

# JIU Board of Trustees Manual

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## **AUTHORIZATION**

Jones International is a 501(c)(3) private, for-profit institution operating under exemption from the Division of Private Occupational Schools (“Division”) as set forth in the provisions of Title 23, Article 64 of the Colorado Revised Statutes.

## **PRESIDENT’S GREETING**

Dear Members of the Board,

It is my great pleasure to welcome you to JIU, where we strive to provide our students with a high-quality, faith-based education that prepares them to make a positive impact in their communities and the world.

As President of JIU, I am honored to work alongside our talented faculty, staff, and administrators to fulfill our mission and serve our students with excellence. I believe that our commitment to integrity, academic excellence, and spiritual formation sets us apart and positions us for continued success.

I look forward to collaborating with each of you as we work together to ensure that JIU remains a leading online Christian university, equipping our students with the knowledge, skills, and character needed to succeed in their personal and professional lives.

Thank you for your service and dedication to JIU. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

Eric Stevens

## 1. INTRODUCTION

### *Mission*

Jones International University is a Christian institution of higher learning that seeks to empower students to live out their faith in the pursuit of academic and personal excellence. Our mission is to provide a rigorous and intellectually stimulating education that is grounded in the Christian worldview, and that prepares students to make a positive impact in the world through service, leadership, and the promotion of social justice.

### *Institutional & Program Objectives*

To achieve its stated Mission Statement, Jones International:

1. Provides a rigorous and intellectually stimulating education that is grounded in the Christian worldview, and that prepares students for success in their chosen fields while encouraging them to pursue excellence in all areas of life.
2. Fosters a supportive and inclusive community that is rooted in love, grace, and truth, and that encourages students to grow in their faith and develop meaningful relationships with one another.
3. Instills in students a commitment to service and social justice and provide opportunities for them to engage in meaningful service projects and advocacy efforts that promote human flourishing.
4. Develops and maintains a curriculum that is responsive to the needs of a diverse student body and that prepares graduates to be leaders in their communities and professions.
5. Cultivate a faculty and staff who are committed to the mission and values of the institution, and who model the values of Christ in their teaching, research, and service.
6. Builds partnerships and collaborations with other Christian institutions, churches, and organizations, and promote a culture of dialogue and engagement with the broader Christian community.
7. Ensures financial stability and sustainability through responsible stewardship of resources and a commitment to sound fiscal management practices.

## ***Statement of Faith***

Jones International believes in the following statement of faith:

At Jones International University, we affirm that our institution is founded on Christian principles and values. We believe in the triune God, who is the Father, Son, and Holy Spirit, and who created the universe and all that is in it. We recognize that Jesus Christ is the Son of God and the Savior of the world, who died on the cross for the forgiveness of sins and rose again from the dead to give us eternal life.

As a Christian institution, we seek to foster a community that is rooted in love, grace, and truth. We believe that every person is made in the image of God and has inherent dignity and worth. We affirm that all members of our community are called to serve one another and to pursue excellence in all areas of life, guided by the teachings of Jesus Christ.

We recognize that the pursuit of knowledge is a sacred endeavor, and that education can be a means of growing closer to God and fulfilling our calling in life. We are committed to providing a rigorous and intellectually stimulating curriculum that is grounded in the Christian worldview, and that encourages students to engage with complex issues from a faith-based perspective.

Moreover, we believe that our education must be informed by a deep sense of compassion and concern for others. We seek to instill in our students a commitment to social justice, service to the marginalized and oppressed, and the promotion of human flourishing in all its forms.

In all that we do, we strive to honor God and to fulfill the mission of our university to prepare students to make a positive impact in the world, guided by the values of Christ.

## ***Jones International University Statement of Ethics***

As a Christian university, JIU is committed to upholding the highest standards of ethics and integrity in all areas of its operations. The university seeks to provide a learning environment that fosters personal and spiritual growth, academic excellence, and a deep commitment to serving others.

In line with this mission and faith statement, JIU is committed to the following ethical principles:

1. Respect for the dignity and worth of every individual: JIU recognizes that each person is created in the image of God and therefore deserving of respect and dignity. The university is committed to treating all members of its community with fairness, respect, and compassion.
2. Honesty and integrity: JIU values honesty and integrity in all academic, professional, and personal endeavors. The university expects all members of its community to uphold the highest standards of academic and intellectual integrity, and to conduct themselves in an honest and ethical manner in all aspects of their lives.
3. Service to others: JIU encourages its students, faculty, and staff to use their gifts and talents to serve others and make a positive difference in the world. The university seeks to instill in its community a deep sense of social responsibility and a commitment to making a meaningful impact in the lives of others.
4. Stewardship of resources: JIU recognizes that all resources are gifts from God, and as such, should be used wisely and responsibly. The university is committed to using its resources in a manner that reflects its values and mission, and to being good stewards of the environment and the communities it serves.
5. Continuous learning and improvement: JIU is committed to the pursuit of knowledge and the continuous improvement of its programs and services. The university recognizes that learning is a lifelong process and seeks to foster a culture of curiosity, exploration, and innovation that inspires its community to grow and develop as individuals and professionals.

### ***Shared Governance***

At JIU, we believe in the importance of shared governance, which is a collaborative decision-making process that involves all members of the university community. We value the input and perspectives of all stakeholders, including the board of trustees, faculty, staff, and students, in the decision-making process.

Shared governance involves a system of committees that are responsible for making decisions in various areas, such as academic policies, budget, and personnel. These committees are made up

of representatives from different parts of the university, and they work together to ensure that decisions are made in the best interests of the university as a whole.

The board of trustees is an important part of the shared governance structure at JIU. The board is responsible for setting the overall direction and strategic goals for the university, while working collaboratively with the president, faculty, staff, and students to achieve those goals. The board also provides oversight and accountability to ensure that the university is fulfilling its mission and operating with integrity.

We believe that shared governance is essential to ensuring the success and sustainability of the university. By involving all members of the university community in the decision-making process, we can ensure that our decisions are informed, inclusive, and reflect the values and priorities of our institution.

### ***Conflict of Interest Policy***

The JIU Board of Trustees recognizes that conflicts of interest may arise in the course of conducting the university's affairs. Therefore, this Conflict of Interest Policy is established to help ensure that JIU's operations and decision-making processes are conducted in an ethical and transparent manner.

A conflict of interest arises when an individual's personal interest interferes or appears to interfere with their ability to act in the best interest of the university. JIU's Board of Trustees, officers, faculty, and staff are expected to maintain the highest level of ethical standards and avoid any conflicts of interest that may compromise the university's reputation or integrity.

All trustees, officers, faculty, and staff must disclose any potential or actual conflicts of interest to the appropriate authority. Such disclosure should be made in writing and should include the nature and extent of the potential conflict of interest. The appropriate authority shall determine if there is a conflict of interest and the necessary steps to be taken to resolve the conflict.

To avoid conflicts of interest, trustees, officers, faculty, and staff must not engage in any activity, financial or otherwise, that conflicts or appears to conflict with the university's interests. Additionally, trustees, officers, faculty, and staff must not use their position at JIU for personal gain or benefit.

The resolution of conflicts of interest may include, but is not limited to, the following measures: abstaining from participation in decisions that may be influenced by the conflict of interest, recusal from committee assignments or voting, and divestment of interests that create the conflict. The appropriate authority shall determine the necessary measures to resolve the conflict of interest.

Trustees, officers, faculty, and staff are required to submit a written annual disclosure of any potential or actual conflicts of interest to the appropriate authority.

Failure to comply with this Conflict of Interest Policy may result in disciplinary action, up to and including termination of employment, termination of Board membership, or other legal action.

The JIU Board of Trustees is committed to conducting the university's affairs with the highest degree of integrity and ethical behavior. Trustees, officers, faculty, and staff are expected to comply with this Conflict of Interest Policy to ensure that the university's operations and decision-making processes are free from conflicts of interest.



## **2. BOARD MEMBERS**

### ***2.1 Board Composition***

The JIU Board of Trustees consists of a minimum of seven members and a maximum of 15 members. The President of JIU serves as an ex-officio member of the Board.

Board members are selected based on their commitment to JIU's mission, their ability to make sound decisions in the best interests of the University, and their willingness to contribute their time and expertise to the Board.

The Board shall be composed of individuals who are representative of the community served by the University. The Board is committed to diversity and inclusion and will strive to ensure that its members represent a broad range of backgrounds, perspectives, and expertise.

The Board shall include individuals with expertise in finance, law, education, business, and other relevant fields. Board members shall be selected based on their ability to bring valuable insights and perspectives to the governance of the University.

Board members are appointed by the Board of Trustees and serve for a term of three years. Board members may be reappointed for up to two additional terms.

Board members are expected to attend all Board meetings, participate actively in Board deliberations, serve on Board committees, and fulfill other duties and responsibilities as assigned by the Board.

The Board shall conduct an annual self-assessment to evaluate its effectiveness and to identify areas for improvement. The Board shall use the results of the self-assessment to enhance its performance and to ensure that it is meeting its fiduciary responsibilities and serving the best interests of the University.

### ***2.2 Criteria for Membership and Member Selection Process***

The Board of Trustees of JIU is composed of individuals who have the experience, expertise, and dedication necessary to fulfill the mission of the university. Board members are selected based

on their ability to contribute to the growth and development of JIU and their commitment to the university's core values.

#### Criteria for Membership:

- Demonstrated commitment to the mission and core values of JIU
- Be a Christian of good morals
- Expertise in one or more areas that are relevant to the university, such as education, business, or law
- Financial acumen and experience in managing complex organizations
- Demonstrated leadership ability and experience in a senior management role
- Willingness to commit the time and energy necessary to fulfill the duties of a board member

#### Member Selection Process:

- The Nominating and Governance Committee of the Board is responsible for identifying and recommending potential board members to the full Board.
- The Committee seeks out candidates who meet the established criteria for membership and who can bring unique skills and perspectives to the Board.
- The Committee conducts a thorough review of each candidate's qualifications, including a review of their professional experience, education, references, and other relevant factors.
- After a candidate is identified, the Committee conducts interviews to assess their interest, commitment, and suitability for service on the Board.
- Once the Committee recommends a candidate to the full Board, the Board votes to approve the candidate's appointment to the Board.

### ***2.3 The Role of the Board***

The role of the Board is to provide strategic leadership and oversight of the university's operations and policies. The Board is responsible for ensuring that the university fulfills its mission to provide quality education and maintain the highest standards of academic excellence. The Board sets the overall direction of the university, establishes policies and procedures, and ensures that the university is in compliance with all applicable laws and regulations. The Board also approves the university's budget, evaluates the performance of the president, and provides support and guidance to the university's leadership team. In addition, the Board is responsible for fundraising and cultivating relationships with stakeholders to ensure the long-term sustainability of the university.

### ***2.4 All other Board Duties and functions (Responsibilities)***

Some additional duties and functions of the Board may include:

1. **Strategic Planning:** The Board is responsible for setting the strategic direction of the institution and approving long-term plans.
2. **Financial Oversight:** The Board oversees the financial management of the institution, ensuring that budgets are balanced and that financial practices are in compliance with applicable laws and regulations.
3. **Risk Management:** The Board is responsible for identifying and mitigating potential risks to the institution, including financial, legal, and reputational risks.
4. **Fundraising:** The Board plays a crucial role in fundraising efforts for the institution, working to secure donations from individuals, foundations, and corporations.
5. **Community Engagement:** The Board represents the institution in the community, serving as ambassadors and advocates for the institution and promoting its mission and values.
6. **Executive Oversight:** The Board is responsible for hiring, evaluating, and, if necessary, terminating the President/CEO, and ensuring that the executive team is properly aligned with the institution's mission and goals.

7. Policy Development and Review: The Board is responsible for developing and reviewing policies and procedures that govern the institution's operations, ensuring that they are in compliance with all applicable laws and regulations.
8. Academic Oversight: The Board is responsible for ensuring the quality and integrity of the institution's academic programs and maintaining academic standards.
9. Compliance: The Board is responsible for ensuring that the institution is in compliance with all applicable laws and regulations, including those related to accreditation, financial aid, and employment.
10. Evaluation: The Board is responsible for evaluating its own performance, as well as that of the institution and its leadership, to ensure that it is meeting its goals and objectives.

### **3. ORGANIZATIONAL STRUCTURE OF THE BOARD**

#### ***3.1 Officers of the Board***

The officers of the board are elected by the members of the board and typically consist of a chair, vice-chair, secretary, and treasurer. These officers are responsible for leading the board meetings and ensuring that all necessary actions are taken.

The chair of the board is responsible for presiding over all meetings of the board, setting the agenda for each meeting, and ensuring that all members have the opportunity to participate in the discussion. The vice-chair supports the chair and assumes the role of the chair in their absence.

The secretary is responsible for recording and distributing minutes of the meetings, maintaining official records and documents, and ensuring that all necessary reports and documents are filed with the appropriate agencies. The treasurer oversees the financial affairs of the organization, including the preparation and presentation of the annual budget and financial statements.

In addition to the officers, the board may appoint other committee chairs or members to support specific areas of responsibility, such as finance, development, or governance. These committee members are responsible for providing recommendations and guidance to the board on their areas of expertise.

#### ***3.2 Committees of the Board***

The Board of Directors may create committees as needed to facilitate its work. These committees may include but are not limited to:

1. **Executive Committee:** The Executive Committee consists of the Board Chair, Vice Chair, Secretary, and Treasurer. This committee has the authority to act on behalf of the Board between meetings, except as otherwise limited by law or the bylaws.
2. **Finance Committee:** The Finance Committee is responsible for overseeing the financial affairs of the organization, including the development of the annual budget, monitoring of financial performance, and review of financial policies and procedures.
3. **Governance and Nominating Committee:** The Governance and Nominating Committee is responsible for overseeing the governance structure of the organization, including the

Board's composition, committee structure, and bylaws. This committee is also responsible for identifying and nominating candidates for Board membership.

4. **Audit Committee:** The Audit Committee is responsible for overseeing the organization's internal and external audit processes, ensuring compliance with accounting standards and legal requirements, and reporting to the Board on the results of these processes.
5. **Development Committee:** The Development Committee is responsible for overseeing the organization's fundraising efforts, including the development of fundraising strategies, cultivation of donor relationships, and oversight of fundraising events.
6. **Program Committee:** The Program Committee is responsible for overseeing the organization's programmatic activities, including the development and implementation of programs and services that align with the organization's mission and strategic goals.
7. **Ad Hoc Committees:** The Board may establish ad hoc committees as needed to address specific issues or initiatives.

Each committee shall have a written charter outlining its purpose, composition, authority, and responsibilities, which shall be reviewed and approved by the Board on an annual basis.

Committee members shall be appointed by the Board Chair in consultation with the committee chairs, and shall serve at the pleasure of the Board.

### ***3.3 Working on Committee Tasks***

As a committee chair, it is important to establish a line of communication with the appropriate staff or faculty member assigned to the committee. Regular exchanges should be made to ensure the chair is up-to-date with relevant information. Additionally, the chair is responsible for creating the committee meeting agendas in collaboration with the assigned liaison. The chair should also communicate with and delegate tasks to committee members, and report to the board on the committee's actions and decisions at each meeting. Furthermore, chairs serve on the executive committee and should attend those meetings when called upon.

As members of a committee, board members should familiarize themselves with the workings of their respective committees and keep informed about trends and needs within their area of service. Committee members should also get to know the faculty and staff who work in their area

and seek out resources to aid in decision-making. Attendance at each committee meeting and completion of assigned tasks between meetings is expected of all committee members.

## **4. BOARD MEETINGS**

### ***4.1 Frequency of Meetings***

The board will hold regular meetings on a quarterly basis, with the exact dates and times determined at the beginning of each calendar year.

Special meetings may be called as needed by the board chair or by written request of a majority of the board members.

All board members will be notified of any special meeting at least two weeks in advance, unless there is a compelling reason to hold the meeting sooner.

The purpose of the meeting will be included in the notice, along with any supporting materials or documents relevant to the discussion. Minutes will be taken for all meetings and distributed to board members in a timely manner.

### ***4.2 Communication within JIU Community***

Effective communication is key to the success of the JIU community, including during Board meetings. To ensure that communication within the JIU community is efficient, transparent, and productive, the following communication channels and procedures will be observed during Board meetings:

1. Regular Board meetings will be held on a schedule established by the Board. Special Board meetings may be called by the President or any Board member with at least seven days' notice to all members.
2. Notice of Board meetings will be sent to all Board members at least seven days in advance, including the date, time, and location of the meeting, as well as an agenda outlining the business to be conducted.
3. During Board meetings, Board members will have the opportunity to ask questions, express concerns, and provide feedback related to the agenda items being discussed. All Board members are expected to participate fully and actively in all Board meetings.



4. The Board Chair will ensure that all Board members have an opportunity to provide input and express their opinions, while also ensuring that the discussion remains focused and productive.
5. Following Board meetings, the minutes of the meeting will be distributed to all Board members and made available to the JIU community. The minutes will include a summary of the discussions and decisions made during the meeting, as well as any action items assigned to specific Board members or committees.
6. Board members may communicate with each other and with members of the JIU community outside of Board meetings, but should avoid making decisions or taking actions that are within the Board's purview without first discussing them in a Board meeting.

By following these communication procedures, the JIU community can ensure that all stakeholders are informed, engaged, and able to contribute to the ongoing success of the institution.

## **5. BOARD DEVELOPMENT AND ASSESSMENT**

### ***5.1 Board Education and Development***

The JIU Board recognizes the importance of ongoing education and development for its members to ensure effective governance. The Board shall arrange for regular educational opportunities that may include retreats, workshops, conferences, and other relevant training sessions to provide members with the knowledge and skills necessary to perform their roles effectively.

### ***5.2 Board Self-Evaluation Processes & Assessment Responsibilities***

The Board shall conduct an annual self-evaluation to assess its effectiveness in fulfilling its responsibilities. The evaluation shall include a review of the Board's composition, structure, and processes, as well as the performance of individual Board members.

The evaluation process shall be conducted using an objective and standardized method, and the results of the evaluation shall be used to identify areas for improvement and to develop strategies to address these areas.

The responsibility for overseeing the evaluation process shall rest with the Board Chair, who shall report the results of the evaluation to the Board.

### ***5.3 Orientation Process for New Members***

The Board shall ensure that all new members receive a comprehensive orientation to the Board and the institution. The orientation shall include an overview of the institution's mission, vision, and strategic plan, as well as the Board's responsibilities, structure, and processes.

New members shall be assigned a mentor who will provide guidance and support during the orientation process and beyond. The mentor shall help the new member to understand the institution's culture and history, and to become familiar with the key issues and challenges facing the institution.

The Board shall also provide ongoing support and education to new members to ensure that they are able to contribute effectively to the Board's work. This may include additional training, workshops, or other forms of support as needed.

## APPENDIX : BOARD SELF-EVALUATION FORM

This self-evaluation should be done by the board members annually. This evaluation will be used for the betterment of the member's administration and communication purpose only. Please mark the appropriate place to each question.

5 = Strongly Agree    4 = Agree    3 = Neutral    2 = Disagree    1 = Strongly Disagree

<b>I. Mission, Planning, and Policy</b>	
1. The board assures that there is an effective planning process and is appropriately involved in the process.	
2. The board regularly reviews the university's mission and goals and monitors progress toward the goals.	
3. The board fulfills its policy role and its policies are regularly reviewed.	
<b>II. Board-CEO Relations</b>	
4. The board maintains an excellent working relationship with the CEO.	
5. The board sets clear expectations for and effectively evaluates the CEO.	
6. The board delegates authority to and supports the CEO.	
<b>III. Educational Programs and Quality</b>	
7. The board monitors the quality and effectiveness of programs and services.	
8. Board members are knowledgeable about academic programs and services.	
<b>IV. Fiduciary Role</b>	
9. The board assures the fiscal stability and health of the university.	
10. The board monitors implementation of the facilities plan.	
<b>V. Human Resources and Staff Relations</b>	
11. Board members refrain from attempting to manage employee work.	
12. The board respects faculty, staff, and student participation in decision-making.	
<b>VI. Board Leadership</b>	
13. The board regularly reviews and adheres to its code of ethics.	
14. Board members avoid conflicts of interest and perception of such conflicts.	
15. The board understands and fulfills its roles and responsibilities.	
16. The board expresses its authority only as a unit.	
<b>VII. Board Education</b>	
17. New members receive orientation to board roles and the university.	
18. Board members participate in director development activities.	
19. The board evaluation process helps the board enhance its performance.	

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_