical leave is foreseeable, the employee must submit a completed Request for Family/Medical Leave form at least 30 days in advance of the leave. If this is not possible, the employee must notify the Payroll and Benefits Administrator no later than the next business day after learning of the need for leave. Further, notification of absence is to be handled in accord with otherwise applicable Seminary policy. Failure to provide notice may be grounds for delay of leave. Request forms are available through the Payroll and Benefits Administrator.

e. Certification

When leave is taken due to the serious health condition of either the employee or a covered family member, the employee and the health care provider are required to furnish a written certification from a health care provider of the medical need for the leave. The Seminary may also require subsequent medical recertification on a reasonable basis. When leave is taken due to the employee’s serious health condition, the employee is required to furnish a medical certification of fitness for return to duty before being allowed to return to work.

f. Intermittent Leave

Family/medical leave taken because of the serious health condition of either the employee or a covered family member can be taken on an intermittent or reduced work schedule basis if such an arrangement is certified by the health care provider to be medically necessary. Leave taken due to the birth of a child or placement of a child with an employee for adoption or foster care must be taken in one unbroken period unless approved in advance by the Payroll and Benefits Administrator. Decisions regarding requests for intermittent or reduced work schedule leaves in birth, adoption and foster care situations will be based on the business needs of the Seminary.

g. Health Coverage Payments During Unpaid Leave

During any paid portion of a family/medical leave, to the extent paid by the employee, the Seminary will deduct the employee’s health coverage payment as a regular payroll deduction. During unpaid leave, the employee will be required to submit periodic payments to the Seminary if the employee desires to maintain
coverage. Health coverage will cease if payment becomes more than 30 days late. If an employee elects not to return to work at the end of an unpaid leave, the employee will be required to reimburse Seminary for the cost of health coverage borne by the Seminary during the unpaid leave unless the employee’s reason for not returning to work is directly related to a serious health condition or other circumstance beyond the employee’s control.

h. Failure to Return Following Leave

If an employee fails to return to work on the next work day following the expiration of an approved family/medical leave, the employee will be deemed to have resigned employment, and the Seminary may recover its portions of premiums paid in accordance with applicable law.

i. Policy Administration

In administering this policy, it is the Seminary’s intent to comply with all provisions of the Family and Medical Leave Act of 1993 (“FMLA”). As permitted by FMLA, family/medical leaves (and reinstatements) may be restricted in certain situations involving key employees or where employees are geographically scattered. Administrative guidelines may be developed to assist in applying the various provisions of FMLA to specific situations not covered in this policy statement.

7. Special Leave

a. Jury Duty - The Seminary complies with all applicable laws and court rules concerning service on juries.

b. Military Leave – The Seminary complies with all applicable laws concerning the reemployment right of employees called for military service.

8. Termination Pay

Employees retiring or otherwise terminating employment from RTS may be paid for earned vacation which has not been used previously. Neither personal days nor sick leave are considered as earned vacation, and terminating employees will not be compensated for such time.

9. Personal

Full time employees are allowed 4 personal days per year. These days are to be used for purposes such as personal business, scheduled visits to
doctor's offices, family illness, etc. These days are in addition to vacation but may not be used to extend a vacation beyond 10 days per year. Personal days may be taken with permission of the supervisor and reported as such to the Business Office.

Personal days accrue to the employee at the rate of 1 day per 2 months employment to a maximum of 4 days per 12 months during a fiscal year. Employees may not accumulate personal days. A maximum of 2 consecutive personal days may be taken at one time.

Personal days may be taken during the first six months of employment.

C. Education

(Not Applicable to Certain Faculty – See Preface)

1. Full-time staff persons will be allowed free, for credit, tuition under the following conditions:
   a. Up to three hours may be taken at no cost per term with no cumulative benefit, for a total of six hours per fiscal year.
   b. The employee may begin classes on the first academic period following twelve (12) months full time employment.
   c. The employee's supervisor must approve of the schedule and that person must be able to work out make up time if the class schedule coincides with regular work schedule.
   d. Staff are responsible for books, syllabi and other materials required for successful completion of the course.
   e. The employee must successfully complete each course with a grade of C or better or will be ineligible for this benefit the following term.
   f. Special circumstances regarding scheduling for a full time staff person in connection with taking courses for credit will be referred to the Campus President or Extension Campus Director and the staff person's supervisor. However, work schedules will take precedence over academic schedules.

2. Enrollment must be made by following established Seminary procedures and meeting all Seminary requirements for such enrollment.

3. This policy does not apply to individuals who have come to RTS as students and assumed part time staff or work study positions.

D. Bookstore and Library Privileges

1. Purchases may be made from the RTS Bookstore receiving the same discount terms as students.
2. Employees have the privilege of borrowing books and other material from the Library under the same terms and conditions as students; i.e., each must apply for and receive a library card, and observe all rules of the Library.

E. Group Insurance Benefits

Full time employees are provided with health insurance, life insurance, and long term disability insurance through contracts and policies with various companies. Full time employees are also given access to certain voluntary benefits including, but not limited to dental, vision and supplemental life coverage, which are paid for by the employee via payroll deduction. Certificates and/or identification cards are normally issued by the insurers. A description of benefits provided under each insurance plan is included in a Summary Plan Description (SPD) prepared by each insurance company. You should obtain and review a copy of SPD for each plan.

Upon termination of employment with the Seminary, you should review each SPD to determine whether the plan allows you to continue insurance coverage at your own expense at rates determined by the insurance company.

F. Reformed Theological Seminary Retirement Plan

The Seminary has established the Reformed Theological Seminary Retirement Plan (the Plan) as a retirement plan for employees who have satisfied certain eligibility requirements as described in the Summary Plan Description (SPD). A copy of the SPD will be provided to you.

You should review the SPD which provides information that will assist you in determining when you become eligible to participate in the plan, how you earn a vested interest in amounts contributed by the Seminary, how benefits are ultimately paid to you, and how much you can voluntarily contribute to the Plan. The Payroll and Benefits Administrator in Jackson is also available to assist with any questions you may have.

G. Flexible Benefit Plan (also known as a "Cafeteria Plan")

Full-time employees of the Seminary are eligible to participate in the Flexible Benefit Plan sponsored by the Seminary. This plan allows employees to choose from different types of benefits based on their needs. The benefits selected from the list of available benefits (or "menu") included in this plan may be excluded from the employee's taxable income. Information may be obtained from the Payroll and Benefits Administrator in Jackson.

H. Payroll Deductions

State and Federal Laws require that certain deductions be made by the employer; other deductions may be made at the election of the employee. The salary check
stub shows each deduction. Required deductions are Federal Income Tax, State Income Tax and Social Security tax (FICA). Other optional deductions may include dependent and additional medical insurance, voluntary benefit premiums, cafeteria plan contributions, tax-deductible contributions to RTS, and elective contributions to various retirement options offered by the Seminary.

1. **Federal Income Tax:**

   The deduction of Federal Income tax is based on the tax schedule furnished by the Internal Revenue Service. Information from the "Form W-4" determines the tax schedule to be used in the calculation of the deduction. This form must be completed by all employees and filed in the Payroll and Benefits Administrator in Jackson before the first salary payment is made. The employee is responsible for completing revised forms if there is a change in status.

2. **State Income Tax:**

   The deduction of State Income tax is based on information provided on the appropriate state form. This form must be completed by all employees and filed in the Payroll and Benefits Administrator in Jackson office before the first salary payment is made. The employee is responsible for completing a revised form if there is a change of status. Withholding tables provided by the State are the basis for withholdings.

3. **Social Security Tax (FICA):**

   The deduction for Social Security tax is made monthly based on the current established rates. This deduction is matched by the Seminary. Employees must provide, to the Payroll and Benefits Administrator in Jackson office, their Social Security number prior to the first monthly salary payment.

4. **Tax Forms:**

   W-2 forms are issued by the Business Office each January. Withholding statements must be completed at the time of employment. Changes in withholding are to be reported to the Business Office and a new statement completed.

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**I. Other Retirement Plan Option**

The Seminary provides employees access to a 403(b) retirement plan through PCA Retirement and Benefits, Inc (this retirement option is separate from the main Retirement Plan, as mentioned in Subsection F). Each employee is eligible to make pre or post-tax contributions toward their retirement account via payroll deduction. The Seminary will not make any contributions to this account on...
behalf of the employee. Contact the Payroll and Benefits Administrator in Jackson for information.

III. Miscellaneous

A. Employee Suggestions

The Administration is charged with the prudent use of the resources that the Lord has provided for the Seminary's operation. The Seminary encourages employee suggestions that will enhance this goal. All suggestions will be considered.

B. Bulletin Boards

Bulletin boards in each building are the responsibility of the Division Chairman or the person in charge of the principal function of the building. They have authority to remove untimely, unsightly, or unapproved materials from the board. Personal notices may be placed in appropriate sections of the boards with permission from receptionist.

C. Solicitation/Distribution Policy

In an effort to assure a productive and harmonious work environment, persons not employed by the Seminary may not solicit or distribute literature in the workplace at any time for any purpose.

The Seminary recognizes that employees have interests in events and organizations outside the Seminary. However employees may not solicit concerning these activities during working time or distribute literature concerning these activities during working time or in work areas. (Working time does not include lunch periods, breaks, or time before or after work. Work areas do not include the lunch room.)

In addition, the posting of written notices on Seminary bulletin boards is restricted. If you have a message of interest to the Seminary or its employees, please submit it to the Campus President, Extension Campus Director, or the appropriate member of the Chancellor’s Cabinet for approval and posting.

D. Lost and Found

Notify the Receptionist if articles are lost or found.

E. Maintenance

1. Report machine malfunctions immediately to the Campus Business Office. The necessary service representative will be contacted.
2. For other maintenance, complete a "Maintenance Request" form, available in the Business Office, and return the completed card to the Business Office.

F. Recreational Facilities

The Seminary's recreational facilities are available to its employees. The Student Handbook contains the rules and procedures for the use of these facilities.

G. Reservations for Facilities

1. The Seminary discourages the use of its facilities by individuals and organizations outside the seminary family.

2. Certain areas of the campus are available to employees for approved meetings. Reservations for their use can be made through the designated person, who will also provide the rules governing their use.

H. Travel

All travel at Seminary expense must be approved by the Department Head or Supervisor before the trip is made. After the trip, a Travel Expense Form should be completed and the indicated receipts attached for reimbursement. If arrangements were made through a travel agency, the invoice for your ticket and/or your ticket stub should be included with the expense account voucher. The completed form should be submitted to the Department Head or Supervisor for signature, and then sent to the Business Office for payment. For extended travel, the Seminary will advance travel funds, if necessary, upon request. Travel in a personal vehicle may be reimbursed at the currently approved rate for actual mileage driven on seminary business, not to exceed normal coach air fare plus ground transportation (i.e. limo, cab, personal car to airport). Normally it is less expensive to drive than to fly, unless discounted air fare is obtained (i.e. super saver", etc.). Mileage and expenses for lodging, food, etc. accumulated as a result of personal business, tourist activity and other costs not related to seminary business are not reimbursable.

I. Emergencies

Call "911" for emergencies that require immediate professional assistance (i.e. medical, fire, police, etc.). If time permits during the emergency or for assistance with minor, non-threatening problems, notify the Receptionist during normal working hours, or Security and/or the Campus President or Extension Campus Director after hours. After the emergency is under control, report the nature, circumstances and extent of the emergency to the Campus President or Extension Campus Director.

If the Seminary is threatened by extreme weather conditions, natural disasters or other perils, Supervisors will instruct employees about precautions to be taken to
meet the emergency. During "off hours" under extreme winter weather conditions, the Seminary will communicate with employees and students through local radio and television news releases.

J. **Computer Use**

Please refer to the RTS Information Security Policy Document, which is maintained in the Administrative Policy Manual.

K. **Safety**

The Seminary provides excellent working conditions for its employees and is committed to maintaining a safe, healthy environment for them. A safety committee periodically reviews the condition of the buildings and grounds and recommends corrective action. It is the responsibility of each employee to become familiar with safety procedures, to conduct his duties in a safe and efficient manner and to report all unsafe conditions to his supervisor and/or the office of the Campus President or Extension Campus Director.

L. **Employee Protection (Whistleblower) Policy**

If any employee reasonably believes that some policy, practice, or activity of the Seminary is in violation of the law or Operating Manual, then it is encouraged that the employee first brings the complaint verbally to the responsible party in accordance with Matthew 18:15. If the employee is uncomfortable with this institutional preference, then a written complaint can be filed by that employee with a supervisor or the Chief Operating Officer when there is a potential conflict of interest with the supervisor. This complaint should first be handled internally to provide the Seminary with a reasonable opportunity to investigate and correct the alleged unlawful activity. The Executive Committee of the Board of Trustees will be apprised of each violation if it is determined by management that unlawful activity or activity in conflict with the Operating Manual did in fact occur.

It is the intent of the Seminary to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization’s goal of legal compliance. The internal controls and operating procedures are intended to detect and to prevent or deter improper activities; however, intentional and unintentional violations of laws, regulations and policies may occur and may constitute unlawful activities. The support of all employees is necessary to achieve overall compliance.

The Seminary will not retaliate against an employee who in good faith, has made a protest or raised a complaint against some practice of the Seminary, or of another individual or entity with whom the Seminary has a business relationship, on the basis of a reasonable belief that the practice is in violation of the law or Operating Manual.
IV. RTS Vehicle Policy

To provide for the supervision, security and maintenance of RTS vehicles, the following should be followed:

1. RTS vehicles are to be used for RTS business only. Vehicles will be checked out in the Campus Business Office. They should be returned to the parking spaces provided and checked back in immediately upon completion of requested trip. RTS vehicles are not for student or faculty personal use even on weekends.

2. RTS vehicles (automobiles and trucks) will be parked in a designated area when not in use.

We will appreciate your cooperation and assistance by observing this policy.