

INTERNATIONAL BOARD OF EDUCATION

Establishing a New Institution

Upgrading an Existing Institution

The 1999-2001 *Manual* of the Church of the Nazarene makes the following statement:

The Church of the Nazarene from its inception has been committed to Higher Education. The college/university educates the church's youth and many of the church's adults, guides them toward spiritual maturity, enriches the church, and sends out into the world thinking, loving servants of Christ. . . . Congregations may incorporate within their objectives and function weekday educational programs at any or all levels from pre-school training through high school. At the General Church level the historic practice of providing Higher education or ministerial preparation will be maintained. Wherever such institutions are operated they shall function within the philosophical and theological framework of the Church of the Nazarene as established by the General Assembly and expressed through the Manual. (Paragraph 380)

General Assembly authorization, upon recommendation by the International Board of Education, is required to establish Degree granting institutions.

Authorization for the development or change of status of existing institutions may be granted by the General Board upon the recommendation of the International Board of Education.

No local church or combination of local churches, or persons representing a local church or group of churches, may establish or sponsor a post-high school level or ministerial preparatory institution on behalf of the church, except upon recommendation of the International Board of Education. (Paragraph 380.2)

When a district, field, or region wishes to establish a new educational institution or when the district, field, region, or institution wishes to upgrade an existing institution from a Bible college to a degree-granting or liberal arts type institution or from an extension center to a college, the following procedure needs to be followed in order to have the approval of the denomination.

Phase I - Preliminary Proposal

The first step in either the establishment of a new institution or the conversion of an existing institution is for the sponsoring officials and board of the district, field, region, or institution to write a brief proposal outlining what they wish to do and why. This proposal should express the need for the change and the general procedure for how the change would take place and clearly outline who will sponsor the new development. The proposal must be submitted to the education commissioner and requires, in the case of any area under the World Mission

Division, the approval of the regional director and regional education coordinator, the endorsement of the Regional Advisory Committee, and the approval of the World Mission Division director.

Preliminary Approval

The education commissioner will investigate and evaluate the preliminary proposal. The commissioner may appoint a committee to further investigate the proposal and will bring the proposal and findings before the International Board of Education.

The International Board of Education will evaluate the preliminary proposal and will approve or disapprove authorization to proceed with the development of a formal proposal for the development or conversion of the institution in question.

If the IBOE approves the development of a formal proposal, the commissioner will appoint an advisor to guide the sponsoring body for the development of the formal proposal.

Phase II - Development of the Formal Proposal

The formal proposal for the development or conversion of an institution is a complex document that requires planning for the institution and acceptance of responsibility for the institution by the sponsors in several areas. No approval for a new institution or status change for an existing institution occurs until a formal proposal is approved by the International Board of Education.

A. Request to Establish an Institution

A proposal to establish an institution shall consist of a letter requesting authorization and documents outlining the rationale for a new institution. In addition, a constitution and bylaws are to accompany the proposal. It is necessary for an institution to have a constitution or bylaws to establish the policy-making and administrative structure of the institution.

The constitution and bylaws will be submitted to a study committee on constitutions of the International Board of Education for review and evaluation before recommendation or approval.

Constitution

The elements which must be included in a constitution are outlined below. There may be additional sections and their order may be different, but these elements are essential.

This outline is offered as a guide for those writing a constitution. Variations may occur for many reasons, one of them being the legal requirements of various countries. *World Mission Policy*, the *Manual* and the *Bylaws of the General Board* should be consulted. Sections may contain sub-sections, and the nomenclature used may differ from the outline to comply with local legal requirements.

Section I - Name: The constitution shall provide a preliminary legal name for the institution to be established and provide the address and/or location of proposed site(s) of operation. The legal name of the institution is established by action of the International Board of Education, in some cases by the General Assembly, in compliance with any legal requirement(s) or obligation(s) required by civil government.

Section II - Mission Statement: The educational mission and levels of training of the institution, in conformity with the doctrine and polity of the Church of the Nazarene as expressed in the *Manual*, should be carefully and fully expressed. It is necessary to explicitly state the institution's relationship to the Church of the Nazarene, and its appropriate doctrinal statement, spelled out in detail or in summary form, but specifically linking the mission of the institution with the mission of the church.

Section III - Purpose, Nature, and Function of Institution: The purpose, nature, and function of the institution are articulated at this point. The educational philosophy, goals, and objectives should give an adequate overview of the educational expectations of the institution.

Section IV - Government of the Institution: It is extremely important that the administrative structure and government of the institutions be stated in a manner that conforms to the legal requirements of the country where the institution is located. There needs to be careful designation of responsibilities in order to avoid confusion or conflict in carrying out these responsibilities.

The structure of the governing policy-making body of the institution - their selection, election, duties, and tenure - needs to be laid out systematically in this section. It is essential that all members of the governing body be members in good standing of the Church of the Nazarene. There should be equal representation of laymen and ministers whenever possible. The body should be representative of the constituency served and have representation from the officials of the denomination. All of the guidelines of the Church of the Nazarene need to be followed.

The function and duties of the governing body are outlined in the *IBOE Handbook*, section B3. The essential elements of governance including the selection process for selecting members of the governing board (i.e., trustees, regents, etc.) are to appear in this section. Elaboration of specific duties and responsibilities of the governing board appear, as appropriate, in the bylaws.

The governing board shall be required to meet at least annually and provision is to be made for specially called meetings. The governing board shall have officers including a chairman, vice chairman, secretary, and treasurer. Officers are to be elected from among serving board members and continue in office until a successor has been duly elected. The constitution shall clearly state the process for electing officers and the term of election. The chairman, or vice chairman if the chairman is unable to be in attendance, shall preside at meeting of the governing board. It is recommended that

provision be made for an executive committee of the governing board to conduct business between meeting of the board. The constitution may create additional board committees to facilitate policy review and formation. Minutes of all board meetings, including the annual report of the head of the institution and audited financial statement, shall be submitted to the education commissioner.

The governance must also conform to the requirements of the sponsoring body. For example, institutions supported by the World Mission Division must conform to the requirements in the World Mission Policy and its constitution and bylaws must be approved by the regional and division directors. Institutions supported by the World Mission Division shall submit minutes and related reports through the appropriate regional director to the regional education coordinator for forwarding to the division director for the delivery to the education commissioner.

In developing this section, it is important to understand that the governing board provides policy direction in organization, administration, academic affairs, finance, building, property, and other relevant matters. The governing board does not administer the institution; its role is policy formation and review. The head of the institution is responsible for administration and is accountable to the board.

Section V - Head of the Institution: A significant part of the constitution must stipulate the title, election procedure, tenure, and duties of the head of the institution as stated in the *IBOE Handbook*, section B4. The head of the institution must be a qualified member in good standing of the Church of the Nazarene. Selection of the head of the institution must conform to the requirements of the sponsoring agency, for example, the World Mission Division. Until there is a governing board and a constitution, World Mission Policy provides that the regional director and the region education coordinator nominate candidate(s) for head of the institution to the World Mission Division director who will consult with the General Superintendent in jurisdiction and make an appointment. When there is a governing board, the region education coordinator will work with the board and the regional director to recommend candidates to present to a committee of the General Superintendent in jurisdiction, the World Mission Division director and the regional director. This committee shall nominate one or two names to the board for election by a two-thirds majority for a period of one year or for an established term of office not to exceed four years. Variations to this procedure must be approved by the World Mission Division director.

The head of the institution shall be responsible for the objectives of the institution, the curriculum, the upkeep of the property, and any other assignments given by the board. The head of the institution shall give a written report annually to the board. In curriculum attention shall be given to 1) a vital evangelical emphasis on Bible doctrine, 2) a strong emphasis on holiness as a second work of grace; and, 3) effective means of communicating the gospel to others. A periodic report on curriculum as it relates to the above objectives shall be given to the World Mission Division and the education commissioner.

Section VI - Teaching Staff: The constitution should provide for the election of faculty members by the governing board. The details of such election should be provided in the bylaws.

Section VII - Administrative Structure: The head of the institution is responsible for organizing the institution for its proper and efficient operation. The administrative structure of the institution, including authority, responsibility, and lines of accountability must be clearly defined for academic, administrative, development, fiscal and student affairs, and be articulated in the bylaws.

Section VIII - Amendments: No constitution is complete without provision for amendment. The constitution should only be amended by action of two-thirds of all members of the board and with the approval of the sponsoring body. Bylaws can be amended by the governing body of the institution, usually by a two-thirds vote.

Section IX - Dissolution: Provision must be made, in the event of dissolution, catastrophe or collapse of the institution, for the property and assets of the institution to revert to the General Board of the Church of the Nazarene for educational purposes in harmony with *Manual* paragraph 384. In cases where the law requires that assets must remain within the country where the institution is located, such assets will revert to the National Board of the Church of the Nazarene for educational purposes.

Bylaws

Bylaws: The Bylaws are an addendum to the constitution which express the details of the purpose, nature and function of the institution, the educational philosophy, the goals and objectives, and an overview of the educational expectations of the institution. What constitutes a quorum as regards ex-officio membership, representation details and voting procedures are included here. The detailed procedure for the election of the head of the institution and approval of senior and teaching staff is outlined here. The structure of the various committees are outlined. The various staff and student handbooks and catalog or calendar of the institution are a part of the bylaws. The catalog or calendar is a basic document since it becomes the legal contract between the institution and the student admitted under that catalog/calendar.

Terminology: We have used the terminology of *constitution* and *bylaws*, but these may be different in various countries. *Charter*, *ordinances*, and *statutes* are one variation used in many British Commonwealth countries. Examples of constitutions may be secured from the office of the commissioner of education.

Facilities of the Institution: Details must be given for the location and facilities available and those that will need to be secured for the establishment or conversion of the institution. The number of students and the type of the institution - residential or off campus students - needs to be stated. A correlation of student numbers with

facilities must be provided. This should be done in detail for the first three year and in summary for the first ten years of operation.

Staffing of the Institution: Details must be given of the teaching and all of the administrative maintenance and support staff needed for the institution. The number and qualification and sourcing of the personnel must be given in detail for the first three years and in outline form for the next seven years.

Student Body: The number and source of students for the institution must be shown. Recruiting plans and procedures need to be outlined and the necessity for the institution evidenced by student prospects.

Programs and Curriculum of the Institution: The programs to be offered must be stated in detail, giving the courses and course outlines required and to be offered in each program. The proposal for the validation or accreditation of these programs must be included. Their relevance to the need of the Church of the Nazarene and the constituency of the institution must be shown.

Finance of the Institution: Careful attention must be given to the financial planning for the institution. All sources of income for the operation and development of the institution must be indicated and the viability of those sources demonstrated. This plan needs to be projected for the first ten years of the life of the institution or for the next ten years of the institution requesting conversion. It must take into consideration all forms of subsidy, including and staff seconded by the World Mission Division in the form of missionaries of any classification. It is essential that any institution started by financially viable and that financial records be well cared for and properly audited. Provision for the maintenance of the institution must be adequate.

Development of the Institution: Details of the proposed development of the institution for the first ten years must be given. Requirements for growth of student body, teaching administrative, support and maintenance staff must be indicated and all additional facilities which will be needed must be planned.

B. Request for Change of Institutional Status

Institutions operating with the approval of the International Board of Education may seek to change their educational classification status by submitting a formal proposal requesting the change and providing supporting information. Institutions supported by the World Mission Division shall submit the formal request through the appropriate regional director to the regional education coordinator for forwarding to the division director for delivery to the education commissioner. The formal proposal must include the following:

Request Statement: The proposal shall state the nature of the status change to be sought and provide the institution's rationale for seeking the status change.

Mission Statement: The institution shall articulate the relationship between its mission statement and the requested change in status. The proposal should emphasize the effect of the proposed change on the fulfillment of the denomination's mission. If a new mission statement is being proposed concurrently with a status change request, the proposed mission statement shall 1) conform to the doctrine and polity of the Church of the Nazarene as expressed in the *Manual*, 2) explicitly state the institution's relationship to the Church of the Nazarene, and 3) link the mission of the institution to the mission of the church.

Program and Curriculum Changes: The proposal must provide details of any program or curriculum changes associated with the proposed status change. Program or curricular details must include the name of any new degrees, diplomas or certificates, a listing of course titles and descriptions being changed or added, and a statement of curricular objectives. Institutions are encouraged to supply very specific information regarding curricular or program changes or additions. The effect of the requested change on the institution's current or anticipated validation or accreditation shall be included in the proposal.

Instructional Resources: The proposal must provide a detailed description of the instructional resources (faculty, library services, information technology, etc.) available to the institution and relate the quality and quantity of these resources to the proposed change in status. The proposal must provide an analysis of the institution's ability to adequately resource a change in status and any new or modified programs or curriculums. This analysis shall provide specific information regarding current and anticipated instructionally-related resources, including methods for assessing the effectiveness of any new or modified programs or curriculums.

Students: The proposal will provide information on the anticipated effect of the status change on enrollment. Such information should include plans for student recruitment, retention, and graduation rates.

Financial and Physical Resources: The proposal shall provide a careful financial analysis of the proposed status change. This financial analysis must include the effect of the status change on annual operations, cash flow, and balance sheet. New revenues and expenses associated with the requested change are to be projected for an initial period of five years (the institution may elect to submit a 10-year forecast). The effect on the utilization of current physical resources (buildings, parking, equipment, land, or capital improvements) are to be stated. Capital investments(s) associated with the requested status change are to be clearly identified and the source(s) of funds articulated.

C. IBOE Review and Action

When a proposal is complete it must be submitted to the commissioner with 12 copies for the members of the IBOE. The IBOE will evaluate the proposal at its annual meeting and determine the viability of the proposed request. The IBOE will take action appropriate to the type of formal proposal received. The IBOE reserves the right to return a formal proposal without action for further information or clarification.

Phase II – Proposal Review and Approval

Approval of the Proposal for the establishment of a ministerial training institution:

Proposal for the establishment of a ministerial training institution requires the approval of the Board of the Board of General Superintendents and the General Board. No proposal from a World Mission area will be considered by the IBOE unless it has the endorsement of the World Mission Division. If all necessary approvals are given, the commissioner will declare the institution an emerging ministerial training institution and will appoint an IBOE planning committee to assist that institution with its establishment or transition.

When the institution is fully formed and the constitution and structure are in place, the IBOE planning committee will submit a report to that effect for the formal approval of the institution as an established institution of the Church of the Nazarene by the IBOE and the General Board. Such an institution will need to go through the upgrade procedure if at a later date they choose to become a degree granting institution.

The IBOE planning committee is disbanded and the institution falls under the normal support and advocacy structure provided by World Mission, IBOE, and the commissioner.

Approval of the Proposal for the establishment or for the upgrading of any institution to a degree-granting institution:

Proposals for a change of status or for the upgrading of an existing institution to a degree-granting institution require the approval of the General Superintendents, the General Board, and require a resolution to the General Assembly from the IBOE recommending the change and the positive action of the General Assembly. If all necessary approvals are given, the education commissioner will declare the institution an emerging degree-granting institution and will appoint an IBOE planning committee to assist that institution with its establishment or transition.

When the institution is fully formed and the constitution and structure are in place, the IBOE planning committee will submit a report to that effect for the formal approval of the institution as an established institution of the Church of the Nazarene by the IBOE and the General Board.

Upon formal approval of the institution as an established institution of the Church of the Nazarene, the institution's IBOE planning committee is debanded and the institution falls under the normal support and advocacy structure provided by the IBOE, the education commissioner, and supporting body (if any).

Approval of the Proposal for changing institutional status:

Proposals for a change of status may be approved, rejected, or granted provisional approval for an initial period of not less than three and not more than six years. The granting of provisional approval will be accomplished with notation of specific issues the institution must address and report back to the IBOE before the provisional nature of the approval can be removed. The IBOE may extend an initial provisional approval, but the maximum period an institution may have provisional approval is ten years.