

Revised November 14, 2023

Azusa Pacific University Board of Trustees Policies Manual

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PART 1: INTRODUCTION AND ADMINISTRATION

This Board of Trustees Policies Manual (BPM) contains all of the current standing (on-going) policies adopted by the Board of Azusa Pacific University since the latest approval in January of 2021.

1.1 Reasons for Adoption. Our reasons for adopting this BPM include:

- Efficiency of having all on-going Board policies in one place
- Ability to quickly orient new Board members and key staff to current policies
- Elimination of redundant, or conflicting, policies over time
- Ease of reviewing current policy when considering new issues
- Clear, pro-active policies to guide the President and administration
- Reduce risks of losing organizational integrity from unexpected events

1.2 Consistency. Each policy in this document is expected to be consistent with the law, the Articles of Incorporation, and Bylaws, all of which have precedence over these Board policies. Except for time-limited or procedural-only Board decisions (approve past minutes, elect an officer, approve a budget, etc.), which are recorded in regular Board minutes, **all standing policies are expected to be included or referenced in this document.** The President is responsible for developing organizational and administrative policies and procedures that are consistent with this BPM.

1.3 Transition. Whether adopted in whole or in part, as soon as some version of the BPM is voted on as the “one voice” of the Board, those policies are deemed to supersede any past policy that might be found in old minutes or any compilation of Board policies over the years, unless a prior Board resolution or contract obligates the organization to a specific matter. Paragraphs not yet approved by the Board will be identified by a # and reviewed for approval at a later date. If any actual or apparent conflict arises between the BPM and other policies or Board resolutions, the matter is expected to be resolved by the Chair or the entire Board as may be appropriate.

1.4 Changes. These policies are meant to be reviewed on an ongoing basis and even quarterly revised and refined to reflect new wisdom. The President helps the Board formulate new language in the BPM by distributing proposed changes in advance. We will use software and editing techniques that show all changes for readers to review easily. Each previously approved numbered paragraph with a proposed change will be shown with the change highlighted to help readers quickly locate proposed changes. Any final change to this BPM must be approved by the full Board. Any Board member, including the President may submit proposed changes. Proposed changes often will be referred to and reviewed by an appropriate Committee before being considered by the full Board for action. Whenever changes are adopted, a new document should be dated (at the top and in the footer) and quickly made available to Board members and administration. The previous version should be retained for future reference if needed.

- 1.5 Specificity.** Each new policy will be drafted to fit in the appropriate Part and Section within the BPM. Conceptually, policies should be drafted from the “outside in,” i.e., the broadest policy statement should be stated first, then the next broadest, etc. down to the level of detail that the Board finds appropriate for Board action and below which management is afforded discretion as to how it implements the policies in this BPM.
- 1.6 Oversight Responsibility.** The Governance Committee and the President, or the President’s designees are responsible for the oversight, review, and updating of this BPM. The Governance Committee will review the BPM annually to determine what updates or new policies need to be incorporated in the BPM.
- 1.7 Maintenance of Policies.** The Secretary should ensure that staff record and publish all standing policies correctly. The President or the President’s designee should maintain the policies file and provide updated copies to the Board whenever the policies change, or upon request. The Board should ask that legal counsel review this BPM periodically to ensure compliance with the law. Discrete documents referred to in the BPM and listed at the end for easy tracking will be provided to Board members in digital format for their own hard drives, or kept in an online Board website or other agreed upon web tool.
- 1.8 Context of Different Policies.** This BPM fits into a hierarchy of policies within which authority flows down and accountability flows up. The Board is accountable for levels 1-5. The President is accountable for levels 6 and 7. No level may be inconsistent with the levels above it.
1. Laws and Applicable Regulations
 2. Parent Organization, Accreditation Requirements, etc. (if any)
 3. Articles of Incorporation
 4. Bylaws
 5. Board Policies Manual
 6. CEO-approved Organizational Policies
 7. Policies Set by Managers Under the CEO

PART 2: KEY ORGANIZATIONAL DOCUMENTS

Below are links to key organization documents:

- Articles of Incorporation ([Link](#))
- Bylaws of Corporation ([Link](#))
- What We Believe: Our Identity and Values in Community ([Link](#))

PART 3: OVERVIEW OF APU

3.1 Strategic Plan (2020-27).

NOTE: APU's Strategic Plan is currently under review for updating given the rapid changes in higher education.

Renewal: Strengthening Our Capacity to Cultivate Christ-Centered Scholars and Leaders

www.apu.edu/renewal

3.2 About APU. APU Fact Sheet 2022-23, University Fact Sheet - Media Relations ([Link](#))

3.3 Leadership.

3.3.1 Slate of Board of Trustees and Committees 2023-24 ([Link](#))

Board of Trustees Photos and Brief Bios ([Link](#))

Board of Trustees Contact Information ([Link](#))

3.3.2 President's Cabinet. The President's Cabinet is accountable for the leadership and management of the university.

President

Provost

Vice President for Finance and Administration, Chief Financial Officer

Chief of Staff

Vice President for Enrollment Management

Vice President for Student Belonging, Chief Diversity Officer

Vice President for University Advancement

Vice President for Strategic Communication and Engagement

General Counsel, University Integrity Officer

Bios of President's Cabinet ([Link](#))

3.3.3 Academic Cabinet. The Academic Cabinet reviews and approves all academic initiatives and changes.

Provost

Dean, College of the Arts

Dean, School of Behavioral and Applied Sciences

Dean, School of Business and Management

Dean, School of Education

Dean, Honors College

Dean, College of Liberal Arts and Sciences

Dean, School of Nursing

Dean, School of Theology and Azusa Pacific Seminary

Vice Provost

Associate Provost for Student Success

Accreditation Liaison Officer
Bios of Academic Cabinet ([Link](#))

3.3.4 Faculty Senate. The Faculty Senate ([Link](#)) governs the Azusa Pacific faculty by representation. The Senate represents the faculty to the Board of Trustees, the administration, staff, students, and the general university community.

3.3.5 Staff Council. The Staff Council ([Link](#)) is a body of staff members who support the interests of APU staff and facilitate communication among staff, faculty, and the general university community. Staff Council also serves as an advisory Board to the administration and Board of Trustees, representing matters of importance to APU staff.

3.4 Academic Overview.

Schools and Colleges

LP and Timothy Leung School of Accounting

College of the Arts

School of Behavioral and Applied Sciences

School of Business and Management

School of Education

Honors College

College of the Liberal Arts and Sciences

School of Nursing

Azusa Pacific Seminary

School of Theology

More Information on Schools and Colleges ([Link](#))

3.5 Student Affairs. Student Affairs offers a variety of services, programs, and experiences that encourage students to develop a commitment to lifelong learning in the areas of Christian spiritual formation, student engagement, and student wellness. More Information on Student Affairs ([Link](#))

3.6 Campuses. Azusa Pacific University offers programs at every level at seven campus locations throughout Southern California: Azusa, Orange County, San Diego, Inland Empire, High Desert, Monrovia, and Murrieta. Locations ([Link](#))

3.7 Los Angeles Pacific University. LAPU Website ([Link](#)). In September 2010 the APU Board of Trustees unanimously passed a resolution creating Azusa Pacific Online University (APOU), a separate institution designed primarily to deliver affordable academic programs in an online format. In 2014 APOU and APU's School of Adult and Professional Studies merged to form University College. In 2017 University College was granted regional accreditation by WSCUC,

and changed its name to Los Angeles Pacific University (LAPU). Like APU, LAPU is a California nonprofit religious corporation. APU is the sole member of LAPU, meaning that LAPU is a wholly-owned subsidiary of APU. As the sole member of LAPU, APU retains statutory reserve powers over LAPU, including rights to appoint directors, amend the bylaws, control the assets, and dissolve the corporation. LAPU is governed by a Board of Directors, whose members are appointed by, and serve at the pleasure of, APU.

3.8 Financials. Audits, Financials, Form 990 and Index Report Folder in OnBoard ([Link](#))

PART 4: BOARD STRUCTURE AND PROCESS

4.1 Governing Style. The Board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and pro-activity rather than reactivity. In this spirit, the Board seeks to:

4.1.1 Discipline. Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline may apply to matters such as attendance, respect of clarified roles, maintaining confidentiality, leaving questions about organizational activities and issues to the President, speaking to management and the public with one voice, and self-policing of any tendency to stray from the governance structure and process adopted in these Board policies.

4.1.2 Accountability. Be accountable to its stakeholders and the general public for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no officer, individual, or Committee of the Board to usurp this role or hinder this commitment.

4.1.3 Performance and Continuity. Monitor and regularly discuss the Board's own process and performance, seeking to ensure the continuity of its governance functions by selection of capable trustees, orientation and training, and evaluation.

4.2 Board Job Description. The job of the Board is to lead the organization toward desired performance and help ensure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the Board will endeavor to:

4.2.1 Steward the mission of APU in a way that honors God and expands His kingdom. This will be accomplished through the effective hiring and oversight of a President, who will build a team and strategy to accomplish the mission.

4.2.2 Require the President to establish a clear vision for APU, operationalized through an annual set of Accountabilities that outline his/her specific goals and objectives. These require Board approval and will be monitored throughout the fiscal year. The President will require Accountabilities from each member of the Cabinet in order for the university's annual goals and objectives to cascade throughout the university.

4.2.3 Select, fairly compensate, nurture, evaluate annually and, if necessary, terminate a President, who functions as the Board's sole agent.

4.2.4 Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.

4.2.5 Maintain and constantly improve all on-going policies of the Board in this BPM.

4.2.6 Ensure financial solvency and integrity through policies and behavior (including help as volunteers in fundraising).

4.2.7 Require periodic financial, legal, and other external audits to ensure compliance with the law and good practices.

4.2.8 Evaluate and constantly improve our Board's performance as the governing Board and set expectations for Board members' involvement as volunteers.

4.3 Board Member Criteria. In nominating members for the Board, the Board Governance Committee will be guided by the Board-approved profile. Matrix ([Link](#))

4.4 Trustee Selection and Development.

4.4.1 Recommending a Trustee Candidate. Members of the Board, Faculty, Staff, and Administration can recommend someone to be considered for Board membership by submitting the Prospective Board Member Electronic Form ([Link](#)), completing the Trustee Recommendation Process and Form ([Link](#)), to the Office of the President (OOP).

4.4.2 Process for Selection to Nomination.

- OOP will notify Chair of Governance Committee of recommendation and deliver Trustee Recommendation Form for review.
- The President will review all recommendations and provide any comments to the Chair of the Governance Committee for its consideration.
- The VP of Advancement will provide initial research of the candidate to the Nominating Subcommittee (NS).
- The NS will review the recommended candidate and determine whether to decline or move forward with the candidate.

- The NS will assign each Candidate to a member of the NS who will be responsible to conduct initial diligence, including an in person meeting, if possible, or a video call with the Candidate, in order to make a recommendation to the NS about moving forward.
- If yes, the Candidate will then interview, preferably in person or by video, with the remaining members of the NS to agree on moving forward.
- If yes, the Candidate will be asked to complete the Potential Trustee Information Form for review by the NS.
- If yes, the Candidate will interview with the President.
- If yes, the Chair will contact the Chairs of the Committees on which the Candidate will likely serve to interview the Candidate in person or by video call, who will then submit comments on the Candidate to the Chair.
- If yes, video or in person call will be arranged for the full Governance Committee to interview the Candidate.
- If yes, the Chair or NS member will request 3 or more references from the Candidate and check those references before submitting the nomination to the full Board.
- If yes, Governance Committee will submit a nomination to the full Board of Trustees and Candidate will be invited to meet trustees at a designated time during the next regularly scheduled meeting of trustees and full Board will vote on election.

4.4.3 Orientation. Soon after election, each nominee will be given this BPM along with adequate briefings on the role of the Board, officers, and staff, and an overview of programs, plans, and finances and any additional comprehensive orientation material and training developed by the Governance Committee and the OOP.

4.4.4 Trustee Mentor. Upon election of the new trustee, the Chair will assign a mentor, preferably one who serves in the area in which the new trustee will serve, to act as a mentor to the new trustee in accordance with the Mentor Guidelines ([Link](#)).

4.5 Trustee Evaluation.

- The Governance Committee will facilitate the conduct and evaluation of trustees and Committees annually.
- The annual evaluation should include specific input (which will be disclosed only to and held in confidence by the Chair of the Board and of the Governance Committee) from Committee Chairs on members of their Committee to ensure the most effective allocation of Board resources to fulfill the Board's responsibilities.

- Trustee evaluations will be conducted annually before the June meeting with a written report submitted to the full Board at the June meeting.
- Before the expiration by the Governance Committee of a three year term, the Board will conduct a more in depth evaluation of a trustee whose term is expiring to provide information to the Governance Committee to determine whether the trustee should be proposed for an additional term.

4.6 Roles and Terms of Office.

4.6.1 Trustees.

- Elected by a majority vote of the trustees in office for a 3-year term.
- After 3 terms (9 years) trustees are required to rotate off the Board for at least one year before they are eligible for consideration for election as a trustee.
- In order to promote valuable continuity in Board membership, a trustee may, without rotating off the Board for one year, be elected following three 3-year terms of service, by vote of the majority of trustees in office, to serve an additional 3 -year term. (*Bylaws: Article III, Section 3.*)

4.6.2 Board Chair.

4.6.2.1 Role of Chair. The job of the Chair is primarily to maintain the integrity of the Board's process. The Chair "manages" the Board. The Chair is the only Board member authorized to speak on behalf of the Board outside of scheduled Board meetings, other than in rare and specifically Board authorized instances.

4.6.3 Selection of Chair. The following outlines the Board Chair selection process.

A Board Chair Selection (BCS) Committee is to be identified, comprised of:

- The exiting Board Chair,
- The university President,
- Members of the Executive Committee of the Board of Trustees (self-selected), and
- Members of the Governance Committee of the Board of Trustees (self-selected), with
- External advising by a Board governance consultant, if desired.

Board Consultant Engagement

The Board should consider retaining a Board consultant as an advisor to the selection Committee to assist in their discernment process (in 2023, this was Dr. David Gyertson).

Presidential Input on Board Chair Selection

The Committee is to solicit input from the President regarding skills, qualities, time availability, etc. to be used as reference points during the interview process with potential candidates.

Sitting Board Chair's Input on the State of the University

To aid the Board Chair recruitment process, the sitting Board Chair will provide a "State of the University" document to help a prospective Board Chair understand the issues and opportunities they will likely inherit.

Initial Board of Trustees ("BOT") Input

To initiate the Board Chair selection process, solicit input from the entire Board of Trustees ("BOT") regarding their recommendations on potential candidates for the role of Board Chair, from the current roster of trustees. These recommendations are to be reviewed by the Committee with two to three trustees being selected as potential candidates for further consideration. Initial conversations between the President and the candidates, as well as the Board Chair and the candidates, should take place. They should independently have thorough conversations with candidates to ensure there is mutual understanding, interest, and capacity by candidates, and also to answer any questions they have.

Candidate Interviews

In advance of the BCS interviews, candidates are to independently spend time in conversation with the Board consultant, if applicable, in preparation for the Committee interviews. If retained, the Board consultant should share wisdom and also address any questions candidates have.

The Committee will hold separate 90 minute "interviews" with all candidates. These conversations should be bathed in prayer and pursue a wide range of topics including but not limited to their: Personal faith and prayer life; leadership style; vision for APU; approach to strategy; assessment of the current health and future strength of APU; communication style/skills; relationship building skills; professional business experiences; assessment of their strengths and weaknesses and how they would support and enhance these; time availability; approach to thought partnership and coaching with and to the President; and calling to this role.

Summary and Selection Committee Recommendation

The BCS Committee will recommend for the Board's prayerful consideration one or more appropriate candidates as the next Board of Trustees Chair for the full Board's consideration.

Board of Trustees Vote

The BCS Committee will recommend their recommended candidates for Chair, and the Board of Trustees will vote during the June retreat.

Board of Trustees Introduction

The new Board Chair is to be introduced to the entire employee community (e.g. a written communication from the President to the community, an in-person interview with the President at the Faculty/Staff Kickoff event, etc.).

4.6.4 Term of the Chair.

- Elected by a majority of trustees in office for a two year term.
- Limited to two consecutive 2-year terms.
- In order to promote valuable continuity in Board leadership, a majority of the Board of Trustees may extend the term of the Chair for one additional 2-year term.
- The Board Chair is ratified annually by vote of the majority of trustees in office at the Annual Meeting (June). (*Bylaws: Article IV, Section 2.*)

4.6.5 Committee Chairs.

- Committee Chairs are nominated by the Board Chair with input from the Governance Committee Chair and elected by a majority of trustees in office for a 2-year term and limited to two consecutive terms.
- In order to promote valuable continuity in Board leadership, a majority of the Board of Trustees may extend the term of a Committee Chair for one additional 2-year term.
- The Committee Chairs are ratified annually by vote of the majority of trustees in office at the Annual Meeting (June) (*Bylaws: Article III, Section 15.4.*)

4.6.6 Officers of the Corporation.

- Elected annually
- Officers are:
 - Chair
 - Vice-Chair
 - President
 - Secretary
 - Chief Financial Officer
- The same person can hold multiple offices except that neither the Secretary nor Chief Financial Officer may serve concurrently as the President or Chair of the Board. (*Bylaws: Article IV, Sections 1 & 2.*) The Secretary should be the current Chair of the Governance Committee.

4.7 Committees.

4.7.1 Committee Structure and Assignments.

4.7.1.1 Standing Committees. Section 15 of the Bylaws requires two standing Committees of the Board, the Executive Committee, and the Presidential Performance Evaluation and Contract Committee. Section 15.4 of the Bylaws further provides that the Board may create other standing Committees which are described in Section 4.8.5 below.

4.7.1.2 Ad Hoc Committees and Task Forces. The Board Chair, acting with the approval of the Executive Committee, can create any Committee or ad hoc task force, defined according to topic, and appoint its members (with input from the Governance Committee Chair,) provided that action is approved at the next regularly scheduled Board meeting. *(Bylaws: Article III, Section 15.4.)*

4.7.1.3 Trustee Assignments to Committees. The Board Chair, with input from the Governance Committee Chair, and preferably with input from the OOP, recommends Committee Chairs and proposed Committee members to the full Board for ratification at the June Meeting.

4.7.1.4 Non-trustees on Committees or Task Forces. May be appointed as long as trustees are in the majority, and the Committee or Task Force Chair is a trustee. *(Bylaws: Article III, Section 15.4.)*

4.7.2 Charters.

- Each Committee, Subcommittee, or task force created by the Board, whether standing or otherwise, will operate according to a charter.
- At the time of the formation of a task force or Committee, or as soon as reasonably practicable, the President will present to the Governance Committee for approval a charter for a newly formed Committee or task force outlining the purpose and scope of responsibilities of the newly formed Committee. The Charter will then be approved by the BOT.

4.7.3 Standing Committees.

- **Executive Committee.**
 - Composed of the elected Board officers, the Chair of each standing Committee, and up to two members at large elected for two years.
 - Acts for the Board on all matters so long as the Executive Committee determines that it would be imprudent to wait for the next regularly scheduled or a special Board meeting to take such action.

- Executive Committee Charter ([Link](#))
- **Presidential Performance Evaluation and Contract Committee (PPEC).**
 - Guided by the Board approved President’s Annual Accountabilities, including his/her annual self review, the PPEC will evaluate the President’s performance, compensation, and terms of the employment. The PPEC is chaired by the Chair of the Board.
 - The majority of the PPEC Committee shall be members of the Executive Committee. The Committee shall determine the process and scope of fact-finding that shall be applied in any given year but shall conduct its review work each spring.
 - The Committee’s findings shall first be discussed with the President, then presented to the Executive Committee, which will be responsible to report to the Board of Trustees in Executive Session at the June meeting.
- **Academic Affairs Committee.** The Academic Affairs Committee is accountable to the Board for defining, overseeing, understanding, and modifying the policies that fulfill the university’s academic mission, including what and how students learn.
 - Academic Affairs Committee Charter ([Link](#))
- **Advancement Committee.** The Advancement Committee has a broad responsibility for fundraising activities and alumni and parent engagement programs.
 - Advancement Committee Charter ([Link](#))
- **Audit and Risk Committee.** The Audit and Risk Committee is responsible for the oversight of accounting, financial, legal, and other areas of enterprise risk that could have an impact on the university.
 - Audit and Risk Committee Charter ([Link](#))
- **Financial Affairs Committee.** The Financial Affairs Committee focuses on the fiscal stability and long-term economic health of the university, ensuring financial planning is supportive of and fully integrated with the long-range strategic plans and mission of the university. It is responsible for the oversight of policies and practices related to the university’s financial affairs, investments, and operating funds.
 - Financial Affairs Committee Charter ([Link](#))
- **Investment Subcommittee.** The Investment Subcommittee has direct oversight and compliance responsibility for all the operations and administration of the university’s non-operating assets, including the APU Endowment and Trust Fund investment portfolios, but excluding the university’s employee pension plan.
 - Investment Subcommittee Charter ([Link](#))

- **Governance Committee.** The Governance Committee ensures the practices around the Board's composition, development, evaluation, and governance enable it to fulfill its responsibility to provide oversight to the mission of Azusa Pacific University.
 - Governance Committee Charter ([Link](#))
- **Nominating Subcommittee.** The Nominating Subcommittee is a Subcommittee of the Governance Committee chaired by the Chair of the Governance Committee and is responsible for the recruitment and due diligence process for trustee candidates for the Board.
 - Nominating Subcommittee Charter ([Link](#))
- **Student Affairs Committee.** The Student Affairs Committee provides leadership for the university in focusing on all students (undergraduate, graduate, and professional) while keeping the mission of the institution as its guide. It monitors the impact of each segment of the institution on students' goals for co-curricular learning and spiritual development.
 - Student Affairs Committee Charter ([Link](#))
- **Strategic Oversight Committee.** The Strategic Oversight Committee works with the administration to provide oversight and accountability for the university's vision/strategy, as well as track progress on enrollment, marketing, and communications.
 - Strategic Oversight Committee Charter ([Link](#))

4.7.4 Authorized Committees

- **Mission Fidelity Committee.** The Mission Fidelity Committee oversees the university administration, through the President's Cabinet, as it is tasked to shepherd and strengthen the Christian mission of Azusa Pacific University, reflective of the Board of Trustees' responsibility to preserve the mission of APU.
- Mission Fidelity Committee Charter ([Link](#))
- Presidential Performance Evaluation and Contract Review Committee Charter ([Link](#))

4.8 Board and Committee Meetings

4.8.1 2023-24 Calendar of Board Meetings ([Link](#))

- Regular Meetings of the Board of Trustees are held three times a year.
- *June Meeting:* Board elects the officers, the Committee Chairs and members, and other annual business. (*Bylaws: Article III, Section 6.*) Typically a retreat style, allowing for extended Board education, additional time on strategy and vision and the standard business meeting.

- *October Meeting:* Trustees sign the University Statement of Faith, Conflict of Interest Policy/Form, and Confidentiality Agreement ([Link](#))
- *February Meeting* – Ongoing Board education and standard business meeting
- *Special meetings* may be called for any purpose(s) at any time by the Chair of the Board, the President, any Vice President, the Secretary, or any two trustees. (*Bylaws: Article III, Section 8.*)

4.8.2 Quorum. A majority of the authorized number of trustees represents a quorum unless a greater number is required by law or by the Articles. (*Bylaws: Article III, Section 9.*)

4.8.3 Agendas for Meetings. The agenda for Board meetings will be discussed and agreed upon in advance by the President and the Chair, and agendas for Committee meetings will be discussed and agreed upon in advance by the Chair of the Committee and the Board liaison for that Committee. Chairs and Administrative Liaisons are encouraged to consult the list of annual Board actions in Section 7.1 herein to help set meeting agendas.

4.8.4 Meeting Minutes. Minutes for Committees and full Board meetings are to be kept in accordance with this Section 4.8.4.

Minutes are recorded for all duly noticed meetings of the full Board and Committees. The Administrative Liaison to the Committee is responsible for drafting the minutes, and that duty can be delegated to an Executive Assistant or other appropriate employee, at the discretion of the Administrative Liaison. Full Board minutes are taken by the employee (not trustee), Board secretary or their designee. The Chair of the Committee is responsible for taking minutes of Committee meeting executive sessions, if any formal action is taken in executive session. Board meetings are not to be audio recorded except on rare occasions (e.g. Board Education Sessions as training for future trustees) and with the consent of all persons present who are expected to speak in the meeting. Minute takers should feel comfortable politely interrupting the meeting when necessary to seek clarifying information from speakers.

Minutes should reflect:

- Place, date, and time of the meeting
- The name of the individual taking the minutes (i.e., Recording Secretary/EA to the Office of the President)
- The names of parties in attendance, including job titles for guests in attendance, and absences, including if attendees came late or left early (to know who was present for any votes), and whether parties attended remotely.
- Context for all material discussions, including who, what, why, how and when decisions were arrived at during a meeting (a brief synopsis of business discussed,

- including information relied upon to reach decisions, referring to documents by name) or identification of business items on the agenda that went unaddressed
- The outcome of each vote taken on resolutions, including dissenting votes (and reasons for dissent at the election of the dissenting trustees)
 - Numbers when relevant
 - Indicate if the body moved into executive session
 - Document action steps to be implemented upon the conclusion of the meeting
 - **Attached Documents.** Any documents discussed or considered by the Board or Committee will be referenced in the minutes with sufficient particularity to identify them, typically by document title. Documents will not be attached to the minutes, but they will be linked to the minutes and accessible in the OnBoard Portal.
 - **Tracking Completion of Minutes.** Usually no later than three (3) business days after the meeting, minutes will be drafted by the Administrative Liaison, and then are reviewed by the General Counsel office and the Committee Chair (in this order). Each party shall review and edit the minutes accordingly. Editors shall endeavor to conduct their reviews promptly and no more than ten business days after receipt.
 - **Maintaining and Approval of Minutes.** Once the Administrative Liaison and Chair approve of the minutes as drafted, and legal counsel has reviewed, the minutes are maintained by the person who recorded them until the next meeting of the applicable body, when they are presented to the full body. The purpose of this presentation is two-fold. First, the body must approve the minutes as an accurate reflection of what occurred at the last meeting or note corrections. Only Committee members present at the meeting where the minutes were taken may approve them or note corrections, because only those members can attest if they are accurate or not. Second, the body can use minutes to identify action items and resolutions that need continued attention. Minutes should reflect action items and resolutions in bold font, to facilitate review of progress on those action items or resolutions at the subsequent meeting in which the minutes are reviewed for approval.
 - **Record of Minutes.** Once approved, minutes will remain with the records of the meeting in which they are approved and they will also be filed in the Resource section of the OnBoard Portal where meeting minutes are maintained.

- As of 2021, the new Minutes Building feature of the OnBoard Portal has been utilized in taking and posting minutes. Prior to 2021, minutes were recorded in Word or Google Docs and saved on Google Drive and the Portal.
- **Executive Session Minutes.** If no action is taken during an executive session, separate executive session minutes do not need to be taken. The regular meeting minutes can simply note when the Board went into and came out of executive session and that no action was taken during such executive session. Separate minutes of the executive session shall be made and provided to the General Counsel to preserve organizational recordkeeping and decisions of the Board, in the following circumstances:
 - If the Board takes specific action (e.g. a resolution)
 - Upon the specific request of a trustee
 - At the discretion of the Chair of the body

The Assistant Corporate Secretary & General Counsel will preserve the minutes and make them available to the Board in a reasonable and efficient manner.

4.9 Trustee Conduct.

4.9.1 Expectations of Trustees.

- Ethical and businesslike conduct in the context of a Christ-centered mission
- Unconflicted loyalty to their fiduciary responsibility over the institution, superseding any conflicting loyalty to family members, advocacy, or interest groups. Conflict of Interest Policy and Questionnaire ([Link](#))
- Duty of confidentiality to the university, given the access to sensitive and confidential information. Board of Trustees' Confidentiality Acknowledgement and Agreement ([Link](#))
- All trustees must agree with and sign the University Statement of Faith ([Link](#)) and affirm, support and sustain, and not advocate positions incompatible with the university's identity, values, and essence statements throughout What We Believe ([Link](#)).
- Promote an effective Board that operates with unity and confidentiality

4.9.2 Trustee Rights. Trustees who abstain or dissent from any vote or resolution in any duly constituted Board session (e.g., full Board, executive session, Committee meeting) are entitled to have the recording secretary note their dissent and the reasons in the minutes.

4.9.3 Resolution of Matters or Conflicts among Trustees, Between Trustees and Management, or Concerning Faculty and Staff. If a trustee becomes concerned with the functioning of the Board or university operations, including issues related to mission fidelity

among faculty and staff, the Trustee will follow the guidelines set forth below to share the specifics of such concerns with the Board Chair, Committee Chairs and the President. The Trustee will notify the appropriate parties as follows:

- **Application of Policies.** If a trustee has a concern regarding the application of any university policy in specific circumstances, the matter should be discussed with the Board Chair or the Chair of the relevant Board Committee.
- **Actions of University Trustees.** Any complaint that a trustee has regarding a fellow trustee should be brought to the Board Chair and to the Chair of the Governance Committee, or if the complaint is regarding the Board Chair, to the Chair of the Governance Committee.
- **Actions of a University Employee.** If a trustee has a concern regarding the actions of a university employee related to mission or business practices, the matter should be discussed with the Board Chair and, notice given to the President, who will work with appropriate administrators to investigate and resolve such concerns or complaints. The source of any complaint must be disclosed (trustees may not promise confidentiality to sources) and the administration will ensure appropriate anti-retaliation measures are in place. If a trustee makes or conveys a complaint, the trustee should disclose any special relationship the trustee has with the parties or source involved (e.g., family member, close friend, business associate, client, or mentee).
- **Litigation.** If a trustee is approached by anyone engaged in active or threatened litigation with the university, the trustee should inform the individual that he or she cannot comment, and notify the Board Chair, President, and General Counsel immediately. Trustees should limit any discussion of such university litigation to the President with the General Counsel.
- **Communication with the Administration.** The President encourages open communication with him/herself and the President’s Cabinet, with additional direction provided in the following Best-practice Trustee Communication Protocols.

4.9.4 Best-Practice Trustee Communication Protocols. As a reminder, effective trusteeship involves knowing the various “hats” trustees wear, with the ability to adapt according to the environment one finds themselves in. The 4 Hats of effective trusteeship include the following:

- **Implementation Hat:** Rarely worn except when appointed to specific tasks on behalf of the Board

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- Participant Hat: No functions except to be present at major events that celebrate the institution's mission
- Governance Hat: Worn only in a duly called Board meeting ([i.e.] quorum has been established)
- Volunteer Hat: Carries no governing authority; worn when assisting leadership in activities and tasks ([e.g.] fundraising)

Furthermore, it is understood that Committees speak "to the Board and not for the Board." With most business done in Committees, the Board then uses its time to focus on strategic issues, pressing challenges and emerging opportunities.

- **Communication Protocols**

With this as context:

- All trustees have direct access to the university President
- All trustees have direct access to members of the President's Cabinet for business items (please CC the President on emails, for awareness) and their respective assistants for logistics
- Trustee contact information is not to be shared outside of the President, President's Cabinet, and President's Cabinet assistants
- Trustees are encouraged to communicate with faculty, staff, and students of the university, wearing their "participant hat," or "volunteer hat" topics should focus on the trustee's personal areas of expertise (e.g. they accept an invitation to speak in a class as a trustee and as a subject matter expert in their field)
- Trustees should not communicate directly with faculty, staff, or students on matters of university business, unless they are in a duly called Board meeting where a quorum has been established
 - If a trustee has a question or comment related to a business item, they should speak directly with the Board Chair, the President, or a Cabinet Member
 - If a trustee is approached by a faculty, staff, or student on a business item, they should share that they are unable to converse on this business matter outside of session, and encourage them to share their question or comment with their respective Cabinet Member or the President.
- Should a trustee have a concern related to mission and/or business operations, they should reference the communication guidelines outlined in Section 4.9.3 above of the BPM.

PART 5: BOARD - PRESIDENT/STAFF RELATIONSHIP

5.1 Delegation to the President. The Board's role is primarily governance in nature, specific to maintaining missional fidelity and financial solvency through effective and strategic high-level policy-making and oversight. The Board then provides delegated authority to the President to guard the mission and carry out the day-to-day responsibilities of running the institution and leading its people.

5.1.1 All Board authority with respect to faculty and staff is delegated to the President, so that all authority and accountability of faculty and staff – as far as the Board is concerned – is considered to be under the authority and accountability of the President.

5.2 Organizational Essentials. Executive Parameters policies (Part VI) define the acceptable boundaries of prudence and ethics within which the President is expected to operate. The President is authorized to establish all further policies, make all decisions, take all actions, and develop all activities as long as they are aligned with APU's mission, consistent with laws and regulations and any reasonable interpretation of the Board's policies in this BPM.

5.2.1 The Board may change its policies during any meeting, thereby shifting the boundary between Board and President domains. Consequently, the Board may change the latitude of choice given to the President, but so long as any particular delegation is in place, the Board and its members will respect and support the President. This does not prevent the Board from obtaining information in the delegated areas.

5.2.2 Except when a person or Committee has been authorized by the Board to incur some amount of staff time and expense for study of an issue, no Board member, officer, or Committee has authority over the President or the President's employees. Only officers or Committee Chairs may request information, but if such request – in the President's judgment – requires a material amount of staff time or funds or is disruptive, it may be refused until the Chair determines that the work is critical for Board work and should be completed.

5.3 President's Job Description. As the Board's single official link to the operating organization, the President's job performance will be considered to be synonymous with organizational performance as a whole. Consequently, the President's job contributions can be stated as performance in two areas: (a) organizational accomplishment of the major organizational goals (see Section 4.2.2), and (b) organization operations within the boundaries of the law, prudence, and ethics established in Board policies on Executive Parameters in Part VI.

5.4 Communications and Counsel to the Board. With respect to providing information and counsel to the Board, the President is expected to keep the Board informed about matters essential to carrying out its policy duties. Accordingly, the President is expected to:

5.4.1 Report to the Chair any personal actions or behavior which could potentially discredit the integrity of the President and/or the organization. The Chair and the President are expected to report such things to the Board, engage outside counsel as appropriate, and handle

in the best interests of the organization. If the Board finds the President's actions unethical or immoral, suspension or termination may be the result.

5.4.2 Inform the Board of relevant trends, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established, always presenting information in as clear and concise formats as possible.

5.4.3 Relate to the Board as a whole except when fulfilling reasonable individual requests for information or responding to officers or Committees duly charged by the Board.

5.4.4 Report immediately any actual or anticipated material noncompliance with a policy of the Board, along with suggested modifications to this BPM for the future.

5.5 Monitoring Executive Performance. The purpose of monitoring is to determine the degree to which the mission is being accomplished and Board policies are being fulfilled. Information that does not do this is not considered monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to affect the future rather than to review the past. A given policy may be monitored in one or more of three ways:

5.5.1 Direct Board Inspection. Discovery of compliance information by a Board member, a Committee, or the Board as a whole. This includes Board inspection of documents, activities, or circumstances that allows a "prudent person" test of policy compliance.

5.5.2 External Report. Discovery of compliance information by a disinterested, external person or firm who is selected by and reports directly to the Board. Such reports must assess executive performance only against legal requirements or policies of the Board, with suggestions from the external party as to how the organization can improve itself, including changes to this BPM.

5.5.3 President's Reports. The President is expected to help the Board determine what tracking data are possible to measure progress/outcomes in achieving the mission and goals and conforming with Board policies. Currently the Board requests these regular monitoring reports, in addition to any specific reports requested in other sections of the BPM:

5.5.3.1 Monthly. President/CFO reports on financials.

5.5.3.2 At Regular Meetings. (A) One or two-page "dashboard" report showing agreed upon key indicators that track for each Board Committee designated financial, program, and other outcomes over a three-year period (as available) in graphic form; (B) and any other summary reports the Board may define.

5.5.3.3 Annual. Within 45 days of the end of the fiscal year, with respect to that year: (A) End of year expense and revenue against budget; (B) balance sheet; (C) statement of

activities; (D) statement of cash flows; (E) staff organization chart (or whenever major changes are made); (D) and any other reports that the Board may define.

- 5.6 Annual President's Performance Review.** As noted in section 4.7.3 on standing Committees, the PPEC is expected to oversee a formal evaluation of the President annually, focused on achievement of organizational goals as outlined in the Board approved annual Presidential Accountabilities, including his/her own self-evaluation. All Committee trustees are invited to comment on the President's annual performance. The task force will then report on its review to the Board, including recommendations on the President's compensation, which the Executive Committee or the Board will then act upon.

During the annual review process, the President and the Board will agree on any specific, personal performance goals for the year ahead. Any modifications to the President's Annual Accountabilities should be documented in a letter to the President from the Board Chair with the amended document becoming the primary basis for assessing the President's performance at the end of the next year. At least every three years, PPEC may consider inviting other input in a carefully planned "360" review, including feedback from staff, peers in our sector, and individuals outside the organization who have interacted with the President.

- 5.7 Staff Treatment and Compensation.** With respect to treatment of paid and volunteer staff, the President should build a climate of trust and determine policies based on competent legal counsel. The President is expected to hire, train, motivate, compensate, and terminate staff in a professional and caring fashion. Salaries will be externally benchmarked against similar schools and nonprofit organizations (private and faith-based), of comparable size, budget, location, and set within reasonable, yet competitive ranges in order to attract and retain the quality and level of leadership required of a leading, national Christian university. The President is responsible to provide a complete and competitive benefits package for all full-time employees. The President is expected to (A) develop and maintain an employee manual that is reviewed periodically by competent legal counsel and (B) provide copies to the Board for information at the February Board meeting each year.

5.7.1 Staff Surveys. The President is expected to arrange for a periodic (at least every other year), third-party survey to measure the health of APU's workplace and culture, consistent with its values and beliefs. The survey should include a variety of matters pertaining to an employee's ability to thrive in the workplace, including perceptions of organizational health, trust in leadership (Board, President and Cabinet), and matters pertaining to diversity. A full report for Board discussion should lead to better President and Board policies in order to build a community in which faculty, staff and students can truly thrive, thereby fulfilling our mission as a Christ-centered university.

- 5.8 Presidential Transitions.** At the time of a presidential transition, and consistent with the terms outlined in the President's employment contract, the Chair may appoint a succession/transition task force to explore options and propose strategies and Board policies

related to succession and transition of the President and to facilitate any special needs of the outgoing and incoming Presidents and their families. The incumbent President should give the Board notice of intent to leave the office per his/her standing employment contract. Any need for an acting or interim president will be considered and determined by the Board. The Board will identify qualified candidates for interim leadership. The Board Chair is authorized, as soon as a vacancy or scheduled departure of the President is known, to appoint a search Committee and Committee Chair. The search Committee should include up to 6 people not serving on the Board, including adequate representation from faculty and staff. The majority of the members of the Search Committee will be trustees. The Committee is expected, within 30-60 days, to recommend for Board approval a position announcement, a recommendation on the use of a search consultant, the appointment of a search secretary, and a budget for the search. The search Committee should present one or more qualified candidates to the full Board for selection. The Chair of the Board or delegate will, at the time of selection, negotiate the new President's compensation and service agreement and give both the incumbent and successor President any special performance priorities from the Board. After he/she leaves the organization, the outgoing President may be given a paid role, but only at the initiative of the new President after consultation with Board officers and approval by the Board.

5.9 Budget. Until the Board decides otherwise, the annual budget will be considered a management tool. As such, it can be changed within the Board's parameters at any time with notice to and access by any Board member whenever changes exceeding 1% are made by the President. The principal expectation is that the budget will reflect the mission and goals of the organization, within the parameters of Part 6 below.

5.10 Other Expectations of the President. The President is expected to:

5.10.1 Develop a succession planning/professional development strategy for all administration, whether paid or volunteer.

5.10.2 Create, and allow the Board to review, all policies and documents that the federal or state governments recommend and request in their reporting/filings, such as the IRS Form 990.

5.10.3 Notify Board members whenever any new governance-important document is available for Board review according to the agreed upon system referenced in Section 1.7 above.

PART 6: EXECUTIVE PARAMETERS

The purpose of these Executive Parameters is to guide the university President and administration as they accomplish the mission of Azusa Pacific University. These parameters are intended to equip the President and his/her administration with the tools necessary to make timely, strategic decisions. At any time, the Board may adjust these parameters in consultation with the President.

Overall, the Board expects that the President will do nothing that is illegal, unethical, immoral, or clearly imprudent. The administration is expected to develop and, when necessary, seek Board review and/or approval, of documents required or urged upon us by government agencies such as the IRS and other accrediting or financial standards organizations applicable to our university. Beyond these expectations, the Board details its Executive Parameters below..

6.1 Finance Parameters.

6.1.1 Finance General. The President must ensure that the financial integrity of the university is maintained at all times, and is expected to:

- Exercise proper care in the receiving, processing, and disbursing of funds;
- Ensure that the end-of-year financials show at least a 1% addition to reserves;
- Ensure that financial and non-financial assets are appropriately protected.

6.1.2 Financial Controls. The President must exercise care in the accounting for and protection of the financial assets of the university, utilizing generally accepted principles of accounting and internal controls in the financial systems that are employed in the university. In addition, the President may not:

- Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.
- Spend more than the total annual budgeted expense without the approval of the Financial Affairs Committee and the Executive Committee or the full Board, with the exception of those expenses, which vary directly with enrollment.
- Approve any unplanned or unbudgeted expenditure or commitment of greater than \$500,000 without approval of the Financial Affairs Committee and the Executive Committee or full Board.
- Approve an unbudgeted expenditure or commitment greater than \$250,000 without approval of the Financial Affairs Committee.
- Authorize the incurring of additional, unplanned debt or lease obligations greater than \$250,000 without approval of the Financial Affairs Committee and the Executive Committee or the full Board.
- Fail to insure the university at a level that is appropriate. A report of insurance coverage shall be presented annually to the Audit and Risk Committee.

6.1.3 Asset Protection. The President may not allow assets to be unprotected, inadequately maintained, or unnecessarily put at risk. The President will align business practices with the Audit and Risk Committee Charter. Accordingly, the President may not:

- Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff, or the university itself beyond the minimally acceptable prudent level.
- Allow non-bonded personnel access to university funds.
- Subject office and equipment to improper wear and tear or insufficient maintenance.

- Unnecessarily expose the university, its Board, or staff to claims of liability.
- Make any major purchase of over \$250,000 without written record of a competitive bidding process, or any purchase wherein normally prudent protection has not been given against conflict of interest.
- Acquire, encumber, or dispose of real property without Board approval.

6.1.4 Investment Principles. The President may not allow the university to invest or hold operating capital in ways inconsistent with the policies and practices established by the Financial Affairs Committee and the Investment Subcommittee.

6.2 Programs and Services.

6.2.1 Programs and Services. The President is expected to steward the programs and services that will best achieve the mission and goals of the university in the most effective and efficient manner possible. Programs may be curricular or co-curricular in nature, and should be evaluated annually for missional and financial viability. At the President's discretion, existing programs may be closed or further resourced, and new programs may be added as deemed strategic. Services refer to our ability to effectively support the needs of our students, faculty, and staff and to best steward the university's many resources. Such initiatives shall be reviewed annually in order to maintain quality and reach maximum efficiency.

PART 7: POLICIES

Each APU policy is expected to be consistent with the law, the Articles of Incorporation, and the Bylaws, all of which have precedence over presidential and Board policies. The President is responsible for developing organizational and administrative policies and procedures, while the Board is responsible for developing Board policies and procedures. Guidelines on creating and amending university policies are outlined in the Policy on Policies ([Link](#)) issued by the Board of Trustees.

7.1 Board Issued Policies. Board-issued policies are reviewed by the appropriate Committee each year at the June annual meeting.

- Sexual Harassment Title IX Policy ([Link](#))
- Title IX: Sexual Harassment Stalking and Sexual Violence Policy Functional Procedures ([Link](#))
- Investment Policy ([Link](#))
- Conflict of Interest Policy ([Link](#))
- Executive Compensation Policy ([Link](#))
- Trustee Dependent Tuition Discount Policy ([Link](#))
- Debt Policy (to be developed)
- Trustee Emeritus Status (to be developed)

- Confidential (Contain Legal Advice) Board Policies and Resources in OnBoard ([Link](#))

7.2 University Policies. University policies generally are maintained by the office that is responsible for ensuring compliance with the policy (e.g., the academic policies and the Faculty Handbook ([Link](#)) are maintained by the Office of the Provost; student behavioral policies are maintained by the Office of Student Belonging; employee policies are maintained by the Office of Human Resources). University-wide policies that are issued by the Board, the Office of the President, or the President’s Cabinet are available through the Office of the General Counsel. If a Committee wants to review or consider a particular policy, it can be viewed at the Alphabetical List of University-Wide Policies ([Link](#)).

PART 8: OTHER RESOURCES

8.1 Accreditation. Azusa Pacific University is accredited by the WASC Senior College and University Commission (WSCUC), a regional accrediting agency that serves a diverse membership of public and private higher education institutions throughout California, Hawaii, and the Pacific, as well as a limited number of institutions outside the U.S.

- APU Accreditation Summary Web Page ([Link](#))
- APU WSCUC Themes Full Report Submitted May 2019 ([Link](#))
- WSCUC Independent Governing Board Policy ([Link](#))

8.2 Trustee Education Resources. APU Trustees have access to the resources of the Association of Governing Boards of Universities and Colleges (AGB) ([Link](#)), a membership organization providing resources to higher education governing Boards. For login information contact the Office of the President.

- Other Orientation and Educational Resources provided in OnBoard ([Link](#))

APPENDIX

Links in Board Policies Manual

The following is a chronological list of links used throughout this Board Policies Manual.

- Articles of Incorporation ([Link](#))
- Bylaws of Corporation ([Link](#))
- What We Believe: Our Identity and Values in Community ([Link](#))
- APU Fact Sheet 2022-23, University Fact Sheet - Media Relations ([Link](#))
- Slate of Board of Trustees and Committees 2023-24 ([Link](#))
- Board of Trustees Photos and Brief Bios ([Link](#))

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- Board of Trustees Contact Information ([Link](#))
- Bios of President's Cabinet ([Link](#))
- Bios of Academic Cabinet ([Link](#))
- The Faculty Senate ([Link](#))
- The Staff Council ([Link](#))
- More Information on Schools and Colleges ([Link](#))
- More Information on Student Affairs ([Link](#))
- Locations ([Link](#))
- LAPU Website ([Link](#))
- Audits, Financials, Form 990 and Index Report Folder in OnBoard ([Link](#))
- Matrix ([Link](#))
- Prospective Board Member Electronic Form ([Link](#))
- Trustee Recommendation Process and Form ([Link](#))
- Mentor Guidelines ([Link](#))
- Executive Committee Charter ([Link](#))
- Presidential Performance Evaluation and Contract Review Committee Charter ([Link](#))
- Academic Affairs Committee Charter ([Link](#))
- Advancement Committee Charter ([Link](#))
- Audit and Risk Committee Charter ([Link](#))
- Financial Affairs Committee Charter ([Link](#))
- Investment Subcommittee Charter ([Link](#))
- Governance Committee Charter ([Link](#))
- Nominating Subcommittee Charter ([Link](#))
- Student Affairs Committee Charter ([Link](#))
- Strategic Oversight Committee Charter ([Link](#))
- 2023-24 Calendar of Board Meetings ([Link](#))
- University Statement of Faith, Conflict of Interest Policy/Form, and Confidentiality Agreement ([Link](#))
- Conflict of Interest Policy and Questionnaire ([Link](#))
- Board of Trustees' Confidentiality Acknowledgement and Agreement ([Link](#))
- University Statement of Faith ([Link](#))
- What We Believe ([Link](#))
- Policy on Policies ([Link](#))
- Sexual Harassment Title IX Policy ([Link](#))
- Title IX: Sexual Harassment Stalking and Sexual Violence Policy Functional Procedures ([Link](#))
- Investment Policy ([Link](#))
- Conflict of Interest Policy ([Link](#))
- Executive Compensation Policy ([Link](#))
- Trustee Dependent Tuition Discount Policy ([Link](#))
- Confidential Board Policies and Resources in OnBoard ([Link](#))
- Faculty Handbook ([Link](#))

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