



HORIZON UNIVERSITY  
POLICIES MANUAL  
(2023~2024)

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## **INTRODUCTION TO THE POLICIES MANUAL**

This manual is intended as a general summary of policies, rights, responsibilities, benefits, and information for employees of Horizon University. The provisions of the policies contained in this manual, and any other similar written policy or document developed or disseminated by the university, are designed and intended to provide guidance and information. This manual was prepared in accordance with the university's current policies and applicable state and federal laws. This manual is not intended to substitute, replace, overrule, or modify any existing federal and state laws, agency rules, regulations, or policies, nor be inclusive of every policy.

No provision of this manual, or any other policy or like document developed or disseminated by Horizon University, creates an employment contract, binding agreement, agreement to continue your employment, or any other obligation on the part of the university regarding employment.

Employees are responsible for reading and understanding this manual and for abiding by the university's policies and procedures. The final interpretation of the provisions contained in this manual and in other similar written policies or documents developed or disseminated by the University is the exclusive responsibility of the management of the university.

If you have any questions regarding this manual, please contact the Director of Operations.

# **INSTITUTIONAL INFORMATION**

## **PROGRAMS OF STUDY**

Horizon University is an evangelical Christian university that offers educational programs in a wide variety of areas. We have a diverse faculty of teachers, church leaders, and scholars that come from all areas of the Christian spectrum.

Horizon University offers the following programs:

- Bachelor of Theology
- Bachelor of Science in Business Administration
- Master of Business Administration
- Master of Divinity
- Master of Theology

## **PHILOSOPHY**

Horizon University (HU) was founded upon Christian doctrine and religious principles. We strive to provide the highest standard of education to Diamond Bar and the surrounding communities. HU focuses on providing degree programs to students of all backgrounds, in order to serve the expanding local and global communities of the world. Upon the completion of our degree programs, students will be able to enrich and serve with the moral, spiritual, and professional values our Christian education provides.

## **MISSION STATEMENT**

Our mission at Horizon University (HU) is to educate the next generation of strong Christian leaders who will selflessly serve their churches, communities, and beyond with their diverse skills and vital knowledge gained during their studies of theology, the Bible, Christian leadership, and business administration here at HU.

## **VALUES**

Horizon University prides itself in upholding core Christian values and doctrines daily in not only our educational pursuits, but in all that we do. We have identified and summarized our three core values:

- We value the mission and dedication of all members and the talents and skills they bring to the local and global communities of the world, churches, and workplace, focusing on serving others in Christ's love.
- We strive for the highest level of academic success, integrity and professionalism, reflecting our Christian faith and relationship with our Savior, Jesus Christ.

- We dedicate ourselves to serve as role models in our local and global communities, churches, and workplace.

## **VISION**

Our vision at Horizon University (HU) is to enrich and spiritually improve the world around us by preparing Christian leaders dedicated to work in the areas of church ministry, theology, and business sectors. Our students will inspire, motivate, and drive others to live a life defined by Christian principles, and they will be shining examples of the outstanding educational experience at HU. They will be leaders that exhibit a Christ-like spirit of service within their professional contexts.

## **OBJECTIVES**

The fourfold goal of Horizon University (HU) is to educate students to become academically successful and intellectually confident, gain cultural awareness and tolerance, and obtain the practical skills and knowledge necessary for professionals, in order to serve as dedicated Christian leaders who have a foundation in Biblical knowledge and Christian values and are able to employ Christian principles within their career and interpersonal relationships.

First, students will be academically successful and intellectually confident, which are important qualities for overall professional success. Students will achieve skills necessary to analyze and absorb important information in their discipline, as well as to apply their knowledge to real world situations.

Second, students will develop cultural awareness and tolerance in order to be compassionate and fair leaders. Students will evaluate differences that may arise while at work in various communities and will create a space built upon inclusion and Christian love.

Third, the education received at HU will grow strong professionals who have superior knowledge and skills of their respective professional fields. Students will acquire practical skills that can be demonstrated in the field.

Our fourth and most important goal is to mold and cultivate strong, dedicated leaders. Students will apply Christian principles to pursue their vision and mission in life and deliver their knowledge to others in a compassionate manner serving in church ministry, communities, and workplace.

## **DOCTRINAL STATEMENT**

### **1. The Bible**

We believe that the Bible is divinely inspired by God and given for the faith of the believing community. It is infallible, authoritative and without any errors in its entirety.

### **2. The Trinity**

We believe in the one true and living God who is eternal, transcendent, omnipotent and personal. He possesses three eternal, personal distinctions, which are revealed to us as God the Father, God

the Son and God the Holy Spirit. They are perfectly equal, yet execute distinct but harmonious offices.

### 3. The Father

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

### 4. The Son

We believe in Jesus Christ, the Perfect Son, and second member of the Divine Trinity. He was miraculously conceived and born of a virgin. He was fully man and fully God and perfectly sinless in all His humanity.

### 5. Holy Spirit

We believe that the Holy Spirit is the third person of the Triune Godhead. He has been and will continue to be active throughout eternity. He convicts, regenerates, indwells, sanctifies, and seals all believers in Christ, and empowers them for service. Believers are filled with the Spirit at the time of salvation. The Holy Spirit administers spiritual gifts to all believers; however, the manifestation of any particular gift is not required as evidence of salvation.

### 6. Historicity

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

### 7. Redemption

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

### 8. Salvation

We believe in a personal salvation provided solely by the grace of God on the basis of the atoning death and resurrection of Jesus Christ. We believe that salvation is only appropriated by a person placing their faith in the finished work of Christ and not by human merit or work. We are eternally saved from the penalty of sin.

### 9. Last Things

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

### 10. Biblical Creation

We believe the biblical account of creation as a historical and theological record of God's creation. We believe that the universe, in its entirety, was created by God in a literal six-day



week. God's creation includes, but is not limited to, the existing space-time universe along with its basic systems and all kinds of living organisms.

#### 11. Satan

We believe in the existence of a personal, malevolent being called Satan who acts as tempter and accuser. He can be resisted by the believer through faith and reliance on the power of the Holy Spirit. A place of eternal punishment has been prepared for Satan, along with those who die outside of having faith in Christ, where they will be confined to conscious torment for eternity.

### **INSTITUTIONAL INTEGRITY**

Horizon University (HU) is committed to integrity as a central element of our mission and values. HU's daily operations are conducted with honesty and transparency, which are also reflected in the way the institution represents itself to students, the public, and other organizations with which it partners. All members of our university are expected to always abide by ethical and professional standards. HU further abides by federal and state laws and other regulations, as well as policies set by the university and board. At HU, we all share responsibility for preserving this value, to promote an environment of integrity within our community.

### **APPROVALS**

Horizon University is a non-profit university owned, controlled, operated, and maintained by a religious organization lawfully operating as a nonprofit religious corporation. Horizon University is granted approval to operate under the terms of California Education Code (CEC) section 94890(a)(1) by the Bureau for Private Postsecondary Education (BPPE) in California. Approval to operate means the institution is compliant with the minimum standards contained in the California Private Postsecondary Education Act of 2009 and Title 5, California Code of Regulations 7.5 Private Postsecondary Education.

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 1747 N. Market Blvd. Ste 225 Sacramento, CA 95834, [www.bppe.ca.gov](http://www.bppe.ca.gov), Telephone Number (888) 370-7589 or (916) 574-8900, Fax (916) 263-1897.

The California Bureau for Private Post-secondary Education (BPPE) has a formal complaint process. If you have a dispute that you have not been able to resolve directly with the school, you may contact the Bureau for Private Postsecondary Education. A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet website [www.bppe.ca.gov](http://www.bppe.ca.gov).

Horizon University (HU) is approved by the United States Immigration and Customs Enforcement (ICE) of the Department of Homeland Security (DHS) to accept and enroll foreign, non-immigrant F-1 students for academic degrees.

The U.S. Consulates/Embassies issue F-1 visas for all students from overseas who are accepted for full-time study at HU. The rules for Visa Application may vary from country to country.

Students should contact the U.S. Consulate in their country for the latest instructions on how to apply for a Student Visa. The code issued by the DHS is **LOS214F51064000**.

## **CODE OF CONDUCT**

In support of Horizon University's central functions as an institution of evangelical higher learning, a major responsibility of the administration is to support, protect, and encourage the faculty in its teaching, learning, and public service. The authority to discipline faculty members in appropriate cases derives from the shared recognition by the faculty and the administration that the purpose of discipline is to preserve conditions hospitable to these pursuits. Such conditions, as they relate to the faculty, include, for example:

1. Free inquiry, and exchange of ideas
2. The right to present controversial material relevant to a course of instruction
3. Enjoyment of constitutionally protected freedom of expression
4. Freedom to address any matter of institutional policy or action when acting as a member of the faculty whether as a member of an agency of institutional governance
5. Participation in the operation of the university
6. The right to be judged by one's colleagues, in accordance with fair procedures and due process, in matters of promotion, tenure, and discipline, solely based on the faculty members' professional qualifications and professional conduct.

## **CONTACT US**

For further inquiry, please contact the administrative office for more information.

Horizon University  
2040 S Brea Canyon Rd Suite 100  
Diamond Bar, CA 91765  
Phone: 909-895-7138  
Fax: 909-895-7143  
Email: [admin@huca.edu](mailto:admin@huca.edu)

# GENERAL POLICIES

## ACADEMIC FREEDOM

Freedom of inquiry and the open exchange of ideas are fundamental to the success of Horizon University. The principles of academic freedom are critical to ensure higher education's important contribution to the common good. Basic academic freedom includes the ability to do research and publish ideas, the freedom to teach, and the freedom to communicate extramurally.

Horizon University is committed to assuring that faculty members are given the freedom to express views, theories, research results, and opinions when they teach their assigned courses. Horizon University also recognizes that academic freedom must include the responsibilities of Christian faith and practice by faculty members. The responsibility of leadership by faculty members as role models to the students, and the ethics of Christian faith as described in the doctrinal statement of the university also provide the boundaries which faculty members are given to exercise their academic freedoms.

Horizon University has as its policy of academic freedom the following:

Faculty members are free to express views and opinions concerning their areas of teaching responsibility within the confines of the university's statements of fundamental beliefs, philosophy, values, and objectives. If faculty members find that they have differing opinions, the faculty members must first discuss these divergences with the Director of Academics (CAO) before disseminating their opinions in the classroom. While Horizon University recognizes that it is well within the right of the faculty member to express their differing views, the university holds that the responsibilities of Christian ethics require a higher responsibility toward Christian communities concerning how they act upon the freedom that the university grants.

Faculty members, who hold differing theological views, may be asked to step down from their faculty positions. While it is natural that the faculty's pursuit of knowledge will be reflected in class, faculty members are encouraged to follow their conscience in their classroom teaching.

Faculty members are responsible to teach within the confines of the university's mission, values, objectives, and doctrinal statement. Faculty members are expected to discuss the issue with the Director of Academics (CAO) if their differing views present a source of conflict.

In non-theological and non-biblical courses, it is expected that the courses will be taught in accordance with an Evangelical Christian worldview and consistence with the doctrinal statement of the university.

### Academic Freedom Implementation Procedure

Horizon University adopts the following procedure for the disposition of alleged violations of academic freedom. Written complaints of violations of academic freedom shall be directed to the Director of Academics (CAO). Any person responsible for teaching or support of instruction whose rights may have been violated or any member of the campus community who witnesses a possible violation may file a complaint. The complaint shall indicate the specific content of academic freedom that may have been abrogated; it should include a description of the alleged violation, the available evidence, and, if desired, a proposed remedy. Individuals who may have been responsible for the alleged violation should be identified. The address, or other contact information, for the person making the complaint should be listed. The Director of Academics (CAO) shall make copies of the written complaint available to all alleged violating parties. After the complaint is received it should be considered at the next regularly scheduled meeting of the Faculty Committee unless there is a compelling need for more timely action.

If the complaint is not considered to be of sufficient merit to warrant a hearing the chair shall inform the complainant and alleged violators of the committee's decision in a timely fashion. The complainant shall have the right to appeal this decision to the Faculty Committee of the University. If, after receiving an appeal, a majority of the voting members of the Faculty Committee decide that the complaint should be heard they shall, through their Chair, appoint a committee, drawn at random from the full-time members of the faculty, to conduct a hearing.

The committee will attempt to bring about a settlement of the matter that is satisfactory to all parties concerned. If, in the opinion of the committee, no settlement is possible the committee shall report its findings and recommendations to the complainant, the alleged violator(s), the chair of the Faculty Committee and the President of the University. Thirty days after these reports have been made the chair of the Faculty Committee will contact the President in order to inquire about any action that may have been taken. Each year, at the close of the spring term, the chair of the Faculty Committee will report all complaints that have been settled to the Faculty Committee and a summary report of all settlements.

### **FREEDOM OF SPEECH**

Freedom of speech is a fundamental American freedom and a human right, and there's no place that this right should be more valued and protected than in academic settings that exist to educate students. The right to speak freely in the expression of one's ideas is encouraged as long as the students follow acceptable norms. Problems in this area should be referred to the executive officers for resolution.

### **STATEMENT OF NONDISCRIMINATION**

Horizon University (HU) does not discriminate based on disability, race, color, gender, and national or ethnic origin in the according or making available of all the rights, privileges, programs, and activities generally open to students at the college. We do not discriminate based

on disability, race, color, gender, and national or ethnic origin in administration of educational policies, admissions policies, scholarship and loan programs, and athletic and other college administered programs.

In addition to this legal stance, HU has a biblical stance regarding cultural diversity. The ultimate, eternal community of believers, according to Revelation 5:9, will be comprised of “every tribe, tongue, and people and nation.” HU strives to have this same diversity and unity of believers while training culturally sensitive ministers for effective service to the entire world.

## **STUDENTS WITH DISABILITIES**

Horizon University is an Equal Opportunity Educational institution and is committed to providing access to students with disabilities in accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act of 1990 (ADA). Students are encouraged to disclose and submit a special needs request for any disability requiring accommodation immediately following enrollment and prior to starting classes. Once the university’s review has been completed and reasonable accommodations have been determined, an appropriate start date can be determined for the student to begin his/her education. Once formal approval of your accommodation has been approved, you are encouraged to talk with your professor(s) about your accommodation options. The granting of any accommodation will not be retroactive and cannot jeopardize the academic standards or integrity of the course. If you would like additional information, you should visit the Registrar’s Office to speak with the university Registrar.

## **SEXUAL HARASSMENT**

Sexual Harassment is defined as unwelcome conduct of a sexual nature that is severe or pervasive, and that creates a hostile or abusive learning, working, or living environment, thereby unreasonably interfering with a person’s ability to learn or work, and the conduct has no legitimate relationship to the subject matter of an academic course or research. Sexual harassment also includes behavior not sexual in nature, but behavior directed toward a person because of the person’s sex and/or gender, including harassment based on the person’s nonconformity with gender norms and stereotypes.

The university takes harassment very seriously, and any reported incident is reviewed by HU. Disciplinary action will be taken in cases where culpability rests.

## **INTELLECTUAL PROPERTY**

Horizon University (HU) fosters and supports an environment that encourages creativity and the development of new intellectual works in their various forms. In appropriate cases, with early disclosure of the effort, HU will recognize the ownership of the creator(s) of the work with the right of the University to use the work for its educational mission and the development of its employees, and to participate in an appropriate royalty share in external marketing of the work by its creator(s). However, with respect to intellectual works that are created at the direction of HU to support administrative/non-instructional functions and other works specifically designated

by the University, HU will generally retain ownership and rights to the work, subject to specific written agreements to the contrary.

### *The University's Role*

Horizon University will ensure fair treatment of all parties and will take the following actions:

1. Provide a supportive environment.
2. Use reasonable effort to exploit and protect intellectual property generated by its faculty and students.
3. Maintain fairness and adequate incentives in the distribution of residual income.
4. Consider proposals from individuals with respect to exploitation and protection of intellectual property.

### *The Faculty's Role*

Horizon University faculty is required to:

1. Report any work undertaken on behalf of an external body and any conflicting outside commercial interests.
2. Report the development of any intellectual property as it arises.
3. Keep key information confidential until it is protected.
4. Report any potential conflict of interest.

## **INSTRUCTIONAL USE OF COPYRIGHTED MATERIALS**

Horizon University (HU) recognizes that accomplishment of its mission may be facilitated using works owned or created by others. It is the policy of HU that students, employees, and other individuals who use University facilities and/or equipment, and students, employees, and other individuals who use off-campus non-University facilities and/or equipment in connection with university activities or on behalf of the University, shall recognize those accomplishments by respecting the intellectual property of others and using such works only to the extent such use would be permitted by law. For example, this policy applies when photocopying is undertaken at all central copying center, machines in the library, or on any other reproduction equipment owned or leased by HU or used in connection with university activities or on behalf of the University.

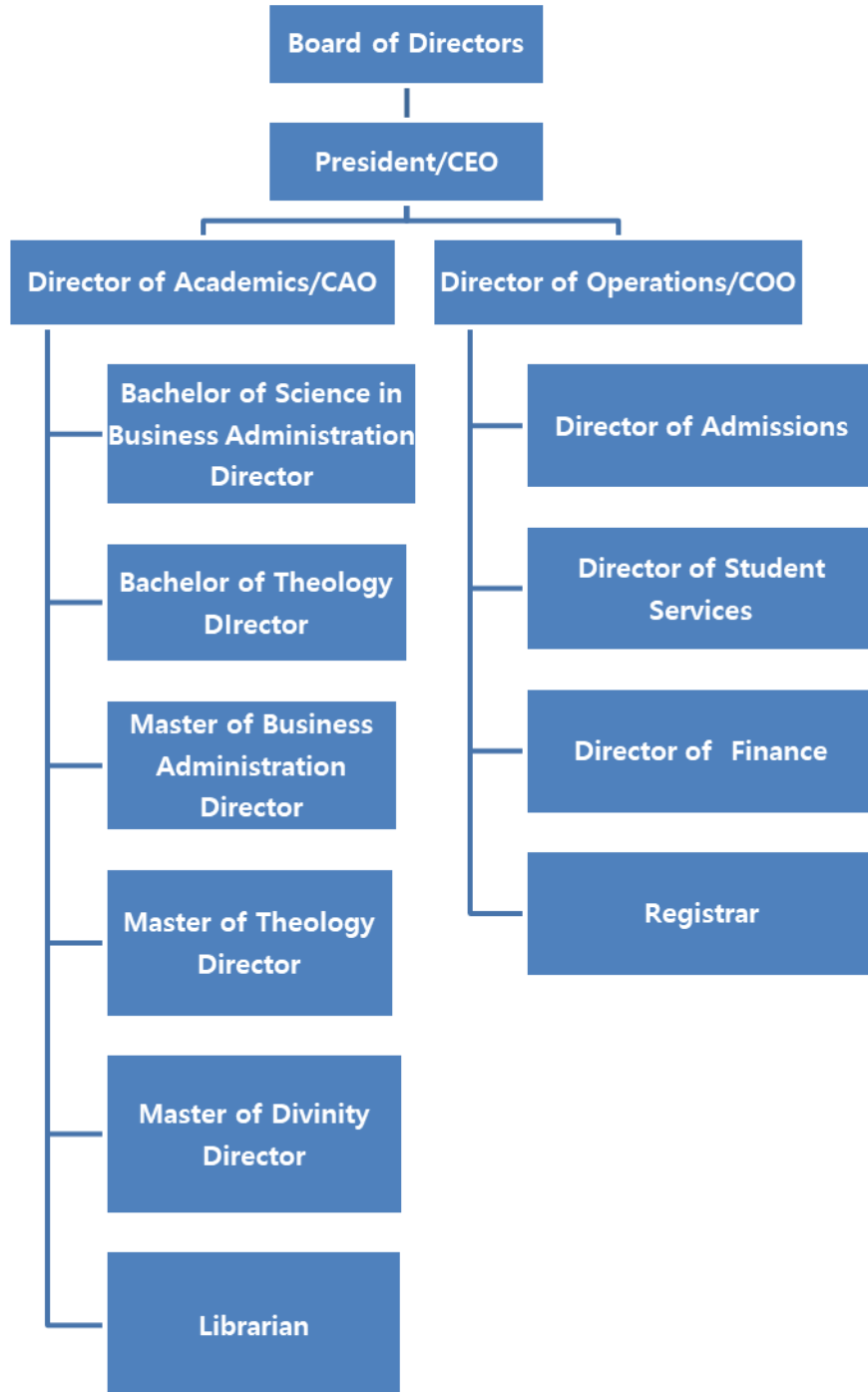
Students, employees, and other individuals subject to this policy who use material originated by others shall not, as a matter of policy, when using such materials, infringe on those rights of the originator which are protected by copyright laws and shall secure permission to use or reproduce copyrighted works when such permission would be required under copyright law and/or pay royalties when such payment would be required. Students, employees, and other individuals subject to this policy are expected to obtain permission from the copyright owners unless the intended use is clearly permitted under the doctrine of "fair use." Students, employees, and other individuals subject to this policy are expected to be selective and sparing in copying. "Fair use" shall not be abused. HU does not condone copying instead of purchasing copyrighted works where such copying would constitute copyright infringement. For purposes of this policy,

copyrighted material means any work or intellectual property which may be subject to copyright under the laws of the United States. This includes, but is not limited to, literary works, including computer programs and compilations; musical works, including any accompanying words; dramatic works, including any accompanying music; pantomimes and choreographic works; pictorial, graphic, and sculptural works; motion pictures and other audiovisual works; and sound recordings. For example, this policy applies to photocopying for classroom use, use of computer software, use of videocassettes, and off-air videotaping.

This policy is not intended to waive any rights, remedies, immunities, or defenses available to the university in the event of an infringement or alleged infringement.

# INSTITUTION-WIDE POLICIES

## ORGANIZATIONAL CHART





## **EMPLOYMENT CATEGORIES**

It is the intention of Horizon University to clarify the definitions of employment classifications so that you may understand your employment status and benefit eligibility.

### EXECUTIVE OFFICERS

Employees in this group are officers of the institution, defined as Chief Executive Officer/President, Chief Academic Officer/Director of Academics, and Chief Operating Officer/Director of Operations.

### ADMINISTRATIVE PROFESSIONALS

Employees in this group provide administrative, supervisory, and/or professional support directly or indirectly to executive officers.

### SUPPORT STAFF

Employees in this group provide administrative support. Positions include clerical/secretarial, receptionist, and service/maintenance support for the educational and administrative functions of the university.

### FACULTY (INSTRUCTORS)

These employees are those holding degrees from accredited colleges and universities. They are paid, at will, on a quarter-to-quarter basis. They are expected to complete all tasks in the job description for faculty members and are not paid for hours other than those in the classroom.

### FULL-TIME

Employees in this group include executive officers, administrative professionals, and support staff. Anyone employed at least forty (40) hours a week is considered full-time. A full-time employee may be eligible for the following employee benefits.

Full-time employees are entitled to Paid Time Off (PTO) annually and may accumulate up to the maximum accrual allowed PTO. The PTO includes some combination of sick days, personal days, and vacation days.

The PTO an employee is entitled to during 12-month periods is as follows:

Length of Employment	Number of Week's Annual PTO	Maximum Accrual PTO
Less than 1 years	Not entitled unless stated in contract	
1 to 5 years	1 week	2 weeks
More than 5 years	2 weeks	2 weeks

Full-time employees are entitled to the following ten (10) holidays:

*New Year's Day, Martin Luther King Jr. Day, Presidents' Day, Memorial Day, Independence Day, Veterans Day, Thanksgiving Day, The Day after Thanksgiving, Christmas Eve, Christmas Day*

The university does not provide health benefit to full-time employees currently; however, the university will pay 50% of the insurance cost when it provides medical insurance to full-time employees in the future. Faculty members who have or desire other medical coverage may opt out of the university program.

Full-time employees may request a leave of absence without pay to care for family members for a period of up to six months with the assurance that employment will not be terminated. The length and terms of all leaves shall be carefully negotiated between the person requesting the leave and the immediate supervisor, approved by the President, and reported to the Board of Directors.

#### PART-TIME

Employees in this group include administrative professional and support staff (clerical/secretarial and service/maintenance) employees. Anyone employed for less than forty (40) hours a week and paid on an hourly basis is considered part-time. A part-time employee is not eligible for any employee benefits.

#### TEMPORARY

Temporary staff employees are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notification of a change is received in writing by the Director of Operations.

#### INDEPENDENT CONTRACTORS

Independent contractors *are not employees*. Independent contractors are not covered by workers' compensation insurance. Individuals desiring an independent contractor status must consult the Director of Operations to whom they will provide services prior to any work commencement and/or authorized. All independent contractors will be required to complete the necessary forms required by the University. Independent contractors are ineligible for all benefits provided to employees. In the event Horizon University desires the services of the individual independent contractor status, the University will grant an employee status to the individual in accordance with the above defined categories at the time such services are authorized.

## **SUPERVISORY RESPONSIBILITIES**

For Horizon University to operate efficiently, it is essential that supervisors carry out their delegated responsibilities while maintaining the organization's mission, goals, and objectives. It is the responsibility of an effective supervisor to:

1. Assign and review work ensuring the proper completion of day-to-day work in his or her area of responsibility.
2. Provide appropriate on-the-job training and employee orientation.
3. Actively promote equal opportunity and affirmative action.
4. Promote safe work practices and conditions.
5. Establish standards and expectations for work performance.
6. Advice and counsel employees regarding their performance.
7. Serve as the primary resource for employees to assist with their work-related problems whenever appropriate.

Almost any action taken concerning employees begins with the recommendation of the supervisor. The responsibilities listed above cover the essential part of a supervisor's duties, but this list is not intended to be exclusive.

## **RESPONSIBILITIES OF ADMINISTRATIVE STAFF**

Horizon University seeks to attract and retain capable and motivated individuals who recognize the need to meet certain basic responsibilities. These responsibilities include, but are not limited to, those listed below. Some or all of these responsibilities may seem like common sense to anyone, but they are listed to prevent any misunderstanding between the University and its staff members. These responsibilities are:

1. To perform each task quickly, safely, and well.
2. To be at work when scheduled, fulfilling the regular work hours/day.
3. To notify the supervisor no later than your normal starting time if you are unable, for any reason, to report as scheduled.
4. To use work hours for work-related activities only.
5. To cooperate with reasonable requests from co-workers.
6. To respect the confidentiality of sensitive information.
7. To keep all school and office related matters undisclosed to people unaffiliated with Horizon University.
8. To respect the rights of others.
9. To respect the property of others and Horizon University and to use the university's property only for legitimate work purposes unless specific authorization has been received by the executive officers of Horizon University.

## JOB DESCRIPTIONS

### DUTIES OF THE CHIEF EXECUTIVE OFFICER/PRESIDENT (CEO)

The President serves as the Chief Executive Officer (CEO) of Horizon University (HU) and is responsible for the success of HU. In collaboration with the Board Members, the CEO assures the University's relevance in the community and the fulfillment of the mission and objectives of HU to best serve our students.

The CEO delegates responsibility for management and day-to-day operations to the Director of Academics and Director of Operations and has the authority to carry out these responsibilities in accordance with the direction and policies established by the institution. The CEO is responsible for providing strategic leadership by working with other executive officers and incorporating directions from the Board Members to establish long-range goals, strategies, plans, and policies. The CEO is also responsible for establishing organizational objectives and priorities to further the objectives and mission of HU.

#### *Duties and Responsibilities:*

1. Corporation and Legal Compliance
  - a) Communicates with professionals and consultants regarding legal, financial, and other matters pertaining to the corporation.
  - b) Approves contracts between the institution and schools and other agencies.
  - c) Keeps corporation in compliance with laws affecting personnel, licensing, name registration, etc.
  - d) Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.
2. Mission, Policy, and Planning
  - a) Collaborates with the Board Members to define and articulate Horizon University's values, mission, vision, and short and long-term goals and to develop strategies for achieving those goals.
  - b) Discusses with the Board Members about trends, issues, problems, and activities to facilitate policymaking and recommends policy positions.
  - c) Actively promotes the institution's mission with the public, students, school districts, and regulatory and governmental organizations.
  - d) Approves the university's publications.
3. Management and Operation
  - a) Ensures a working atmosphere and culture that recruits, retains and supports quality staff and faculty.
  - b) Reviews and approves processes for selecting, development, motivating, and evaluating staff and faculty.

- c) Acts as the final authority in the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations.
  - d) Reviews and approves the fiscal activities of the organization including budgeting, reporting and audit.
4. Community Relations
- a) Facilitates the integration of the university into the fabric of the community by using effective marketing and communications activities
  - b) Acts as an advocate, within the public and private sectors, for issues relevant to the university and its academic programs, services, and constituencies.

### **DUTIES OF THE CHIEF OPERATING OFFICER/DIRECTOR OF OPERATIONS (COO)**

The Chief Operating Officer/Director of Operations (COO) oversees institution-wide operations at Horizon University and is responsible for smooth and efficient operation on a day-to-day basis. The COO works with the CEO/President and Director of Academics to continually refine and implement the strategic growth plan to expand and position the University as a leader in providing quality Christian degree programs in the industry. The COO plans and directs all aspects of Horizon University's operational policies, objectives, and initiatives in collaboration with the other Directors. The COO provides the leadership and management necessary to ensure that Horizon University has the proper operational controls and administrative procedures for institutional growth and operating efficiency.

The COO supervises human resources activities, such as determining staff requirements and training new employees. The COO enforces necessary changes in policies that reflect the needs of the university and determines areas of improvement to meet local, state and federal regulations.

#### *Duties and Responsibilities:*

- a) Determines the effectiveness of all operating processes, internal and external, and provides direction to the management and administrative staff to adhere to Horizon University's goals and policies.
- b) Recruits, interviews, hires, and trains professional staff, evaluates performance, and recommends merit increases, promotion, and disciplinary actions.
- c) Analyzes and recommends changes in Horizon University's organizational systems, policies, and procedures to ensure their implementation on a day-to-day basis.
- d) Ensures that all activities and operations of the University are performed in compliance with local, state, and federal regulations and laws governing business operations.
- e) Coordinates with other administrative staff to develop and modify the university's publications.

## **DUTIES OF THE DIRECTOR OF ADMISSIONS**

The Director of Admissions is responsible for recruiting students, evaluating potential students, and admitting students to ensure a high achieving and diverse student body. This individual serves at the point of contact for interested students who seek more information about what the school has to offer. The Director of Admissions ensures that the University follows procedures and policies regarding admissions testing, transcript review, applications processing, and correspondence with students. The Director of Admissions also works with Horizon University's Registrar and Director of Finance by assisting with enrollment, as well as financial and attendance issues.

### *Duties and Responsibilities:*

- a) Serves as primary contact for the prospective students, student body, and other audiences requesting admissions information about Horizon University
- b) Directs and coordinates the admissions recruitment, outreach, and application review.
- c) Plans, coordinates, and supervises the admissions, records, and registration procedures of Horizon University's degree programs and courses in accordance with state, federal, and institutional regulations.
- d) Coordinates and implements registration and enrollment policies and procedures in consultation with other student services offices and directs the activities of the Registrar in transcribing and evaluating academic records of students applying for admission to Horizon University
- e) Oversees the handling of official records submitted by students applying for admission to the University and ensures that all records are filed and stored properly and securely.
- f) Oversees language proficiency examination.
- g) Verifies and notifies students of admissions and academic eligibility, and issues official documents and letters including, but not limited to, acceptance letters, verification of enrollment, failure to register, etc.
- h) Assists with the development, implementation, monitoring, and revision of policies and procedures relating to admissions.

## **DUTIES OF THE REGISTRAR**

The Registrar facilitates effective student registration and enrollment at the University and maintains student data files. The Registrar has responsibility in gathering, recording, maintaining, and reporting student records within local, state, and federal guidelines. The Registrar coordinates the processes for the communication of transfer credits, enrollment and degree verification, graduation and certification of the university's degree programs, and processing and production of diplomas, in addition to managing commencement lists and ceremonies. This also includes ensuring that all requirements have been met prior to graduation and that diplomas are factually correct. The Registrar also oversees aspects of academic record keeping, student grading, attendance, and management of student and teaching faculty databases. This individual ensures the integrity, accuracy, and security of all records of current and former students and maintains and processes requests for academic documentation on up-to-date course schedules, catalogs, final examination schedules, grade sheets, attendance rosters, progress reports, and official transcripts.

*Duties and Responsibilities:*

- a) Administers academic policies related to degree requirements of the major programs of study at Horizon University.
- b) Coordinates Horizon University's registration activities, facilitates student registration and enrollment procedures.
- c) Administers pre- and post-tests to measure student learning outcomes.
- d) Maintains class attendance records.
- e) Maintains official academic records of Horizon University and ensures security and integrity of student records in accordance with Horizon University's policies.
- f) Analyzes statistical data on registration and enrollment for administrative use in formulating policies.
- g) Evaluates students' progress toward completion of degree or program of study and certifies completion of degree requirements.
- h) Processes requests for official transcripts
- i) Coordinates with the Director of Academics regarding transfer student transcripts and eligibility
- j) Directs compilation of information, such as class schedules and graduation requirements, for school publications
- k) Coordinates class schedules with room assignments for optimum use of buildings and equipment and assigns rooms for student activities.

**DUTIES OF THE DIRECTOR OF FINANCE/CHIEF FINANCIAL OFFICER**

The Director of Finance oversees the overall student financial services, such as invoicing and tuition payments, and develops the university's annual budget with the CEO/President and COO, in conjunction with the external accountant. The Director of Finance is entrusted with the university's financial matters and is responsible for developing and implementing financial policies and systems that track and record the university's expenditures and revenues. In addition, the Director of Finance communicates with students and administrators regarding the status of respective student accounts and department budgets. Other duties include maintaining student financial records, issuing refund checks, and reconciling invoicing and billing issues.

*Duties and Responsibilities:*

- a) Accounts for all income and prepares deposits for crediting to proper bank accounts.
- b) Develops and maintains sound working relationships with banks and other financial institutions in accordance with local and state statutes and institutional policies.
- c) Maintains, manages, and verifies bank account transactions.
- d) Manages the set up and maintenance of computerized accounting records and student financial services.
- e) Maintains student financial records of payments and contacts students with information and options concerning tuition payment deadlines, balances, and adjustments.
- f) Resolves student billing issues.
- g) Develops annual budget with CEO/President and COO

- h) Maintains the fixed asset inventory.

### **DUTIES OF THE ACCOUNTS PAYABLE CLERK**

The Accounts Payable Clerk manages outgoing payments and controls expenses, processing, verifying, and reconciling invoices in a timely and efficient manner.

#### *Duties and responsibilities:*

- a) Keeps track of all payments and expenditures, including payroll, purchase orders, invoices, statements, etc.
- b) Reconciles processed work by verifying entries and comparing system reports to balances.
- c) Maintains historical records.
- d) Prepares paychecks.
- e) Prepares analysis of accounts and produces monthly reports.
- f) Participates in creating reports and balance sheets that document overall profits and losses.
- g) Works to continually improve the payment process.

### **DUTIES OF THE ACCOUNTS RECEIVABLE CLERK**

The Accounts Receivable Clerk manages incoming payments, properly tracking and entering them into a database to maintain accurate records.

#### *Duties and Responsibilities:*

- a) Maintains bookkeeping databases and spreadsheets, updating information as needed.
- b) Receives registration fees and tuition payments, issuing receipts.
- c) Communicates with students to request and arrange payments.
- d) Records and tracks payments in databases.
- e) Participates in creating reports and balance sheets that document overall profits and losses.
- f) Updates student accounts based on payment or contact information.

### **DUTIES OF THE DIRECTOR OF STUDENT SERVICES**

The Director of Student Services provides students counseling on personal or academic problems, employment opportunities, student orientations, and extracurricular activities. The Director of Student Services is also responsible for creating and maintaining a safe, healthy, and supportive environment and culture that synthesizes the intellectual, physical, and social development of Horizon University's students in a holistic way.



*Duties and Responsibilities:*

- a) Manages and promotes a positive student learning environment and development opportunities.
- b) Helps establish a student culture where diversity is encouraged and where students learn to respect differences, take responsibility for their actions, and exercise leadership.
- c) Works with the student groups and other members of the university in developing extracurricular programming, assuring integration with the academic life of the institution, and encouraging student personal growth and development.
- d) Develops and coordinates policies and procedures relative to all student activities.
- e) Serves as primary contact for the student body, including prospective students and other audiences requesting information about student life and other student services at Horizon University
- f) Supervises and provides guidance as the Horizon University Student Association plans activities
- g) Provides career services that include, but are not limited to, instruction and counseling to students in career development issues, implementation of job seeking skills workshops, expansion of resources for employment opportunities, and employment assistance to international students such as Optional Practical Training (OPT)
- h) Oversees the maintenance of all records and statistics on job placement and ensures that resources are properly allocated to achieve graduate job placement goals across all programs
- i) Invites and coordinates with guest speakers from the local business community.
- j) Maintains effective relationships with local community agencies or employers to provide students with the opportunity to explore volunteer experiences.
- k) Performs student orientation.
- l) Monitors graduation rates
- m) Conducts and monitors student satisfaction survey, graduate satisfaction survey, and employer satisfaction survey.

## **DUTIES OF THE LIBRARIAN**

The Librarian, in collaboration with the Department Chair and Teaching Faculty/Professors/Instructors, is responsible for adequate provision of library resources and information services, appropriate to the academic level and scope of the institution's programs and is essential to teaching and learning. This individual is also responsible for overseeing the library facility, materials, and service and operations at the Horizon University campus.

*Duties and Responsibilities:*

- a) Serves as the chairperson of the Library Committee
- b) Evaluates library resources and information services on a regular basis.
- c) Processes library materials used by Horizon University students and faculty.
- d) Provides training to students and faculty to better utilize library resources as an integral part of the learning process.

- e) Develops library policies and procedures.
- f) Inputs data needed for computer circulation and the catalog system and keeps records of circulation and materials.
- g) Compiles lists of books, periodicals, articles, and audiovisual materials on subjects.
- h) Develops and indexes databases that provide information for library users.
- i) Evaluates materials to determine outdated or unused items to be discarded.
- j) Helps maintain the appearance and functionality of the library by organizing collections of books, publications, documents, audiovisual aids, and other reference materials for convenient access.
- k) Maintains library supplies and equipment.
- l) Oversees the computer systems in the library.

### **DUTIES OF THE DIRECTOR OF ACADEMICS (CAO)**

The Director of Academics (CAO) reports directly to the CEO/President. The CAO maintains regular communication between the Board Members and the faculty. The CAO is responsible for providing campus-wide leadership, guidance, and direction for the academic area of Horizon University (HU). The CAO is responsible for all programs and curricula to ensure they meet the school's mission and vision, and to assure academic excellence. The CAO works with the CEO/President and faculty to deliver high quality instruction and services that meet the needs of students.

#### *Duties and Responsibilities:*

1. Academic Programs and Services
  - a) Provides leadership, guidance, and motivation to ensure that HU develops, evaluates, and delivers a comprehensive array of instructional programs and services that reflect HU's goals.
  - b) Oversees in the development, review, and implementation of school policies, procedures, and operational activities related to academic areas.
  - c) Provides structure and guidance to faculty for planning and implementing educational programs and services that support the school's mission and strategic plan.
  - d) Assists in campus emergencies, resolving students' issues and complaints in a timely manner through implementation of HU's policies and procedures.
  - e) Assures the quality and effectiveness of all academic programs, offerings, and services through systematic review and evaluation of curricula and instruction using appropriate evaluations and assessments, benchmarking, and institutional accreditation.
  - f) Ensures ongoing relevant professional development and regular evaluation of faculty members.
  - g) Prepares, plans, and oversees all aspects of the graduation ceremonies.
  - h) Approves all textbook selections.
  - i) Assures all publications and websites related to academic programs are accurate, current and relevant.

2. Organization and Planning
  - a) Develops and oversees class schedules including classroom and facility utilization and coordinates programs and services with other campus personnel.
  - b) Assists in the planning of new facilities and integrating up-to-date instructional equipment and technology.
  - c) Provides input in strategic planning by establishing annual and multi-year operational goals designed to implement the strategic goals of Horizon University and the CEO/President.
  - d) Formulates and enforces academic policies.
  
3. Budget
  - a) Supports in the preparation and implementation of the annual budget for all academic departments.
  - b) Approves reimbursement of professional development activities.
  - c) Supports in library material acquisitions.
  
4. Scheduling
  - a) Manages the academic calendar, class schedules, and the final exam schedule.
  - b) Monitors class schedules and assists department chairs to plan and forecast course offerings based on changes in student enrollment.
  - c) Promotes the efficient use of instructional space, classrooms, and library.
  
5. Faculty
  - a) Calls and conducts faculty meetings and maintains minutes.
  - b) Coordinates, offers, and documents professional development and training for academic faculty.
  - c) Coordinates faculty selection and recommends changes in faculty status.

## **DUTIES OF THE DIRECTOR OF BACHELOR OF THEOLOGY PROGRAM**

The director of the Bachelor of Theology program is responsible to the Director of Academics for the proper and effective administration, assessment, and improvement of the program and for leadership in development of Bachelor of Theology students.

### *Duties and Responsibilities:*

1. Implement academic policies within the academic program.
2. Assist the academic dean in the recruitment of new faculty members.
3. Facilitate and monitor the academic progress of the students in the Bachelor of Theology program and provide academic advising and spiritual counseling.
4. Arrange teaching assignments to make the most efficient use of the faculty.
5. Prepare the budget proposal for the Bachelor of Theology program.
6. Evaluate student achievement of the stated Bachelor of Theology program learning outcomes.
7. Participate in developing curriculum for the Bachelor of Theology program.

8. Participate in reviewing proposed curriculum for the Bachelor of Theology program.
9. Participate in the program review for the Bachelor of Theology program.

### **DUTIES OF THE DIRECTOR OF BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION PROGRAM**

The director of the Bachelor of Science in Business Administration program is responsible to the Director of Academics for the proper and effective administration, assessment, and improvement of the program and for leadership in development of Bachelor of Science in Business Administration students.

#### *Duties and Responsibilities:*

1. Implement academic policies within the academic program.
2. Assist the academic dean in the recruitment of new faculty members.
3. Facilitate and monitor the academic progress of the students in the Bachelor of Science in Business Administration program and provide academic advising.
4. Arrange teaching assignments to make the most efficient use of the faculty.
5. Prepare the budget proposal for the Bachelor of Science in Business Administration program.
6. Evaluate student achievement of the stated Bachelor of Science in Business Administration program learning outcomes.
7. Participate in developing curriculum for the Bachelor of Science in Business Administration program.
8. Participate in reviewing proposed curriculum for the Bachelor of Science in Business Administration program.
9. Participate in the program review for the Bachelor of Science in Business Administration program.

### **DUTIES OF THE DIRECTOR OF MASTER OF BUSINESS ADMINISTRATION PROGRAM**

The director of the Master of Business Administration program is responsible to the Director of Academics for the proper and effective administration, assessment, and improvement of the program and for leadership in development of Master of Business Administration students.

#### *Duties and Responsibilities:*

1. Implement academic policies within the academic program.
2. Assist the academic dean in the recruitment of new faculty members.
3. Facilitate and monitor the academic progress of the students in the Master of Business Administration program and provide academic advising.
4. Arrange teaching assignments to make the most efficient use of the faculty.
5. Prepare the budget proposal for the Master of Business Administration program.

6. Evaluate student achievement of the stated Master of Business Administration program learning outcomes.
7. Participate in developing curriculum for the Master of Business Administration program.
8. Participate in reviewing proposed curriculum for the Master of Business Administration program.
9. Participate in the program review for the Master of Business Administration program.

## **DUTIES OF THE DIRECTOR OF MASTER OF THEOLOGY PROGRAM**

The director of the Master of Theology program is responsible to the Director of Academics for the proper and effective administration, assessment, and improvement of the program and for leadership in development of Master of Theology students.

### *Duties and Responsibilities:*

1. Implement academic policies within the academic program.
2. Assist the academic dean in the recruitment of new faculty members.
3. Facilitate and monitor the academic progress of the students in the Master of Theology program and provide academic advising and spiritual counseling.
4. Arrange teaching assignments to make the most efficient use of the faculty.
5. Prepare the budget proposal for the Master of Theology program.
6. Evaluate student achievement of the stated Master of Theology program learning outcomes.
7. Participate in developing curriculum for the Master of Theology program.
8. Participate in reviewing proposed curriculum for the Master of Theology program.
9. Participate in the program review for the Master of Theology program.

## **DUTIES OF THE DIRECTOR OF MASTER OF DIVINITY PROGRAM**

The director of the Master of Divinity degree program is responsible to the Director of Academics for the proper and effective administration, assessment, and improvement of the program and for leadership in the development of Master of Divinity students.

### *Duties and Responsibilities:*

1. Implement academic policies within the academic program.
2. Assist the academic dean in the recruitment of new faculty members.
3. Facilitate and monitor the academic progress of the students in the Master of Divinity program and provide academic advising and spiritual counseling.
4. Arrange teaching assignments to make the most efficient use of the faculty.
5. Prepare the budget proposal for the Master of Divinity program.
6. Evaluate student achievement of the stated Master of Divinity program learning outcomes.
7. Participate in developing curriculum for the Master of Divinity program.

8. Participate in reviewing proposed curriculum for the Master of Divinity program.
9. Participate in the program review for the Master of Divinity program.

## **DUTIES OF THE FACULTY**

The fundamental responsibility of a faculty member is teaching. Teaching responsibilities include preparation of lessons, implementation of curriculum, conferring with students on course material, assessing papers and projects, guiding classroom activities, monitoring, and reviewing examinations, supervising all work inside the classroom, and effectively managing presentations and other projects.

In addition to teaching, the responsibilities of this position include curriculum development in the form of updating syllabi, administrative responsibilities pertaining to the teaching assignment(s), attending faculty and other meetings, and providing some services to the University and the community as needed.

For faculty to remain viable, they need to follow a path of professional development, which may include furthering their formal education; attending seminars, workshops, and other professional meetings; and in general, staying current and relevant in their field of specialization, as well as their teaching skills and methodology.

Faculty members are expected to serve in a collegial fashion and in accordance with professional and ethical principles when dealing with other faculty members, students, administrators, and members of the public.

### *Duties and Responsibilities:*

1. Prepares and delivers lectures and group activities, as well as other forms of instruction that facilitate learning on topics central to their assigned course.
2. Plans, evaluates, and revises curricula, course content, and course materials.
3. Selects and prepares course syllabi, assignments, textbooks, and other material necessary for the course.
4. Compiles bibliographies of specialized materials for outside reading assignments.
5. Prepares, administers, and evaluates examinations, class work, assignments, and papers.
6. Keeps up to date with developments in the field by reading current literature, talking with colleagues, and participating in professional organizations and conferences.
7. Initiates and moderates intellectual and appropriate classroom discussions.
8. Maintains regularly scheduled office hours to advise and assist students in academic and vocational affairs.
9. Maintains student attendance records, grades, and other required records.

# ACADEMIC POLICIES

## GENERAL ADMISSION REQUIREMENTS

### BACHELOR OF THEOLOGY

1. Application Form and Fee
2. Proof of Graduation - High school (or equivalent) or highest degree earned
3. Personal Identification
4. Copy of valid Passport (International Students Only)
5. Copy of visa, and I-94 (International Students Only)
6. Previous School's Form I-20 (International Students Only – If applicable)
7. Bank Statement/Form I-134 Affidavit of Support (International Students Only)
8. Demonstration of English Proficiency (International Students Only)

### BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

1. Application Form and Fee
2. Proof of Graduation - High school (or equivalent) or highest degree earned
3. Personal Identification
4. Copy of valid Passport (International Students Only)
5. Copy of visa, and I-94 (International Students Only)
6. Previous School's Form I-20 (International Students Only – If applicable)
7. Bank Statement/Form I-134 Affidavit of Support (International Students Only)
8. Demonstration of English Proficiency (International Students Only)

### MASTER OF BUSINESS ADMINISTRATION

1. Application Form and Fee
2. Proof of Graduation - Bachelor's degree (or equivalent) or highest degree earned
3. Personal Identification
4. Copy of valid Passport (International Students Only)
5. Copy of visa, and I-94 (International Students Only)
6. Previous School's Form I-20 (International Students Only – If applicable)
7. Bank Statement/Form I-134 Affidavit of Support (International Students Only)
8. Demonstration of English Proficiency (International Students Only)

### MASTER OF DIVINITY

1. Application Form and Fee
2. Proof of Graduation - Bachelor's degree (or equivalent) or highest degree earned
3. Personal Identification
4. Copy of valid Passport (International Students Only)
5. Copy of visa, and I-94 (International Students Only)
6. Previous School's Form I-20 (International Students Only – If applicable)
7. Bank Statement/Form I-134 Affidavit of Support (International Students Only)

8. Demonstration of English Proficiency (International Students Only)

### MASTER OF THEOLOGY

1. Application Form and Fee
2. Proof of Graduation - Bachelor's degree (or equivalent) or highest degree earned
3. Personal Identification
4. Copy of valid Passport (International Students Only)
5. Copy of visa, and I-94 (International Students Only)
6. Previous School's Form I-20 (International Students Only – If applicable)
7. Bank Statement/Form I-134 Affidavit of Support (International Students Only)
8. Demonstration of English Proficiency (International Students Only)

### **GRADUATION REQUIREMENTS**

#### BACHELOR OF THEOLOGY

Successful completion of 180 quarter units with minimum of 2.0 grade point average.

#### BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

Successful completion of 180 quarter units with minimum of 2.0 grade point average.

#### MASTER OF BUSINESS ADMINISTRATION

Successful completion of 56 quarter units with minimum of 3.0 grade point average.

#### MASTER OF DIVINITY

Successful completion of 108 quarter units with minimum of 2.7 grade point average.

#### MASTER OF THEOLOGY

Successful completion of 64 quarter units with minimum of 2.7 grade point average.

### **DEFINITION OF A CREDIT HOUR**

For all HU degree programs and courses bearing academic credit, the “credit hour” is defined as “the amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than:

1. One hour of classroom instruction and a minimum of two hours for undergraduate study to three hours for graduate study of out-of-class student work each week for one quarter hour of credit: or
2. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution, including laboratory work,



internships, practicum, studio work, and other academic work leading to the award of credit hours.

A credit hour is assumed to be awarded for each 50-minute class session per week.

## **TRANSFER OF CREDIT**

Horizon University (HU) welcomes the transfer of course work from accredited institutions. (Such institutions have been accredited by an agency that is, in turn, recognized by the Council for Higher Education Accreditation or CHEA). To request this transfer, you should arrange for an official transcript (signed and sealed) to be mailed or faxed directly from the previous institution to HU's Admission Office.

Credit is evaluated on a course-for-course basis, requiring that course descriptions and credit values be comparable. Only work earned with a grade of "C" or higher is transferable for the bachelor program and grade of "B" or higher is transferable for the master's program. Grades from transfer credits do not compute into the student's HU GPA.

Transfer of credit may be possible from recognized but unaccredited institutions. The same procedures and requirements as previously noted apply. In addition, HU takes steps to ensure that course work taken from previous institution is comparable to course work offered by HU. These steps include one or more of the following:

- Demonstration of achievement by means of comprehensive examinations.
- Review of syllabi, faculty credentials, grading standards, and other relevant learning resources at the sending institution
- Analysis of historic experience regarding the success of transfers from the previous institution.

If the student wishes to apply transfer credit to his/her program, the transfer should be arranged immediately upon receiving a letter of acceptance, and before registering for courses at HU. Undergraduate and graduate students must complete at least 50 percent of the total credit requirements at Horizon University.

## **ATTENDANCE**

Regular and punctual attendance is necessary to achieve satisfactory academic progress. Attendance is strictly monitored. Students may not miss more than 20% of class sessions. Three (3) consecutive absences require formal notice. If the student is absent, he/she may be required to make up all work missed. It is the student's responsibility to check on all assignments. The 20% allowance is to provide for serious illness, serious injury, serious illness in the family, death in the family, and other unforeseen emergencies. Note that failure to enter the classroom and be seated at the beginning of class may result in being counted absent.

In addition to the 20% policy, individual professors may impose additional attendance and

participation requirements that have the potential of impacting students' course grade. See the course syllabus for details. If further questions persist, students may discuss policies with the instructor.

It is important that students keep an accurate record of any absences from class, including dates and reasons. This information could prove essential in the event of a discrepancy and/or an appeal. They should not rely upon professors or the administrative staff to supply tallies, warnings, or notifications.

The faculty members may require additional work to make up for an absence. If a student is absent from a significant portion of the course or is frequently late for class meetings, even due to extenuating circumstances, this may result in a lower grade of even a failing grade for the course.

## **WITHDRAWAL**

Unforeseen circumstances may require a student to withdraw from the university. In the event that withdrawal becomes necessary, the student should talk with the Director of Student Services or the Director of Academics. If the situation does indeed warrant a withdrawal and there are no other acceptable options, the student will be directed to the Registrar's Office to initiate the formal withdrawal process. Withdrawal involves completing the Withdrawal Form, settling all financial accounts, and taking care of any other school business pertinent to the student. The Withdrawal Form must be submitted no later than 7<sup>th</sup> week of the quarter.

## **REPEATED COURSES**

An undergraduate student will be permitted to repeat a course in which a grade of C-, D+, D, D-, F, NC is recorded. Courses in which grades earned were either C or B, may be repeated only with approval from the Office of the Registrar. Only courses taken at Horizon University will be used to change course grade.

When a course is repeated where an undergraduate student has received the above-mentioned grade the first time, the better grade is the only one used in computing the cumulative GPA, and the units are counted only once. Both grades are shown on the student's permanent record. When a course is repeated where a student has received a C or B grade for the first time, both the first and the second grades figure into the total cumulative GPA computation and both grades are shown on the student's permanent record. Repeated courses are counted as attempted units in calculating the pace of progress.

A graduate student will be permitted to repeat a course in which either a C or lower grade was earned. When a graduate student repeats a course with a grade of C or lower the first time, the better grade is the only one used in computing the cumulative GPA, and the units are counted only once. Both grades are shown on the student's permanent record.

## **INCOMPLETE GRADE**

An “incomplete” is assigned only if the student’s work was satisfactory prior to the situation. The incomplete grade is not used in computing the cumulative GPA for the moment. However, the student must complete all course requirements and a replacement grade must be submitted within the next two quarters or the incomplete will automatically be changed to an “F.” The incomplete grade is counted as attempted units in calculating the pace of progress.

## **TARDINESS**

Tardiness is a distraction to a good learning environment and is discouraged. Faculty may reduce final grades based on excessive tardiness.

## **CLASSROOM PARTICIPATION**

Horizon University (HU) places great importance upon class participation because of the nature of the material being taught, the value of in-class interaction, and the need for students to develop habits of diligence and reliability.

Students should be present and punctual for all class sessions except in the case of rare extenuating circumstances. Students are expected to complete their assignments before the class session, so that they are prepared to answer questions and enter the discussion. For details of how their participation grade is computed, see the course syllabus.

## **GRADING**

Individual faculty members determine the grading policy for each course. Faculty members clearly state in their course syllabus the specific criteria by which the grade will be assigned, including the relative weight of assignments, papers, examinations, attendance, and other assessments. Only the faculty member has the authority to change grades.

### GRADING SYSTEM

Horizon University (HU) uses a 4.0 grading system to grade the quality of course work and to determine the grade point average. Faculty members assign letter grades based on this table:

98-100	A+	4.0	70-73	C-	1.7
94-97	A	4.0	67-69	D+	1.3
90-93	A-	3.7	64-66	D	1.0
87-89	B+	3.3	60-63	D-	0.7
84-86	B	3.0	< 60	F	0.0
80-83	B-	2.7		I	Incomplete
77-79	C+	2.3		W	Withdraw
74-76	C	2.0			

The Registrar translates letter grades to grade points in accordance with the table below.

A	Excellent	4.00
A-		3.70
B+		3.30
B	Good	3.00
B-		2.70
C+		2.30
C	Satisfactory	2.00
C-		1.70
D+		1.30
D	Barely Passing	1.00
D-		0.70
F	Failure	0.00

#### **ABILITY-TO-BENEFIT**

The university does not accept students under Ability-to-Benefit determination.

# FACULTY POLICIES

## FACULTY HIRING

Whenever a vacancy exists, the Director of Operations (COO) advertises the vacated position(s) through general or specific publications as appropriate. The Director of Academics (CAO) collects any credentials submitted, reviews them and makes his recommendation to the CEO/President for appointment.

Documentations required of the candidate are:

1. Employment application, resume, official transcripts, copy of driver's license, Faith Statement Agreement, and W4 form.
2. Proof of legal residency in the U.S.

Once the candidate has been approved by the CEO/President, the COO and/or CAO schedule a faculty orientation with the new faculty member. The orientation includes a review of the documents that need to be submitted to complete the employee's personnel file; distribution of the school catalog, faculty handbook, and employment contract; and a campus tour. Special emphasis is placed on the importance of the new faculty's official transcripts, course syllabus, faculty development plan, and expectations of participation in faculty meetings.

## FACULTY RESPONSIBILITY

Horizon University seeks to attract and retain capable and motivated individuals who recognize the need to meet certain basic responsibilities. These responsibilities include, but are not limited to, those listed below:

1. To perform each task quickly, safely, and well.
2. To be at work when scheduled fulfilling the regular work hours.
3. To notify the supervisor no later than your normal starting time if you are unable, for any reason, to report as scheduled.
4. To use work hours for work-related activities only.
5. To cooperate with reasonable requests from co-workers.
6. To respect the confidentiality of sensitive information.
7. To keep all school and office related matters undisclosed to people unaffiliated with Horizon University.
8. To respect the rights of others.
9. To respect the property of others and Horizon University and to use the University's property only for legitimate work purposes unless specific authorization has been received by the school officials.

### General Responsibilities of Faculty

To be aware of and abide by the mission, goals, and purpose of Horizon University:

1. Each member of the faculty shall perform services in instruction, advising, committee work assemblies and other such duties that may be assigned by the school.
2. All faculty, full or part-time, must attend regularly scheduled faculty meetings and in-service training.
3. All faculty, full or part-time, must submit an annual professional development summary.

### *Specific Responsibilities of Faculty*

All faculty members are expected to adhere to the following policies and assume these specific responsibilities as follows:

1. Faculty members are not to be absent from a class without first informing the Director of Academics.
2. Each faculty member is expected to be available for office hours and conference periods.
3. All faculty members must attend faculty meetings and in-service training as well as other school functions unless arrangements have been made prior to the event.
4. A copy of the course's syllabus must be submitted to the Director of Academics before the beginning of the course.
5. Faculty members must be prepared for class before every session; follow the outline specified in the syllabus; and offer outside help to all students by appointment.
6. Exams must be prepared and administered according to the exam schedule of the University.
7. The student attendance policy must be enforced by recording student absences in the attendance roster as supplied.
8. Participation in meetings is required by the Director of Academics.
9. All faculty members are expected to maintain open, honest, and respectful communication with all students, faculty, administration, and staff.
10. All must assist in keeping the facilities clean and orderly.
11. Participation in developing curriculum for academic programs.
12. Participation in reviewing proposed curriculum for academic programs.
13. Participation in the Program Review for academic programs.

All faculty members are expected to know the academic policies as published in the catalogue, faculty handbook, and student handbook.

As with the full-time faculty, part-time faculty, and adjunct faculty are under the supervision of the Director of Academics. All faculty members have the right to participate in faculty meetings.

### **FACULTY DEVELOPMENT**

Whenever possible, Horizon University provides opportunities for the education, training, and development of the faculty. Emphasis is placed on courses and programs, which have been determined to be necessary, and of general or specific benefit to an individual or a group of employees.

Specially designed training programs tailored specifically for all the University's employees are periodically provided, in addition to on-the-job training provided by many individual departments.

### PROFESSIONAL DEVELOPMENT BENEFITS

Horizon University holds an annual in-service training for all faculty members for professional development.

The University will support faculty members, once a year, by attending an outside seminar or conference. The professional growth opportunity outside of Horizon University must be approved by both the Directors of Academics and of Operations to ensure the activity falls within their field of expertise.

### SPIRITUAL DEVELOPMENT

HU Faculty members are expected to be models of spirituality for the students who are being educated to be the next generation of strong Christians leaders who will selflessly serve their churches. Therefore, faculty members are to prioritize their own spiritual lives, including the maintenance of their own spiritual disciplines and active involvement in their churches. Faculty members are expected to demonstrate a growing commitment to Jesus Christ as Lord by obedience to Scripture in all areas of life.

The University will support faculty members to attend a spiritual formation conference for self-advancement once a year. The University will also hold a prayer meeting for faculty members every quarter as part of its spiritual development. One of the faculty members will lead the prayer meeting each time, and all faculty members will be given the opportunity to lead the meeting. Faculty members are to encourage each other to grow spiritually by sharing their service, experience, and commitment. The University will provide pastoral counseling from experienced personnel to faculty members who wish to grow their spiritual life.

# STUDENT SERVICES POLICIES

## STUDENT GRIEVANCE

Students have a right to submit grievances and complaints any time they desire. They may submit them to any member of Horizon University's administration or faculty. Students who have a complaint or grievances are encouraged to talk to a member of the university administration.

For grievances regarding grades, the procedure is as follows:

1. The student must address the complaint, dispute, or grievance with the appropriate faculty no later than 3 weeks after grades are posted for a final grade, or within 3 days after a student receives a grade for an exam, term paper or assignment. If the student is not satisfied with the faculty's resolution of their grade, the student has a right to submit a written request concerning the grade to the Registrar.
2. The submission of a grievance concerning a grade must be in writing to the Registrar. The Registrar will review and investigate the grievance using their discretion to interview sources as needed. The Registrar will notify the student within ten (10) days regarding the disposition of the grievance.
3. If the student is not satisfied, the student can request an interview with the Registrar and the faculty within ten (10) days. Any decision resulting from this interview shall be deemed final.
4. All the records of students' complaints regarding grades should be maintained in the office of the Director of Student Services.

If a student believes that non-academic criteria have been used in determining his/her grade in a course, he/she may follow the procedures described in below. Non-academic criteria means criteria not directly reflective of academic performance in the course, which may include discrimination on political grounds, or based on a protected trait, including but not limited to a student's gender, race, religion, national origin, sexual orientation, or disability.

1. The student must attempt to resolve the grievance with the instructor within the first month of the following regular academic quarter.
2. If the grievance is not resolved to the student's satisfaction, he/she may then attempt to resolve the grievance through written appeal to the department director, who shall attempt to adjudicate the case with the instructor and the student within two weeks.
3. If the grievance still is not resolved to the student's satisfaction, he/she may then attempt to resolve the grievance through written appeal to the Dean of Academics, who shall attempt to adjudicate the case with the instructor. This request must be submitted before the last day of instruction of the quarter following the quarter in which the course was taken.

For all other grievances, the procedure is as follows:



1. The student must file a written grievance with the Director of Student Services within ten (10) days of being notified of any action taken against the student. The Director of Student Services shall review and investigate the grievance and notify the student of a decision within ten (10) days.
2. If the student is not satisfied, the student can request and interview with the Director of Student Services and a faculty member or administrator of their choice within ten (10) days. Any decision resulting from this interview shall be deemed as final.
3. The student also has the right to file a grievance with the Bureau for Private and Postsecondary Education (BPPE).
4. All the records of students' complaints should be maintained in the office of the Director of Student Services.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 toll-free or by completing a complaint form, which can be obtained on the bureau's internet web site [www.bppe.ca.gov](http://www.bppe.ca.gov).

A student may also contact TRACS Accrediting Agency by completing the TRACS Complaint Form found on [www.tracs.org/resources/](http://www.tracs.org/resources/) and submitting to:

President  
Transnational Associations of Christian Colleges and Schools  
15935 Forest Road  
Forest, VA 24551

## **STUDENT DISCIPLINARY**

Students are required to maintain standards of behavior that are consistent with the calling to ministry, the teachings of the Bible, and the stated intentions (e.g., mission statement, goals, policies) of Horizon University. Students who do not maintain such standards may be denied the opportunity to continue in this school or to graduate from it.

### *Student Rights to Due Process and for Grievances*

A student who believes that disciplinary procedures are unwarranted or unfair, or who has a grievance, has the right to due process. The sequence of steps starts with a meeting with the Director of Student Services to make sure the student understands the offense and to evaluate the student's attitude. At that meeting, the administrative representative will provide the student a written statement concerning the suspect behavior. If the student does not evidence a change of behavior, the process will go forward through probation, suspension, and expulsion. At the point that the later three steps begin, a student may notify the administrator that he or she wants to appeal his or her case to a committee of disinterested faculty, administrators, and students (i.e., members of the student government unless they are somehow involved). A final appeal can be made to the administrative council. Regarding discipline and due process, the student has the following rights:

1. The student has a right to know the charges against him or her and to receive them in writing.
2. The student has a right to have a hearing consisting of a committee of disinterested faculty (two) and students (preferably two members of the student government) and the Director of Student Services. This committee will make a recommendation to the administrative council, which will assist Horizon University in making the final decision. The final decision will be signed by the President and a copy will be given to the student.
3. The student also has a right to confront his or her accusers (e.g., explain his or her side of the story, cross-examine witnesses, bring his or her own witnesses)
4. A student may be represented or assisted (e.g., a character witness's testimony) by anyone he or she chooses.
5. The student has a right to the minutes of the proceedings and a written copy of the decision.
6. The student may appeal this decision by requesting another hearing before the administrative council. The final decision will be signed by the President and a copy will be given to the student.

### Disciplinary Procedures

The primary goal of discipline at Horizon University is restorative (i.e., not punitive) and the physical, emotional, and spiritual protection of the community. The first step in student discipline is a meeting with the Director of Student Services to make sure the student understands the offense (admonition) and to evaluate the student's attitude. At that meeting, the Director of Student Services will provide the student a written statement concerning the suspect behavior. If the student does not evidence a change of behavior, the process will go forward through probation, suspension, and expulsion. At the point that the later three steps begin, a student may appeal his case to a committee of disinterested faculty and students (see Student Rights and Due Process above). A final appeal can be made to the administrative council. Legal restrictions can cause exceptions to the above procedures. In an event where the administration believes a crime has been committed, the administration will report the matter to the proper law enforcement agency. If the administrative council finds the student not guilty of all charges, the student will be readmitted.

### **MAINTENANCE OF RECORDS**

Horizon University preserves all the educational records of all the current and previous students. It is the policy of the university to retain in the campus building all the vital student records for a minimum period of five years and all student transcripts for fifty years, in compliance with the State of California Education Reform Act and Regulations. Should you need to have transcripts sent to future potential employers, the Registrar's Office will assist you in handling this. All records will otherwise be kept strictly confidential, with only authorized personnel having access to them.

## FINANCIAL POLICIES

### TUITION AND FEES

Full tuition payment is required before classes begin unless prior arrangement is made with the Administrator of Finance. Any arrangement or agreement with any faculty members or other administrative staff regarding tuition payment will be considered null and void. A student will receive an official transcript, Certificate of Enrollment, and/or a degree, only if the student has met the required academic standards and requirements and has paid all financial obligations in full.

### TUITION

Bachelor of Theology:	\$125.00 per unit
Bachelor of Science in Business Administration:	\$165.00 per unit
Master of Theology:	\$200.00 per unit
Master of Divinity:	\$200.00 per unit
Master of Business Administration:	\$436.00 per unit

### FEES

Application Fee	\$100.00 (Non-refundable)
Certificate of Enrollment	\$20.00 per copy
Certificate of Graduation	\$50.00 per copy
Registration Fee	\$20.00 per quarter (Non-refundable)
Late Registration Penalty	\$30.00 (Non-refundable)
Official Transcript	\$100.00 per copy
Student ID	\$20.00 (Non-refundable)
Late Tuition Payment Fee	\$100.00 (Non-refundable)
Late Add/Drop Fee	\$50.00 (Non-refundable)
Bank Returned Item Fee	\$20.00 per item
Graduation Fee	
Bachelor of Theology:	\$200.00
Bachelor of Science in Business Administration:	\$200.00
Master of Theology:	\$300.00
Master of Divinity:	\$300.00
Master of Business Administration:	\$300.00

\*Books and materials are additional. All books and materials required for the course will be listed in the syllabus. It is the responsibility of the students to obtain the course materials before the first day of the class.

## **REFUND**

### *Student's Right to Cancel*

Horizon University (HU) shall refund 100 percent of the amount paid for institutional charges, less an Application/Registration Fee not to exceed one hundred dollars (\$100), if notice of cancellation is made through attendance at the first-class session, or the seventh-class day after enrollment, whichever is later.

Cancellation shall occur when you deliver written notice of cancellation to the address of the university. You can do this by mail, or hand delivery. The written notice of cancellation, if sent by mail, is effective when deposited in the mail properly addressed with postage prepaid.

HU advises each student that a notice of cancellation shall be in writing, and that a withdrawal may be effectuated by the student's written notice or by the student's conduct, including, but not necessarily limited to, a student's lack of attendance. The written notice of cancellation need not take any form and however expressed, is effective if it shows that you no longer wish to be enrolled.

The refund policy for students who have completed sixty (60) percent or less of the period of attendance shall be a pro rata refund.

### *Withdrawal from Course*

All students have the right to withdraw from a course of instruction at any time. If you withdraw from the course of instruction after the period allowed for cancellation, which is until midnight of the first business day following the first class you attended, the school will remit a refund less an Application/Registration Fee, if applicable, not to exceed one hundred dollars (\$100) within thirty (30) days following your withdrawal. You are obligated to pay only for educational services rendered.

The refund shall be the amount you paid for instruction multiplied by a fraction, the numerator of which is the number of hours of instruction which you have not received but for which you have paid, and the denominator of which is the total number of hours of instruction for which you have paid.

Students whose entire tuition and fees are paid by a third-party organization are not eligible for a refund.

## **INVESTMENT**

Considerations for the allocation of funds for any investment under the University account are first reviewed and discussed between the Chief Financial Officer and the president. If after thorough review, an investment is considered to assist and further the goals and mission of the

university, a proposal will be created and submitted to the Board of Directors to be presented at the next board meeting. A review will then be completed by the Board. If approved by the Board, the Chief Operating Officer may then proceed with the investment with full authority to complete the transactions necessary. If not approved, the Board may decide to revisit the discussion on the potential investment at a later meeting or deny the investment.

Any board member who may have the appearance of a conflict of interest when making an investment decision for the university should be excused from discussing, contributing, or voting in that decision.

## **DEFAULT**

A default by the university should trigger the following events:

- Potential students should be informed of the current financial situation of the university and that there is a possibility that they may not be able to complete their studies at the University.
- Current students who wish to transfer to a different university should be informed of the rights and limitations as transfer students.
- All survey and questionnaires regarding alumni should continue as normal.
- There should be no change to the retention policies and processes.
- Graduation rates should take into consideration and note the reasons for students not being able to graduate from the university.
- Student services should continue as normally as possible.

## FACILITIES AND EQUIPMENT POLICIES

### DRUG-FREE CAMPUS

It is the objective of Horizon University (HU) to establish and maintain a drug-free workplace and campus. Employees and students are forbidden to unlawfully manufacture, distribute, dispense, possess, or use a controlled substance on campus grounds and in any of HU's facilities.

### SECURITY AND SAFETY

The building in which the university is located is generally safe and secure. While this is generally true, all students must be aware of any unusual activity, which might put the community in danger. All unusual situations should be reported to the closest staff member or security personnel so that appropriate steps for safety can be taken.

#### Security Measures

The following security measures are in place to enhance safety while on the Horizon University premises:

- 1) All visitors must check in and out at the front desk
- 2) Security cameras are installed on entry points and major traffic areas of the facility
- 3) Unnecessary entry points to the facility will remain locked; and,
- 4) All entry points other than the main entrance will be locked during non-classroom hours.

#### Emergency Plan

- **Evacuation:** Used to move students and staff out of the building. With a simple evacuation, students and staff leave and move to a nearby pre-designated safe location and return to the school building right after the cause of evacuation is resolved. Schools practice evacuations regularly (often monthly), including fire drills.
- **Relocation:** Used to move students and staff to a pre-designated alternate site following evacuation when it is determined that returning to the school building will not take place within a reasonable period.
- Depending on the time of day and the circumstances, students may be released early or put on hold until they are able to return to the school building. Plans should also be in place for students and staff with limited mobility who may need assistance moving to the relocation site.
- **Shelter-in-place:** Used during severe weather or other environmental threats (e.g., air contamination due to a local fire). This is a precaution aimed to keep people safe while remaining indoors. (This is not the same thing as going to a shelter in case of a storm.) In schools, shelter-in-place involves having all students, staff, and visitors take shelter

in pre-selected rooms that have phone access and stored disaster supplies kits and preferably access to a bathroom. The room doors are then shut.

- **Lockdown:** Used when there is a perceived danger inside the building. A lockdown includes securing each occupied room by locking the door(s) and directing people to move away from windows and doors. Hallways are cleared of students and school staff. Typically, local law enforcement arrives to secure the site and arrange for evacuation or return to usual building activities. Students are kept in their classrooms or other secured areas in the school until the lockdown has ended.
- **Lockout:** Used to secure the building from a potential threat outside the building, such as when an unauthorized person is loitering on school grounds or when there is criminal activity in the neighborhood. During a lockout, access to the building is restricted, but there may be some limited movement within the building.

## **HOUSING**

The university does not operate a dormitory or other housing facility but will assist students in locating adequate housing near the campus. Some students find housing in a local residence hotel. Others share an apartment or rent a room from members of a local church.

## **ACCESS TO EQUIPMENT AND MATERIALS**

Each classroom is furnished with appropriate equipment for instructional purposes such as student desks, an instructor's podium, and a desktop computer connected to a projector for in-class presentations. The library has a spacious facility with a collection of books, electronic resources, and audio and video materials designed for educational purposes. The library is equipped with several computer systems with LCD monitors, in order to support the students' and instructors' research activity. Horizon University Information Resources and technology makes the Internet available to the community. Students and instructors who have iPad, laptop computers, or PC tablets in hand can have access to the internet anywhere on campus.

## **ACCESSIBILITY FOR THOSE WITH DISABILITIES**

All equipment, materials, and use of facilities should be deemed fully accessible for use by those with disabilities. Every effort should be made to accommodate for full and unimpeded access and use. If help or special attention is required at any time, the administration office should immediately provide for those necessities.

The university facilities are on a single level on the ground level of the building. All offices, classrooms, the library, and restrooms are accessible.

## **BOARD POLICIES**

### **MEETING PATTERN**

A regular meeting is summoned two times a year (March and September). All members should make attendance at the board meetings a high priority in their calendar. A chairman or majority of members should be able to have power to call special meetings.

The schedule for board meetings should be set two years in advance. The board will meet at least two times each year for a full day (including committee meetings).

### **CONFLICT OF INTEREST**

The purpose of this conflict of interest policy is to protect this tax-exempt corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or any "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations and which might result in a possible "excess benefit transaction" as defined in Section 4958(c)(1)(A) of the Internal Revenue Code and as amplified by Section 53.4958 of the IRS Regulations. 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. The governing board obtains signed statements from each board member annually. By signing, the policy members agree to disclose potential and actual conflicts and act in accordance with the policy.

### **BUDGET POLICY AND PROCEDURE**

The annual budgeting process begins the second week of January, when the Director of Finance sends the Preliminary Budget Request Worksheets to all administrators who are authorized to manage Horizon University funds.

After Preliminary Budget Request Worksheets are due, the budget committee (President, Director of Operations, and Director of Finance) will have about two weeks to develop our preliminary budget. The preliminary budget will include proposed allotments to each department requesting funds.

To develop the preliminary budget, these administrators will review prospective enrollment, revenue, key needs, major expenses and the total amount of funds requested through Preliminary Budget Request Worksheets. The total of funds for all departments cannot exceed 85% of the anticipated income from tuition, donations and other sources.

By February 15th, the Director of Finance will send a Preliminary Budget Response Memo to each department that requested funds.

During mid-February, the budget committee will complete their final proposal for the upcoming year's budget. This budget will be submitted to the President (if the President delegated his or



her authority and participation in this process) by the end of February. Unless the President requests further work on the budget, it will be submitted to the executive committee of the Board of Directors by March 1st. The Board will vote on this proposed budget at their stated meeting.

## INVESTMENT

1. The Board of Directors will maintain responsibility for all investment matters of the corporation. It shall form a Finance Committee consisting of three or more members of the board who will be duly nominated and elected to such positions.
2. The board shall nominate and elect committee members that have significant knowledge and experience with regard to investing. The Finance Committee will propose and/or maintain policies and procedures that the full board will periodically review and revise, including investment policies for the corporation. Such policies and procedures must protect the interests of the corporation in the fulfillment of its non-profit and tax-exempt mission, purposes and objectives. These policies and procedures are also to be in accord with biblical principles.
3. Daily supervision of transactional and administrative paperwork pertaining to investments may be delegated either to a business manager or to the Finance Committee.
4. Investment policies shall be conservative, prioritizing safekeeping of principal. Aggressive growth funds that present higher risk shall be avoided. Normal growth funds may be suitable, in some cases, and any funds designed for growth shall be well diversified. The investment policies shall specify that a certain percentage of various accounts must be kept in bonds, CDs or other conservative investments. Three to six months of reserve capital shall be kept in a liquid account that is FDIC insured. No more than \$100,000 shall be kept in any one bank account, so as to remain below the limit of FDIC insurance.
5. Our specific policies for diversification of endowed funds are as follows:

The target balance of endowed funds is to be 60% equity at cost basis and 40% in fixed income and money market funds. No more than 5% of endowed funds will be invested in a single stock. Of the equity portion of funds, the equity manager will weigh the holdings to large cap and global equities. Of the fixed income portion of funds, bonds will be either corporate or government bonds rated B or better.

6. Our policies for ethical implications of investments are as follows:

Companies whose primary products are pornography, alcoholic, tobacco or gambling are not to be used in the portfolio.

7. Our policies for careful safeguarding of funds are as follows:

An independent, third party will hold endowed assets of financial instruments and submit

monthly statements of accounts.

8. As a measure to prevent mistakes, fraud, embezzlement and conflicts of interest, two types of audits will be conducted. A qualified individual will conduct an outside, opinioned audit. Since the corporation's independent auditor will not review all financial transactions, the board will conduct a regular review of the expenses of high-level administrators.

## **CASH RESERVE POLICY**

### Principle

It is the policy of Horizon University to maintain financial reserves adequate to ensure responsible fiscal management, advance university priorities, and mitigate current and future risk.

- Building a Cash Reserve is an important component of long-term, strategic planning to meet the University's objectives; failing to plan to adequately maintain our campus and infrastructure is unsustainable and poses an unacceptable risk to the university and its community.
- The use of reserves to make up for unexpected revenue shortfalls or unforeseen costs should be accompanied by a near-term plan to increase revenue or reduce expenditures to replenish the reserve.
- While it is appropriate to use reserves to resolve timing problems, reserves should be used only to provide a bridge to a solution rather than as a means to delay addressing a structural issue.

### Guidelines

The Cash Reserve provides flexibility to take mission-related risks and to absorb or respond to temporary changes in the university's environment or circumstances. Without adequate reserves, the university can suffer cash flow stress and become distracted from appropriate long-term decision making. Any spending out of the Cash Reserve must be accompanied by a plan to replenish the reserve fund.

- Cash Reserve Target: a minimum of three months (25%) of the annual budget

If the university's Cash Reserve falls below the minimum policy calculation, the President or his/her designee will submit a recommended plan to the Board of Directors to rebuild the reserve to the minimum level.

### Use of Reserves

Use of the Cash Reserve requires three steps:

1. Identification of appropriate use of reserve funds

The President and/or Director of Finance will identify the need to access the reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using reserves, and the time period that the funds will be required and replenished.

2. Authority to use operating reserves

Upon approval of the President, the Director of Finance will submit a request to use the Cash Reserve to the Board of Directors. The request will include the analysis and determination of the use of funds and plans for replenishment. The goal is to replenish the funds used within twelve (12) months to restore the Cash Reserve fund to the targeted amount. If the use of the Cash Reserve takes longer than twelve (12) months to replenish, the request will be scrutinized more carefully. The Director of Finance must receive prior approval from the Executive Committee of the Board of Directors if the Cash Reserve will take longer than twelve (12) months to replenish.

3. Reporting and monitoring

The Director of Finance is responsible for ensuring that the Cash Reserve Fund is maintained and used only as described in this Policy. Upon approval for the use of Cash Reserve funds, the Director of Finance will maintain records of the use of funds and plan for replenishment. He/she will provide regular reports to the Board of Directors of progress to restore the fund to the target minimum amount.