Kernel University is dedicated to equipping students with academic, professional and spiritual resources so that they will express and represent Christ – that is to be God-men – who function effectively in their careers, communities and lives.

Equipping students with:
- Academic resources
- Professional resources
- Spiritual resources
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I. Introduction

Mission, Vision, Objectives

Mission

Kernel University is dedicated to equipping students with academic, professional and spiritual resources so that they will express and represent Christ – that is to be God-men – who function effectively in their careers, communities and lives.

Vision

Building God-men who function effectively in their careers, communities and lives

God-men: Persons who express God's attributes through human virtue
**Institutional & Program Objectives: B.Th.**

<table>
<thead>
<tr>
<th>Institutional Objectives</th>
<th>Measurement</th>
<th>B.Th. Program Outcomes</th>
</tr>
</thead>
</table>
| **Equipped with Academic Resources** | 1. Academic enrichment as demonstrated by satisfactory academic progress in current and in more advanced degrees | 1. That our alumni survey will show that at least 80% of graduates who apply to M.Div. or other masters-level theological studies programs are accepted.  
2. The Graduation Checklist will show students have acquired a broadened understanding of the liberal arts as demonstrated by having successfully completed at least 36 credits of general education from four subject areas.  
3. That our rates of retention and completion fall within norms for TRACS |
|                          | 2. **An enhanced understanding of the purposes for which God designed them as demonstrated by a capstone project based on various assessments (e.g., career and personality tests, spiritual gifts tests, 30 Personality Assessment), a study of opportunities in their field of study, and an overview of the work in their field.** |                                                                                                  |
| **Equipped with Professional Resources** | 1. Professional development as demonstrated on alumni surveys by professional and volunteer work in students' fields of study | 1. Portfolio Assignment: List principles of sound hermeneutics and apply them to passages of scripture as demonstrated by sound exegesis of three scriptural passages.  
2. That alumni surveys will show that 40% of 3-year alumni will be serving churches in paid or volunteer positions that involve teaching, leading or other significant duties. |

<table>
<thead>
<tr>
<th><strong>Portfolio Assignment:</strong></th>
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<tbody>
<tr>
<td><strong>Equipped with Spiritual Resources</strong></td>
<td></td>
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<tr>
<td>-------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. <strong>Biblical and theological knowledge as demonstrated by seniors in each program correctly answering, on average, 25 more questions than freshmen in that program on the TRACS Bible Knowledge test</strong></td>
<td></td>
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</tr>
<tr>
<td>2. <strong>An understanding of in biblical principles related to meeting and seeking God as demonstrated by a capstone portfolio essay and a personal interview with a faculty member</strong></td>
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<tr>
<td>3. <strong>A growing commitment to spiritual growth as demonstrated by freshmen, senior and alumni Spiritual Disciplines surveys</strong></td>
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</tbody>
</table>

| 1. An understanding of in biblical principles related to meeting and seeking God as demonstrated by a capstone portfolio essay and a personal interview with a faculty member |
| 2. A growing commitment to spiritual growth as demonstrated by pre-, post- and alumni Spiritual Disciplines surveys |
| 3. A deepening spiritual life as demonstrated by pre- and post-tests (Wesleyan Wellness Profile) and comparison with national norms. |
# Institutional & Program Objectives: M.Div.

<table>
<thead>
<tr>
<th>Institutional Objectives</th>
<th>Measurement</th>
<th>M.Div. Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipped with Academic Resources</strong></td>
<td>2. Academic enrichment as demonstrated by satisfactory academic progress in current and in more advanced degrees</td>
<td>1. That our alumni survey will show that at least 70% of graduates who apply to D.Min. or other doctoral-level theological studies programs are accepted.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. That our rates of retention and completion fall within norms for TRACS</td>
</tr>
<tr>
<td><strong>Equipped with Professional Resources</strong></td>
<td>3. Professional development as demonstrated on alumni surveys by professional and volunteer work in students' fields of study</td>
<td>1. Can list principles of sound hermeneutics and apply them to passages of scripture as demonstrated by sound exegesis of three scriptural passages.</td>
</tr>
<tr>
<td></td>
<td>4. An enhanced understanding of the purposes for which God designed them as demonstrated by a capstone project based on various assessments (e.g., career and personality tests, spiritual gifts tests, 30 Personality Assessment), a study of opportunities in their field of study, and an overview of the work in their field.</td>
<td>2. That alumni surveys will show that 70% of 3-year alumni will be serving churches in paid or volunteer positions that involve teaching, leading or other significant duties.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. That alumni surveys will show that 30% of 3-year alumni will have been ordained</td>
</tr>
</tbody>
</table>

Equipped with Spiritual Resources

| 4. | Biblical and theological knowledge as demonstrated by seniors in each program correctly answering, on average, 25 more questions than freshmen in that program on the TRACS Bible Knowledge test |
| 5. | An understanding of in biblical principles related to meeting and seeking God as demonstrated by a capstone portfolio essay and a personal interview with a faculty member |
| 6. | A growing commitment to spiritual growth as demonstrated by freshmen, senior and alumni Spiritual Disciplines surveys |

1. An understanding of in biblical principles related to meeting and seeking God as demonstrated by a capstone portfolio essay and a personal interview with a faculty member
2. A growing commitment to spiritual growth as demonstrated by pre-, post- and alumni Spiritual Disciplines surveys
3. A deepening spiritual life as demonstrated by pre- and post-tests (Wesleyan Wellness Profile) and comparison with national norms.

Statement of Faith

We believe in the Bible—the only inerrant and infallible Word of God—and the plenary, verbal inspiration and authority of the Scriptures of the Old and New Testaments.

We believe in one God in three persons; the living, personal God, existing eternally in the three persons of the Trinity or Triune: Father, Son, and Holy Spirit.

We believe in God the Father, perfect in holiness, wisdom, power, love and righteousness. He rules mercifully over all things and is worthy of worship forever.

We believe in the Son—the Lord Jesus Christ—and His full deity and full humanity. We believe in the virgin birth, redemptive death, bodily resurrection, personal ascension, and future return.

We believe in the Holy Spirit and his work of regeneration, sanctification and preservation of all believers in Christ. We believe that a spiritual gift is not required as evidence of salvation.

We believe in the creation of the universe and humanity as described in the Scriptures. We believe in the fall of Adam and Eve and the existence of Satan, the chief adversary of God.
We believe in personal salvation by grace through faith only in Jesus Christ. We believe that this salvation is based upon the sovereign grace of God and the redemptive economy of God through the progressive works of Christ’s incarnation, death, resurrection, and ascension. Christ became the life-giving spirit who dwells in believers for the work of deification and sanctification.

We believe in the Church, the spiritual body of Christ, and the great commission to go into all nations, preaching the gospel, baptizing, and making disciples. We believe that building the Body of Christ is what Christ is currently working in the world and we must fulfill His need by growing into the full maturity in our life and nature.

We believe in the future return of Jesus Christ, bodily resurrection of the saved and lost, and divine judgments, rewards, and punishments in the millennium and the New Jerusalem.

History
Kernel University (KU) began in 1995 under the name, University of Applied Studies. At that time, it was begun as a school of Oriental Medicine, but soon began to develop into a Christian school with more spiritual purposes. An attempt was made to equip missionaries by giving students a bi-vocational skill (i.e., Oriental Medicine) that they could take to the mission field. For those mission trainees, the school gave free tuition. Until 2011, the school was located in Los Angeles.

In 2001, the school changed the name to Kernel University. For a season, it grew significantly and even had extension sites in Korea and Japan. Seasons change. The school became very small. In 2011, Kernel University moved to its current location in Anaheim.

Good things began to happen in 2013. The school was approved for SEVIS in July. In December, a new president was installed. President Samuel Lee came with new vision, a determination to fix various problems, upgrade the quality, and pursue accreditation. While the school was still quite small when President Lee began, his initiatives have borne fruit. By working with foreign student recruiters, about a hundred new students per year have been added. Many have been won to the Lord.

Additional progress was made in 2016. To upgrade quality and pursue accreditation, President Lee hired Academic Dean Jin Han and an experienced accreditation consultant, David Agron (see www.accreditation101.com). In October, the school submitted their application to the Transnational Association of Christian Colleges and Schools, a nationally recognized accrediting agency. May God bless the efforts of those who serve Kernel University so that it may better serve its students and enable them to make significant contributions to the Kingdom of God.

State Approval and Accreditation
The KU is a degree-granting institution that is fully approved and licensed by the BPPE (State of California). In addition, KU is an applicant with TRACS, a nationally recognized accrediting agency.
<table>
<thead>
<tr>
<th>STUDENT SERVICE</th>
<th>ASB</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR OF INSTITUTIONAL EFFECTIVE</td>
<td></td>
</tr>
</tbody>
</table>
II. General policies

Purpose of Mission Statement
The mission statement of KU shall serve as a guide for planning our ministry and evaluating its results.

New initiatives
New initiatives that do not fit into our mission will not be undertaken without appropriate amendment to that mission statement. The board of directors has final say in any proposed change to the mission statement of the school.

Evaluation of Our Ministry
As part of our annual assessment plan, we will analyze how well we are achieving various components of our mission statement (and the objectives that support it) and will make recommendations for improvements based on that analysis.

Revision Procedures for Handbooks and Other Documents
Policies, mission, philosophy of education, institutional objectives, and statement of faith may not be changed without board approval. Although the board must authorize policy changes reflected in any handbook, the appropriate administrator may, at any time, make changes to the procedures needed for implementing board policies. When a policy change is made, the date on which the board voted to make such a change must be notated in a handbook next to the revised policy. Before adding or revising a board-approved policy, the board must send a copy of the board minutes showing the vote to make the change. Administrator who can make appropriate revisions to a handbook or other document are as follows:

- Policy Manual – COO
- Faculty Handbook – CAO
- Student Handbook – Student Dean
- Assessment Plan – Director of Institutional Effectiveness

Note that there are special requirements for the board to change any of the following items. For these items, the secretary of the board must give 60-days notice of a proposed change to be voted on at an upcoming meeting. The notice must include who can be contacted for additional information, date/time/place of the meeting, and the exact wording of the proposal. To change the following items, there must be a three-quarter majority of those attending the meeting. Of
course, the meeting must have a quorum to conduct such a vote or other official business.

These items are Kernel University’s:
- Statement of Faith
- Mission Statement

### Preservation of Documents & Records

<table>
<thead>
<tr>
<th>Document</th>
<th>Location</th>
<th>Backup Copy</th>
<th>Who is Responsible to Maintain</th>
<th>Who Must Approve Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articles of Incorporation</td>
<td>President’s Office</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>President</td>
<td>N/A</td>
</tr>
<tr>
<td>Bylaws</td>
<td>President’s Office</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>President</td>
<td>Board of Directors</td>
</tr>
<tr>
<td>Important BPPE Documents</td>
<td>President’s Office</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>President</td>
<td>N/A</td>
</tr>
<tr>
<td>Important TRACS Documents</td>
<td>President’s Office Vice-President's Office</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>President/Vice President/Dean</td>
<td>President/Vice President/Dean</td>
</tr>
<tr>
<td>Assessment Plan</td>
<td>Director of Institutional Effectiveness computer</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>Director of Institutional Effectiveness</td>
<td>Director of Institutional Effectiveness</td>
</tr>
<tr>
<td>Annual Assessment Reports</td>
<td>Director of Institutional Effectiveness computer</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>Director of Institutional Effectiveness</td>
<td>Director of Institutional Effectiveness</td>
</tr>
<tr>
<td>5 Year Plan (Strategic Plan)</td>
<td>Director of Institutional Effectiveness computer</td>
<td>President's E-mail, /USB stick at President's home</td>
<td>Director of Institutional Effectiveness</td>
<td>Director of Institutional Effectiveness</td>
</tr>
<tr>
<td>Document Type</td>
<td>Respective Office</td>
<td>Access Method</td>
<td>Vice President</td>
<td>President, Vice President</td>
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<td>------------------------</td>
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<tr>
<td>Budgets</td>
<td>Vice President's Office</td>
<td>President's Email, /USB stick at President's home</td>
<td>Vice President</td>
<td>President, Vice President</td>
</tr>
<tr>
<td>Self-Studies</td>
<td>Director of Institutional Effectiveness computer</td>
<td>President's Email, /USB stick at President's home</td>
<td>Director of Institutional Effectiveness</td>
<td>Director of Institutional Effectiveness</td>
</tr>
<tr>
<td>Policy Manual</td>
<td>Office of President/Vice President/Student Dean/Registrar</td>
<td>President's Email, /USB stick at President's home/Kernel Website</td>
<td>President/Vice President/Dean</td>
<td>President/Vice President/Dean</td>
</tr>
<tr>
<td>Student Handbook</td>
<td>Office of Student Dean, President, Vice President, Registrar</td>
<td>President's Email, /USB stick at President's home/Kernel Website</td>
<td>Student Dean</td>
<td>Student Dean</td>
</tr>
<tr>
<td>Faculty Handbook</td>
<td>Office of Academic Dean, President, Vice President, Student Dean, Registrar</td>
<td>President's Email, /USB stick at President's home/Kernel Website</td>
<td>Academic Dean</td>
<td>Academic Dean</td>
</tr>
<tr>
<td>Catalogue</td>
<td>Office of President, Vice President, Student Dean, Registrar</td>
<td>President's Email, /USB stick at President's home/Kernel Website</td>
<td>President/Vice President/Dean</td>
<td>President/Vice President/Dean</td>
</tr>
<tr>
<td>Faculty Meetings</td>
<td>Office of Academic dean, President, Vice President's Office</td>
<td>President's Email, /USB stick at President's home</td>
<td>Academic Dean</td>
<td>Academic Dean</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>President's Office</td>
<td>President's Email, /USB stick at President's</td>
<td>President</td>
<td>Board of Directors</td>
</tr>
</tbody>
</table>
Medical Provisions

If you have a minor accident, a first aid kit is kept in the office to help you. If you or a student has a more serious medical need that demands immediate attention, the office will arrange for your transportation to a doctor, urgent care clinic or hospital. If you have a medical need that does not require immediate attention, please discuss the issue with the student dean.

**Medical Facilities Near Main Campus**

- The nearest emergency room to our Anaheim facility is the Anaheim Regional Medical Center. It is 5.2 miles away at 1111 W. La Palma Ave., Anaheim, CA 92801 • (714) 774-1450
- The nearest urgent care provider to our main campus is 1.5 miles away. Dusk to Dawn Urgent Care is located at 3356 West Ball Road, Unit 120, Anaheim, CA 91804. • (714) 828-2273.

**Medical Facilities Near LA Campus**

- The nearest emergency room to our LA extension campus is the Good Samaritan Hospital. It is 2.0 miles away at 1225 Wilshire Blvd., Los Angeles, CA 90017. • (213) 977-2121.
- The nearest urgent care provider to our LA campus is the Koreatown Urgent Care Center, 505 South Virgil Ave., Unit 101, Los Angeles 90020. • (213) 351-1305. It is 0.6 miles from the LA campus.

III. Institution-wide policies

Personnel Policies

Employment

Employment at KU is on an at-will basis.
Tenure

KU does not grant tenure to any employee (i.e. faculty, administrators, or staff). However, KU does seek to meet the needs of faculty and provides due process and grievance procedures.

Non-Discrimination Policy

KU does not discriminate on the basis of race, national origin or ethnic origin, gender, or disability in any of its policies, practices or procedures. This policy is applied in student admissions, as well as the selection, retention and advancement of personnel.

Evaluation

Each employee is to undergo evaluation. The evaluations are facilitated by forms in the assessment plan. The president will be evaluated by the board. The president will conduct evaluation of the front-line administrators. All other staff will participate in an annual evaluation conducted by their supervisor. All faculty members are evaluated by the academic dean. Student evaluation data will continually be reviewed by the academic dean so that he or she may consider these evaluations when assigning courses.

Spiritual and Professional Development

All faculty, staff, and administrators are expected to maintain their spiritual lives (e.g. regularly attend and serve in church, maintain a vibrant devotional life of prayer and Bible study, obey and apply the teachings of scripture in all areas of life). We are to model to our colleagues and students traits such as forgiveness and renewal, surrender to the Holy Spirit, demonstration of Christian love, service to others, concern for evangelism and world missions, honesty, personal integrity, recognition of the rights of others, defense and advocacy of justice, response to the needs of the poor and oppressed, and emphasis upon glorifying God in thought and action. We consider a decision to become a part of KU to imply a commitment to live in accordance to our standards and purposes.

All administrators and full-time faculty are expected to continuously develop further expertise in their major areas of responsibility. For faculty, this would be studies in how to teach more effectively, as well as maintaining current expertise in their fields. A budget for professional development is provided to assist full-time administrators and faculty members.

All administrators and faculty members are to subscribe to Christian Academia Magazine and read appropriate articles, or read two books per year that offer training in how to more effectively fulfill their work responsibilities.
Dismissal, Due Process and Grievances

Theological Reasons for Dismissal

In matters related to significant changes in theological positions which are different from a faculty member’s or administrator’s signed statement of beliefs, the faculty or administration member may be required to resign their teaching or administrative appointment immediately, at the end of the semester or the end of the academic year. Full-time faculty members with significant theological disagreements would normally be required to resign at the completion of the academic calendar. Adjunct members would normally be required to resign at the completion of their current semester assignment. Administrators would normally be required to resign effective at the conclusion of the academic calendar year.

Other Reasons for Dismissal

In matters related to significant moral misconduct, a faculty member or administrator would be dismissed immediately. These include sexual immorality or harassment (see policy on sexual harassment), theft or embezzlement, and submission of forged or misleading documents attesting to academic qualifications or previous professional experience or other qualifications for ministry at KU.

Contracts may be terminated for the following reasons:

1. Financial requirements or budget problems
2. Moral inconsistencies
3. Significant neglect of duties
4. Professional incompetence
5. Behavior, attitudes or theological positions that are not in harmony with KU's written policies, standards, and ethical practices.

In the event that termination procedures for any of the above reasons (except 1. Financial requirements or budget problems), there must be due process through appropriate channels and proper warning procedures.

Statement of Due Process for Grievances, Disciplinary Actions or Dismissal

The following principles and procedures governing dismissal will be used if the reasons for dismissal are due to moral inconsistencies, significant neglect of duties, professional incompetence, or behavior, attitudes or theological positions that are not in harmony with KU’s written policies, statements, standards, and ethical practices.

Discipline or Dismissal of an employee will be preceded by:

a) Discussions between the employee and appropriate administrative officers (i.e. President, or Dean of Academic Affairs) looking toward a mutual agreement.

b) Informal inquiry by appointed administrative committee, which may, failing to effect an adjustment, determine whether in its opinion formal proceedings should be undertaken, without its opinion being binding upon the President.
c) A statement of charges framed with reasonable particularity by the President or the President's delegate. Pending a final decision by the hearing committee, no overt action relative to the employee's activity is to be taken. Salary will not be affected in any way until a final decision is rendered.

Formal hearings may be requested by the employee or recommended by the administrative committee. If an employee has a grievance or a challenge to disciplinary or dismissal actions that he or she wishes to pursue through formal procedures, he or she should inform the president.

In formal hearings recommended by the committee, the committee may interview the administrators, staff, professor, students or other individuals before beginning the hearing. Careful records will be kept. If the committee concludes that this issue is a breach of KU's stated documents, the committee chairman will inform the president and the instructor that a negative decision has been reached. The committee will provide the instructor with two options: 1) That a formal hearing is to be initiated or 2) that the instructor resigns. A faculty member who feels his rights are being inappropriately infringed upon may want to pursue the formal process. If a formal hearing is initiated, the president will be added to the committee. Also, at this point, the aggrieved or accused instructor has the right to add a faculty member of his choice to the committee. The aggrieved or accused instructor also has the following rights:

- To receive a written statement of charges two weeks before a formal hearing
- To bring or cross-examine witnesses
- To receive a written copy of the committee’s decision

The decision will be recorded in the minutes and be based on a majority vote of committee members. The president will have already voted, but in case of a tie, the president’s vote will be considered the final decision. All records will be securely maintained by the president and be made available to TRACS officials or volunteers who request them for the purpose of official TRACS business.

If the aggrieved instructor feels his rights have not been upheld, he may contact the BPPE or TRACS:

<table>
<thead>
<tr>
<th>TRACS</th>
<th>BPPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>15935 Forest Road</td>
<td><a href="http://www.bppe.ca.gov/enforcement/complaint.shtml">http://www.bppe.ca.gov/enforcement/complaint.shtml</a></td>
</tr>
<tr>
<td>Forest, Virginia 24551</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:info@tracs.org">info@tracs.org</a></td>
<td></td>
</tr>
<tr>
<td>(434) 525-9539</td>
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</tr>
</tbody>
</table>
Records: Dismissal, Grievances, Complaints, Due Process

Student complaints and records of our response are to be kept by the student dean. All other records pertaining to dismissal, grievances, complaints and due process are to be securely kept in the office of the president. These records are to be available to persons serving TRACS in an official capacity (e.g., staff, volunteers serving on an accreditation evaluation team). TRACS maintains a right to all such records since their last comprehensive visit.

Sexual Harassment Policy

Sexual harassment is a violation of a person's privacy and dignity. It creates a hostile and intimidating work or learning environment, and it is illegal. It is our policy that all employees and students have a right to work or learn in an environment free of discrimination, which encompasses freedom from sexual harassment. Kernel University prohibits sexual harassment of its employees and students in any form.

Sexually harassing conduct, whether physical or verbal, committed by supervisors, non-supervisory personnel or faculty members, is prohibited. This includes repeated offensive sexual flirtation, advances, propositions, continued or repeated abuse of a sexual nature, sexually oriented humor, graphic verbal comments about an individual's body or clothing, sexually degrading words to describe an individual, the display in the workplace or learning environment of sexually degrading objects or pictures, and any undesired physical contact. Overwhelmingly, the victims of sexual harassment are women, however, men are also victims of sexual harassment by women, and same sex harassment occurs.

For students, sexual harassment occurs when it is indicated, explicitly or implicitly, that sexual interactions will have an effect on grades, performance evaluations, letters of recommendation, customary referrals or references. A sexual harassment experience can affect all aspects of a student's life. It can threaten a student's emotional well-being, impair academic progress and inhibit the attainment of career goals.

Students, faculty or staff of Kernel University who believe that they have been subjected to any form of sexual harassment should promptly contact the Office of Academic Dean. The complaints will be reviewed and investigated in accordance with the provisions of this policy.
Benefits
Paid Vacations:
- Up to 23 vacation days per year (based on employee group and/or service)
- 18 paid holidays per year
- 5 sick days per year
- Parental leave
- Jury Duty

Additional Benefits and Services:
- Paid Parking / Transportation expense
- Free Annual Spiritual Formation Conference for self-advancement
- Fee Waiver / Discounts Program for Faculty family member tuitions
- Health Insurance - coming soon

IV. Academic policies
(TRACS 10.11 and 10.12)

Admissions policies for all programs are to be clearly specified (especially in our catalogue), current, and in keeping with accepted practice. High school diploma or its equivalent is required for admission to the Bachelor of Theology program and a Bachelor’s degree from an accredited school for admission to the Master of Divinity Arts program. KU does not award credit based on prior learning, life experience, special exams or certificates.

Graduation policies must stipulate that the requirements for all programs are clearly specified, current, and in keeping with accepted practice. The catalogue must be changed whenever there is a change to the curriculum.

V. Faculty policies
(TRACS 10.13)

Policies addressing the selection, hiring/appointment, pay scale, retention, and dismissal of faculty are included in the Personnel Policies above in section III.
Institution-Wide Policies.

(TRACS 10.14)
Policies addressing the ___ of faculty are included in the Personnel Policies above in section III. Institution-Wide Policies.

(TRACS 10.15)

KU's policy on academic freedom must be within the framework of the institution's biblical foundations, purpose, objectives, and philosophy. To assure our statement on academic freedom includes these appropriate boundaries for a theological institution, we have adopted (and slightly revised) an earlier statement from the Association of Theological Schools. We have added a process for the review of any alleged breach of academic freedom. This statement, contained in the faculty handbook.

(TRACS 10.17)

See Due Process in the Personnel Policies above in section III. Institution-Wide Policies.

(TRACS 10.18)

As stated above (Institution-wide Policies – Personnel Policies; Dismissal, Due Process, and Grievances – Records: Dismissal, Grievances, Complaints, Due Process ), student complaints and records of our response are to be kept by the student dean. All other records pertaining to dismissal, grievances, complaints and due process are to be securely kept in the office of the president. These records are to be available to persons serving TRACS in an official capacity (e.g., staff, volunteers serving on an accreditation evaluation team). TRACS maintains a right to all such records since their last comprehensive visit.

(TRACS 10.19)

The faculty handbook includes a section for the duties and responsibilities of part-time faculty. This section also includes their right to participate in faculty meetings and that they are supervised by the academic dean.

VI. Student Services policies

(TRACS 10.24)

Transfer Credit Policies

Academic work done at accredited institutions, or at schools in Korea that have recognition from the ministry of education, may be transferred into Kernel University programs if the work fits into our curriculum (i.e. there is not room for 55 credits of engineering classes in the electives
and general education portions of our curriculum). In some cases, work from an unaccredited school may be transferred. See evaluation procedures below.

A student should not merely assume that previous credits will transfer. Among other considerations, Kernel University requires that previously earned credits have earned a minimum grade of “C”, have been earned within the past 10 years, and that the courses meet the curriculum requirements of the degree being attempted. If the coursework meets these requirements, and is from an accredited school, transferability is likely.

To request transfer of credits, students must arrange for their previous schools to send official, sealed transcripts to the student. The student must not open the envelope or disturb the official seal. Bring the transcripts to the academic dean for evaluation. If the student believes that denied credits should have been approved, he or she may inform the academic dean that the student wishes to appeal the decision. In such a case, the academic dean will ask two faculty members to review the decision.

EVALUATION PROCEDURES: Students can help facilitate the credit evaluation process by bringing syllabi, textbooks or other materials from the courses he or she wishes to transfer. The evaluator(s) may contact the school to explore information such as faculty credentials, library volumes, accredited schools accepting their credits, etc. This is especially important for any work to be considered from an unaccredited school in the US, Canada or Korea. For work from other countries, the student may need to pay a fee for Kernel University to have credits evaluated by an outside agency.

It is **very important** that a student who wishes to transfer credits bring a transcript of past work when he or she first starts to study at Kernel University. It is crucial that before a student starts to take courses here, the student knows which courses will or will not be transferred into this school. Otherwise a student may take courses again that were not needed, or may not be planning to take course here that will still be required.

**Policies Pertaining to Students**

**Records of Student Complaints**

The student dean will keep records of student complaints, concerns, and suggestions. He will complete the following form whenever a complaint is filed and will keep both the completed form and the record of how the issue was resolved for five years.
## Complaint, Concern, and Suggestion Record

<table>
<thead>
<tr>
<th>Date</th>
<th>Suggestion or Concern</th>
<th>Name of Person Expressing Concern (not required)</th>
<th>Action Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Student Orientation Outline

- Welcome from Executive Vice President
- Devotional Thoughts
- Statement of Faith
- Academic Dean’s Orientation (and introduce faculty members who are present)
- Student Dean’s and Student Government Orientation (introduce campus chaplains)
- Campus Safety and Fire Drill Instructions
- Librarian Orientation
- Technology Orientation (including who to contact for help)
- Surprise Fire Drill
- Campus Tour
- Refreshments or Welcome Party

Registration Advisors

Without proper registration advising, students tend to take classes they do not need for graduation and fail to take some of their required classes. Students may also skip prerequisites and take classes for which they are not qualified to enroll.

The office of the academic dean must prepare materials and train advisors a month before each semester. To prepare materials, the dean’s office must take course schedules and mark every required course (e.g., highlight them in yellow). They should also mark every course that is required of all freshmen or seniors, and every course that is or has a prerequisite (e.g., circle the course number). Next, advisors should be recruited and scheduled for all times that the office is open for two weeks before and after the beginning of a semester. Perhaps different advisors will be assigned to three-hour timeslots. Advisors do not need to be administrators, but they do need to be trained each semester. Some schools use graduate students as advisors.

Faculty advisors must be trained to update Student Progress Worksheets, check which required course being offered this semester are still needed by each student, and check how many electives the student has room to take. If a student comes to the advisor with a list of classes he or she plans to take, the advisor will see if there is room for the electives being taken, if there are any needed required courses that the student has failed to choose, or if there are any courses the student desires for which he or she has not taken the proper prerequisite. The advisors’ copies of the course schedules that were marked by the office of the academic dean (see above) will assist them in these tasks.

The advisor’s first step is to update the Student Progress Worksheet. For this task, the advisor needs a transcript that includes grades for the most recent semester. In the blank before a completed course (i.e., a course with a grade – not an incomplete), the advisor will use a pencil (with thin lead) to indicate the semester (i.e., F, W, Sp, Su) and the year (i.e. two digits: 17 for 2017).

An advisor may find that a student fails to register for a required course or a prerequisite to other courses. This can prevent a student from graduating on time. The student should be told that the course is required for graduation and may not be offered again for another couple of years. Perhaps the student is very part time (e.g., taking one or two courses per semester). Such a student may not care about the fact that the course will not be offered again for a long time. Perhaps the student has an
unalterable schedule conflict. Such a student needs to clearly understand that the course is required for graduation and may not be offered again for a long time.

The registration forms should have a blank for an advisor’s signature. The registrar should not accept any student registration forms that do not have an advisor’s signature.

### VII. Financial policies

There are foundational steps that must be taken in preparing the annual budget. The first step is to administer scheduled assessment instruments. The data is to be analyzed and input from appropriate stakeholders is to be solicited. The suggested changes generated from assessment reports are to be added to the annual update of the strategic plan (i.e., Five-Year Plan). As described below, the Five-Year Plan is an important component of the budget process (e.g., for projecting expenses).

#### Projecting Income & Needs

To develop the preliminary budget, the president and CFO review prospective enrollment (and tuition revenue), prospective auxiliary income (e.g., rent), prospective donations (e.g. church donations, board donations, alumni donations, individual donations, etc.), key needs, major expenses, upcoming projects in the new revision of the 5-year plan, and the total amount of funds requested through Preliminary Budget Request Worksheets. The total of funds for all departments cannot exceed 90% of the anticipated income from tuition, donations and other sources.

<table>
<thead>
<tr>
<th>Income Projection Worksheet</th>
<th>$$$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Tuition &amp; Fees (based on projected enrollment)</td>
<td></td>
</tr>
<tr>
<td>Graduate Tuition &amp; Fees (based on projected enrollment)</td>
<td></td>
</tr>
<tr>
<td>Student Body Fee (student government)</td>
<td></td>
</tr>
<tr>
<td>Other Fees (e.g., alumni transcripts, application fee)</td>
<td></td>
</tr>
<tr>
<td>Auxiliary Income (e.g., bookstore, rent)</td>
<td></td>
</tr>
<tr>
<td>Donations: Churches</td>
<td></td>
</tr>
<tr>
<td>Donations: Board</td>
<td></td>
</tr>
<tr>
<td>Donations: Alumni</td>
<td></td>
</tr>
<tr>
<td>Donations: Special Events</td>
<td></td>
</tr>
<tr>
<td>Donations: Major Gifts Solicitation</td>
<td></td>
</tr>
<tr>
<td>Donations: Other</td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td></td>
</tr>
<tr>
<td>TOTAL PROJECTED INCOME</td>
<td></td>
</tr>
<tr>
<td>90% of Projected Income</td>
<td></td>
</tr>
</tbody>
</table>
Expense Projection Worksheet

<table>
<thead>
<tr>
<th>Budget Request Worksheets (after revision and approval)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional items from this year’s 5-Year Plan</td>
</tr>
<tr>
<td>1. President</td>
</tr>
<tr>
<td>2. Dean of Administration: Administrative and Staff Personnel (office expenses, salary, work-study scholarships, community events), Insurance (Personnel), Utilities, Taxes, Licenses, Business Office (printing, mail, advertising, equipment maintenance, consulting, accreditation), Building (Cleaning, Repair and Maintenance, Rent)</td>
</tr>
<tr>
<td>3. Academic Affairs Budget (e.g., faculty meetings, professional development), Instructors salaries</td>
</tr>
<tr>
<td>4. Library: acquisitions, salaries</td>
</tr>
<tr>
<td>5. Student Services (e.g., orientation, scholarships, student advisors, student government, social events, worship services, special lectures)</td>
</tr>
</tbody>
</table>

Conference

Other (specify):

Other (specify):

Other (specify):

Other (specify):

TOTAL PROJECTED EXPENSES (not to exceed 90% of anticipated income)

**Budgeting**

The annual budgeting process begins in the first week of April when the CFO sends the following memo to all administrators who are authorized to manage KU funds (i.e. president, dean of administration, academic dean, librarian, student dean, chief financial officer).

**Preliminary Budget Request Worksheet**

The following worksheet is provided in order to assist us in developing a budget for the upcoming year. Please complete and return this worksheet to the chief financial officer no later than April 15th. By May 1st, the Budget Committee will prepare a preliminary budget. After the preliminary budget is set, you
will be informed of the proposed allotment for your department in the upcoming year. You will then have one week to comment on this allotment. A proposed budget will be submitted to the board’s finance committee in mid or late May. The board will approve a budget in June, but a revision will be approved (based on enrollment, changes to the 5-Year Plan, etc.) in the Fall semester.

1) Last year’s amount budgeted for your department: __________________________

2) Were there any factors that made last year’s allotment unusually large or small (e.g. purchasing expensive equipment, temporary suspension of a program, etc.) ______

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

3) Amount of funds from last year’s budget still remaining (or over expended) at this time: __________________________ Please indicate whether this represents a surplus or deficit by using a plus (+) or minus (-) sign.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

4) Will there be any factors that will make next year’s allotment unusually large or small (e.g. purchasing expensive equipment, temporary suspension of a program, etc.) _____

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

5) What could be done to save money in your department or other areas of the university?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

5) The following items from our Five Year Plan should be added to your budget request below:
6) Amount requested for your department in the upcoming year (list subtotals in categories).

Sample:

<table>
<thead>
<tr>
<th>Category</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries of student workers</td>
<td>$4800</td>
</tr>
<tr>
<td>Supplies &amp; Phone</td>
<td>$840</td>
</tr>
<tr>
<td>Professional Development</td>
<td>$300</td>
</tr>
<tr>
<td>New scanner</td>
<td>$300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6240</strong></td>
</tr>
</tbody>
</table>

Preliminary Budget Response Memo

After reviewing anticipated enrollments, donations, key needs, major upcoming expenses, and Preliminary Budget Request Worksheets from all departments, the budget committee has completed a proposed budget. Below you will note the amount you requested for the upcoming year, as well as the amount allotted in the preliminary budget. The budget committee will meet to finalize the budget.
Therefore, if you believe that in spite of our school’s budget constraints, your department should receive more funds, please make an appointment with the president or CFO in early May.

<table>
<thead>
<tr>
<th>Amount requested</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount allotted</td>
<td>$</td>
</tr>
<tr>
<td>Difference (indicate plus or minus)</td>
<td>$</td>
</tr>
</tbody>
</table>

Please update your proposed amounts of funds in each subcategory and return this form by the last day of April.

<table>
<thead>
<tr>
<th>Category</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
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<td></td>
<td>$</td>
</tr>
<tr>
<td>Total</td>
<td>$</td>
</tr>
</tbody>
</table>

**Purchasing**

Any staff member who operates a budget may initiate a purchase if it is within their budget (i.e. is an item that has been budgeted for and if the budget has not been overspent). A purchase is initiated by submitting a Budget Access Request Form (see below) to the CFO.
BUDGET ACCESS REQUEST FORM

Person Requesting Funds _______________________________ (Complete #s 1-4)

1. Date __________________________  2. Amount __________________________

3. Remarks (e.g. reason for purpose):

4. Details

   A. Account Name & Number: ________________________________
   B. Current Balance for Category: _________________________
   C. Amount Requested for Withdrawal (see #2): _____________
   D. Amount After Proposed Purchase (B minus C): __________
   .______________________________________________________________________.

Do not write below this line – For office use only

E. If the request exceeds $500 or there is no money left in the category (i.e. line E is negative), then two signatures are required:

   __________________________________________________________
   CFO                                                                 President

5. How money is to be distributed:

   ____ Cash
   ____ Check payable to employee ___________________________________
   ____ Check payable to ____________________________________________
   ____ Credit Card ________________________________________________

Check or Credit Card No. ________________________________

6. Is Receipt Attached:  ( ) Yes  ( ) No

7. Expected date of delivery or service? __________________________

8. Approvals Needed

   A. President:  ( ) Yes  ( ) No ________________________________
B. CFO: ( ) Yes ( ) No ______________________

____________________

CFO
After the scheduled date for a purchase to be made or product or services are to be delivered, the CFO is to check that the item or service was actually received. A calendar should be kept for this purpose. If an invoice comes from a vendor, the CFO is to check on this before writing the check.

The Budget Access Request Forms assume a budget with categories, code numbers for categories, and a status sheet showing how much is left in each category. This stats sheet is kept on the CFO’s computer. The CFO will update the status sheets each time a purchase is made.

The CFO will keep a spreadsheet of the entire budget (i.e. including all departmental budgets) so that any deposits or withdrawals will be noted immediately. A complete printout (i.e. monthly report) will be sent to the board chair and the president. Departmental printouts (i.e. monthly reports) will be sent to other administrators.
Investment Policies

- Investment policy 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. Our goal is that 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.

Our specific policies for diversification of funds are as follows:

The target balance of endowed funds is to be 40% to 60% equity at cost basis, and 40% to 60% 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.

Our policies for ethical implications of investments are as follows:

- Companies whose primary products are alcoholic, tobacco, pornography, or gambling are not to be used in the portfolio.
- Conflicts of interest are to be avoided. No investments may be made that can directly benefit a member of the board, any employee, or a member of their family.

VIII. Facilities and Equipment Policies

Facilities Policies

Scheduling Facilities, Obtaining Equipment and Supplies

To avoid double scheduling any room, facility or equipment, contact the CFO and submit a School Building/Equipment Usage Request Form. Any reservations must be approved by the CFO. A copy of the form is provided in the appendix.

Supplies may be requested from the CFO.

Disability and Access

For any employee or student whose disability would make it difficult to access any part of the facilities, they should speak to the CFO. All possible efforts will be made to accommodate persons with disabilities. A student whose disability would make climbing stairs difficult should meet with the academic dean before registration so that necessary classes might be scheduled on the ground floor.
Any need for accessing equipment or materials (e.g., part of our library collection) on the second floor should be arranged with the office for delivery downstairs.

**Maintenance and Inspection**

Operation and maintenance of KU facilities is directed by the CFO, and assisted by a professional maintenance and janitorial companies.

**IX. Miscellaneous Policies**

Kernel University is to cooperate with outside regulating authorities in any complaint proceedings (e.g., accrediting agency, state approval agency).

**Appendix**
Kernel University

School Building/ Equipment Usage Request Form

Meeting Room Request:
Date Submitted: _________________________ Requested By: ________________________________
Person responsible: ______________________ Contact No: _________________________________
Email: ____________________________________________________________________________
Date of Meeting: ____________________________________________________________________
Room No. __________ Chapel __________ Library __________ Counseling Room: __________
Type/ purpose of meeting: _____________________________________________________________
Time of meeting: From _______________________ To _________________________________
Number of People expected: ___________________________________________________________

Equipment Usage Request:
Tables (Quantity) ________________________ Chairs (Quantity) __________________________
Microphone (Quantity) ________________ Projectors (Quantity) __________________________
TV: ___________________________ Others ______________________________________________

Signature of Person requesting: __________________________ Date: ______________________

Rules and Regulations:
Our School Building only permits the activities pertaining the classroom and educational activities purpose only. Any equipments used must be returned to the main office right after the use. Please report any missing equipments or damages on the equipments used to the admistration office personnel immediately.

________________________________________________________________________________

_______________________________________________      __________________________________
Signature of School Administrator                Date