



CENTRAL CHRISTIAN COLLEGE OF KANSAS

COLLEGE COUNCIL – AGENDA

Wednesday, March 23, 2022 @ 1:00 p.m., RBC-AC-20

- I. Call to Order
- II. Devotion
- III. Accept the May 9, 2022 minutes.
- IV. President's Report
- V. Old Business/Action Items
 - A. Refund Policy Recommendation [Business Affairs Committee] – Pending BAC review.
 - B. SIS Recommendation [SIS Review Committee] – Pending
 - C. ERISA Compliance Verification – [Business Affairs] – Pending on Auditors
 - D. Earned Income Credit – [Business Affairs] – Pending on Auditors
 - E. SSARPA Grant – [Business Affairs] – Pending on Auditors
 - F. Policies & Procedures Manual
 1. PTO Policy – [Employee Benefits] – Pending
 2. GA Policy – [Business Affairs] – Pending
 3. Hiring Policy [See attached]
 4. MLK Day vs. President's Day Off
- VI. New Business
 1. Core Values Discrepancy [See attached]
- VII. Constituent Reports

Constituent Reports provide an opportunity for principal liaisons to provide succinct updates that may be of importance to the collective interests of the College community. Specific matters may be discussed or tabled to ensure that there is opportunity for inclusive and transparent dialog designed to enhance the mission, vision, and core values of the institution.

 - A. Academic Affairs (CAO)
 - B. Faculty Senate (Faculty Senate President)
 - C. Foundation (Executive Director)
 - D. Student Government (CSEO)
 - E. Institutional Research (Institutional Analyst)
- VIII. Integrated Planning Matrix
 - A. Policies & Procedures – old business
 - B. Budget Updates
- IX. Oversight Responsibility
 - A. Strategic Plan: KPI 1.01: Strengthen Financial Viability [See attached]
 - B. Governance Manual
- X. Adjournment

8 HUMAN RESOURCES

(Owner: Office of Human Resource; Last Reviewed: 07/20/2021; Last Updated: 7/22/2021)

8.1 HIRING

Central Christian College of Kansas believes that hiring qualified individuals to fill positions contributes to the overall success of the company. Each employee is hired to make significant contributions to the College. The purpose of this policy is to attract the most qualified individuals to CCKK and ensure a fair, consistent and transparent process for all candidates, while complying with relevant employment legislation and regulations.

This policy is the accepted practice for College with respect to the recruitment and selection of staff below the level of President. The Faculty Manual and Athletic Manual articulate specifics in regards to respective operational areas.

8.1.1 Personnel Requisitions

This Staff Requisition Review and Approval Application located on the staff resource webpage will support efforts to strengthen stewardship of institutional resources and create a consistent manner in which to consider staffing requests outside of the annual budgeting and planning process.

Hiring Managers must seek approval to recruit for positions by completing the requisition process. This approval process is required whenever any of the following is true:

- Filling or replacing a position where a vacancy exists
- Redeployment of a position with a modified title, salary, job scope
- Procurement of a seasonal or temporary employee
- Securing of a volunteer position
- Creation of a new position

Requisitions must be initiated by the department supervisor/manager, approved by the division Chief Officer and then forwarded to the CFO for processing with the Office of Human Resources.

If approved, the Office of Human Resources will work with the Chief of Staff to arrange a meeting with the hiring manager in order to conduct an intake meeting. The purpose of this meeting is to learn more about the position and ensure that the job description is up-to-date - prior to posting a job opening. The recruiting strategy will be set during this meeting and expectations established with all the key stakeholders.

8.1.2 Job Postings

Central Christian College of Kansas affirms the benefits of a diverse and talented staff. In recognizing this value, the College intentionally seeks to consider individuals of diversity in its hiring process. This is specifically done by advertising all full-time positions on appropriate diverse job listing resources. A copy of the advertisement must be submitted to the Chief of Staff to ensure compliance.

The Chief of Staff will create job postings that describe the job opening and communicate the mission and brand of Central Christian College of Kansas. All job openings will be posted concurrently on the

CCCK website and externally with sources appropriate for the position being filled. Jobs will remain posted until the position is filled.

All full-time and regular part-time vacancies will be posted internally and externally for a minimum of five (5) business days and can be extended in consultation with division director or chief officer. For all temporary full-time and temporary part-time vacancies, the division director or chief officer can elect to post for less than five (5) business days.

The Office of Human Resources, in consultation with the President, may opt to recruit and consider a valid candidate, representing a desired diversity population, prior to posting the position.

The Office of Human Resources department will be responsible for tracking all applicants and retaining applications and resumes as required, who will work with the Hiring Manager.

8.1.3 Internal Applicants

Current employees with a satisfactory employment status may apply for internal job openings. The consent of the employee's manager and the Office of Human Resources department may be necessary for employees with less than one year of service.

All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the Office of Human Resources department.

8.1.4 Interview Process

All full-time or regular part-time positions require the appointment of a Selection Committee. The Selection Committee will be chaired by the Hiring Manager. Unless otherwise selected by another means, the Hiring Manager will invite other individuals to join the Committee, with the Office of Human Resources acting as a resource to the Committee.

A Selection Committee should have no less than three individuals, of which the composition should represent:

- Expertise and knowledge appropriate to the position
- Diversity – with an emphasis on racial/ethnic diversity – though every Committee should also be of mixed gender.
- Stakeholder departments
- When selecting a member of the faculty, a coach, or administrator, the committee must also include one individual representing the interests of the Free Methodist Church of North America, preferably an ordained minister or full member of the Church.

Selection Committee members must declare if there are any reasons that would prevent them from making an objective recommendation to the Hiring Manager. Selection Committee members must remove themselves from the Committee if any one of the candidates represents a conflict of interest.

The background, interests and aspirations of the candidates are a matter of privilege and for this reason, any information related to the applicants must remain confidential to the members of the committee; therefore, members of the Selection Committee should be briefed about the confidentiality of the hiring process and must agree by such standards in order to continue to serve on the Committee. Candidate evaluation forms will be completed after each interview and retained with the application.

For Faculty, Chief Officer, Coach, or Director level positions, an additional interview with the President is required. If a series of final interviews occur on campus, the President may meet with each candidate, but withhold input until the Committee makes a recommendation. The President may approve an offer of employment to the recommended candidate. If the President questions the qualifications and/or character of the candidate, a written concern will be provided to the Committee Chair with a request for additional research, further interviews, or to reopen the search.

The Office of Human Resources department will notify applicants who are not selected for positions.

8.1.5 Reference Checks

Office of Human Resources will conduct professional reference checks and employment verification on the top candidates based on the results of the candidate evaluation forms completed by the interviewers. A minimum of two (2) professional references and one (1) character reference are required from each candidate.

8.1.6 Job Offers

After a decision has been made to hire a candidate, an offer will be made contingent on the satisfactory completion of required background checks and testing. Background checks will vary depending on the position and may include criminal history, credit history, driving record, drug testing or any other relevant information for the job.

8.1.7 Background Checks

Central Christian College of Kansas is committed to maintaining a safe teaching, learning, and working environment for its students, employees, and visitors. One aspect of this commitment is to assure, to the extent possible, that appropriate policy and procedures are in place that assist in reducing the likelihood of unknowingly hiring persons with felony or misdemeanor convictions or who are registered sex offenders. Therefore, pursuant to the law (KS Stat. Sec 50-72 et seq.) Central performs a criminal background check on prospective employees as appropriate to the term of employment.

In compliance with the law we state this requirement on the job offer letter for employment and by signing the job offer letter the potential employee is aware and approves the College conducting the background check.

Felony, misdemeanor, and registered sex offender status criminal background check procedures apply to each person hired, other than

- 1) positions to be filled by a vendor or contractor
- 2) hourly student employees
- 3) Interns

Records related to any criminal background check remain confidential and are maintained in Human Resources.

Once the Office of Human Resources department receives satisfactory results from all required background checks and tests, the Office of Human Resources will network with the Chief of Staff concerning requisite data needed for an *Employment Agreement*. The Office of the President will issue this agreement to the candidate. If a candidate fails to respond within seven calendar days, the offer may be rescinded.

8.1.8 Employee Agreements

An Employment Agreement is issued to the employee confirming the employee's job title, terms and conditions, and an annualized rate of remuneration. This agreement is also an "at will" agreement and remains in force for an unfixed term.

By signing the agreement, an employee agrees to abide by the College's policies and procedures and also indicates affirmation and support of the Statement of Faith, Code of Conduct, and lifestyle expectations. Furthermore, the employee recognizes the at-will employment relationship, pursuant with applicable laws and regulations.

The College reserves the right to preserve the employment-at-will relationship. The agreement is intended to confirm the terms of employment and is not intended to be a contract or promise which binds either the College or the employee to continue the employment relationship for any period of time or which limits the right of the College or the employee to terminate the employment relationship at any time for any reason.

Upon arrival, staff will sign an employee agreement which outlines terms and conditions with an annualized rate and remains in force for an unfixed term. This agreement is also an "at will" agreement.

8.1.9 Process

8.1.9.1 *Approving the Position*

- [Hiring Manager with approval of Chief Officer] – Submits Staff Requisition Review and Approval Application
- [CFO] – Establishes viability of position and informs OHR
- [OHR] – Alerts Chief of Staff to begin posting process
- [COS] – Collaborates with OHR and Hiring Manager to develop job description and announcement
- [COS] – Post position announcement

8.1.9.2 *Candidate Selection*

- [OHR] – Receives and reviews applicants
- [OHR] – Submits applicant materials to Hiring Manager
- [Hiring Manager] – Recruits Selection Committee
- [Hiring Manager] – Reviews confidentiality and conflict of interest issues
- [Hiring Manager] – Works with Committee to define selection matrix and develops questions to be used with all candidates
- [Hiring Manager] – Sets up and conducts interviews – prioritizing candidates based on matrix and Committee feedback
 - In the case of Faculty, Chief Officer, Coach, or Director, the President will conduct an additional interview with the recommended candidate. If declined,

the President will interview further candidates in the order of their recommendation or request the Committee continue its search.

- [Hiring Manager] – Submits recommendation to the Office of Human Resources
- [OHR] Requests an offer to go to the candidate while in communication with candidate about benefits. Provides the COS with the benefits worksheet.
- [COS] Submit an offer and benefits worksheet to the candidate
- [OHR] – Completes Background Check and Employment References

8.1.9.3 *Hiring Process*

- [OHR] – Submits approved candidate to the Chief of Staff
- [COS] – Provides an Employment Agreement
- [OHR] – Notify unsuccessful candidates and candidates not selected for an interview.
- [Hiring Manager] – Collects all notes, matrix scores, minutes, copies of resumes, etc., from interview process to Human Resources.
- [Hiring Manager] Submits bio information, headshot, and announcement to Marketing for PR purposes.

8.2 ONBOARDING PROCESS

When an employee starts at Central Christian College of Kansas, they will fulfill the new employee checklist as provided by Human Resources in the Business Office and work with the Office of the President. This new employee checklist will ensure that the employee will meet with each department on campus for an onboarding process.

8.3 EMPLOYMENT RECORDS

Maintenance of personnel files currently resides in the Human Resource Office. Faculty credentialing files reside in the Academic Office. Employees may request to review the contents of their personnel file during regular office hours. Additionally, supervisors and other designated personnel with the right to access personnel files may request to review.

Pre-employment documents and any documents submitted in confidence will not be made available to the employee/reviewer. Other personnel file items including, but not limited to, performance appraisals, disciplinary items, contracts, letters of appointment, and similar items will be available to the employee/reviewer for viewing only. Copying will not be permitted, except as permissible or required by law, but the employee/reviewer will be permitted to make handwritten notes from the file. At no time will the file, or any portion of the file, be permitted to be removed from the maintaining office.

Questions or concerns regarding the accuracy of the information maintained in the file should be directed to the appropriate Vice President or Human Resources. The employee may request to place a written disagreement in the personnel file, which will be attached with the document(s) in question. An

Core Value Review

As part of its annual review process, the President’s Office discovered inconsistencies in the Core Values listed in the Strategic Plan, Policies & Procedures Manual, and Catalog.

Historically, the Core Values were solely housed in the Catalog. In 2020, the Core Values were also recorded in the Strategic Plan and later in the Policy & Procedures Manual. As such, modifications represented in one document may have inadvertently been omitted from the other documents.

The first inconsistency can be found in the 2025 Strategic Plan – version 1 (See Chart Below). There is record that during the August 26, 2020 Strategic Planning meeting there was discussion of modifying the core values and adding student-centricity. However, there were no *official* motions and no record illustrates that these modifications were agreed upon. No other records can be found to illustrate the precise means of adaptations ore adopted.

Recognizing the enhancements the College has made to its governance structure, it is plausible to assume that a number of these modifications were considered at the executive level, suggesting that modifications, while *official*, did not benefit from the shared counsel of the campus community. As such, the College Council, is being asked to consider the Suggested Core Values, represented in column four (4) of the chat below. Representatives are asked to confer with appropriate bodies and constituent groups, providing feedback to the College Council. In turn, the College Council will seek to endorse a set of Core Values, which will be memorialized in the Catalog, as the official collection of Core Values to which all future modifications may be evaluated and recorded.

2025 Strategic Plan – version 1 (saved 04/30/2020) These Core Values are “new” as of 2020.	P&P Manual until the 2021-2022 draft These Core Values are the “original”	The Catalog – 2021 matched the P&P Manual 2022 draft matched the Strat Plan (below)	Suggested for Current Consideration
As a member of the Association of Free Methodist Educational Institutions (AFMEI), upholding the Wesleyan-Arminian tradition, the College holds to essential Core Values that articulate the ideals guiding the operations of Central Christian College of Kansas in pursuit of providing a Christ-Centered Education for Character. They provide a conceptual framework by which the College holds itself accountable. They include:	As a member of the Association of Free Methodist Educational Institutions (AFMEI), upholding the Wesleyan-Arminian tradition, the College holds to essential Core Values that articulate the ideals guiding the operations of Central Christian College of Kansas in pursuit of providing a Christ-Centered Education for Character. These Core Values provide a conceptual framework by which the College holds itself accountable. They include:	As a member of the Association of Free Methodist Educational Institutions (AFMEI), upholding the Wesleyan-Arminian tradition, the College holds to essential Core Values that articulate the ideals guiding the operations of Central Christian College of Kansas in pursuit of providing a Christ-Centered Education for Character. These Core Values provide a conceptual framework by which the College holds itself accountable. They include:	As a member of the Association of Free Methodist Educational Institutions (AFMEI), upholding the Wesleyan-Arminian tradition, the College holds to essential Core Values that articulate the ideals guiding the operations of Central Christian College of Kansas in pursuit of providing a Christ-Centered Education for Character. These Core Values provide a conceptual framework by which the College holds itself accountable. They include:
Truth: Acknowledging that God is the source of all Truth, we emphasize a balanced application of Scripture (as the first authority),	Truth: Acknowledging that God is the source of All Truth, we emphasize a balanced application of Scripture, reason, tradition and	Truth: Acknowledging that God is the source of all Truth, we emphasize a balanced application of Scripture (as the first authority),	Truth: Acknowledging that God is the source of all Truth, we emphasize a balanced application of Scripture (as the first authority),

reason, tradition and experience as the primary approach to interpreting the Scriptures, gaining guidance to moral questions, stimulating intellectual curiosity, affirming the veracity of discovery, and interacting with Creation.	experience as the measure through which to test and approve truth as we explore, study, and appreciate His creation.	reason, tradition and experience as the primary approach to interpreting the Scriptures, gaining guidance to moral questions, stimulating intellectual curiosity, affirming the veracity of discovery, and interacting with Creation.	reason, tradition and experience ¹ as the primary approach to interpreting Biblical wisdom, gaining guidance to moral questions, stimulating intellectual curiosity, affirming the veracity of discovery, and interacting with creation.
Spiritual Growth: Granting that God has called every individual to full devotion to Christ, we are committed to providing an environment through which each individual can develop and sustain a maturing relationship Christ and the Community of Christ.	Spiritual Formation: Granting that God has called every individual to full devotion to Christ, we are committed to providing an environment through which each individual can develop and sustain a maturing relationship with God.	Spiritual Growth: Granting that God has called every individual to full devotion to Christ, we are committed to providing an environment through which each individual can develop and sustain a maturing relationship Christ and the Community of Christ.	Spiritual Growth: Granting that God has called every individual to full devotion to Christ, we are committed to providing an environment through which each individual can develop and sustain a maturing relationship Christ and the Community of Christ.
	Comprehensive Education: Realizing that character is a reflection of the whole individual (spiritual, emotional, intellectual, physical, social, environmental, and vocational), we are dedicated to providing a personalized and balanced liberal arts education.		Comprehensive Education: Affirming the transformative role of education, we work to sustain an integrated educational experience focused on developing virtuous and responsible citizens, reflecting the likeness (eikoina) of Christ.
Excellence: Appreciating that excellence provides an opportunity to honor God and inspire people, we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.	Excellence: Appreciating that excellence provides an opportunity to honor God and inspire people, we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.	Excellence: Appreciating that excellence provides an opportunity to honor God and inspire people, we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.	Excellence: Knowing that excellence provides an opportunity to honor God and inspire people, we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.

¹ The Wesleyan movement recognizes that there are four general sources that inform theological conclusions. This approach is often referred to as the Wesleyan Quadrilateral. As an approach to reasoning, the Quadrilateral recognizes the interplay between Scripture, orthodoxy (Tradition), practical theology (Experience), and rationality (Reason); with Tradition, Experience, and Reason being subject to Scripture.

<p>Student-Centricity: Realizing that the work of the College is informed by and affects multiple stakeholders, we believe that students are the primary patrons and therefore serve as principal ends in planning and assessment.</p>		<p>Student-Centricity: Realizing that the work of the College is informed by and affects multiple stakeholders, we believe that students are the primary patrons and therefore serve as principal ends in planning and assessment.</p>	<p>Student-Centricity: Realizing that the work of the College is informed by and affects multiple stakeholders, we believe that students are the primary patrons and therefore serve as principal ends in planning and assessment.</p>
<p>Prayer: Recognizing God’s invitation, we continually and consistently utilize prayer as the primary means through which we seek guidance and counsel, articulate our praise and thanksgiving, and ask for God’s action and intervention</p>	<p>Prayer: Recognizing God’s invitation, we continually and consistently utilize prayer as the primary means through which we seek guidance and counsel, articulate our praise and thanksgiving, and ask for His action and intervention.</p>	<p>Prayer: Recognizing God’s invitation, we continually and consistently utilize prayer as the primary means through which we seek guidance and counsel, articulate our praise and thanksgiving, and ask for God’s action and intervention.</p>	<p>Prayer: Recognizing God’s invitation, we continually and consistently utilize prayer as the primary means through which we seek guidance and counsel, articulate our praise and thanksgiving, and ask for God’s action and intervention.</p>
<p>Community: Understanding that God has uniquely created every individual, while at the same time inviting us to live in a relational community, we seek to reflect the Body of Christ, respecting the individual, as we also discover meaningful avenues of collaboration and mutual edification.</p>	<p>Community: Understanding that God has uniquely created every individual, we seek to provide an environment where each person is treated with respect and dignity.</p>	<p>Community: Understanding that God has uniquely created every individual, while at the same time inviting us to live in a relational community, we seek to reflect the Body of Christ, respecting the individual, as we also discover meaningful avenues of collaboration and mutual edification.</p>	<p>Community: Appreciating the unique design of each individual, we seek to provide an environment where each person is treated with respect and dignity, while also being invited to seek meaningful avenues of collaboration and mutual edification, as interdependent members of the Body of Christ.</p>
<p>Integrity: Believing that our actions reflect on the character of Christ, we adhere to the highest moral and professional standards, practicing reasonable transparency and accountability in our actions and administration.</p>	<p>Integrity: Believing that our actions reflect on the character of Christ, we adhere to the highest moral and professional standards for all personal and corporate interactions.</p>	<p>Integrity: Believing that our actions reflect on the character of Christ, we adhere to the highest moral and professional standards, practicing reasonable transparency and accountability in our actions and administration.</p>	<p>Integrity: Believing that our actions reflect on the character of Christ, we adhere to the highest moral and professional standards, practicing reasonable transparency and accountability in our actions and administration.</p>
	<p>Service: Knowing that God has challenged every individual to active service, we foster an</p>		

	environment where we can develop our expertise in order to effectively minister.		
	Leadership/Followership: Trusting that effective leadership and followership is an outcome of humble service and spiritual gifting, we strategically sustain an environment where each person can excel in response to God's gifting and leading for their lives.		

KPI 1.01: STRENGTHEN FINANCIAL VIABILITY

	Action Steps	Measure(s)	Progress
2021-2022	Enrollment: Residential (275); Online (275); DC (75); Master's Program (18)	Census	Onground: 266 Online:253 (August) Dual Credit: 62 SGS:16 (August – 1 Cohort)
	Retention: SAS 62%; SPE 70%; SGS 60%	Census, Databook, and Master Student File	SAS (51%); SPE (); SGS ()
	GBR <62%	Databook	GBR 63.4%
	Reduce Accounts Payable below \$500,000	Audit	
	Reduce Accounts Receivable below \$3,000,000	Audit	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]	Presidential Report	
	Revise Residential Strategic Enrollment Management Plan (RSEMP)		Completed (09/2021)
2022-2023	Enrollment: Residential (295); Online (275); DC (75); Master's Program (23)	Census	
	Retention: SAS 66%; SPE 72%		
	Maintain a GBR <60%	Databook	
	Reduce Accounts Payable below \$475,000	Audit	
	Reduce Accounts Receivable below \$2,500,000	Audit	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]		
	Align Debt with Property & Plant	Audit	
2023-2024	Enrollment: Residential (305); Online (280); DC (75); Master's Program (25)	Census	
	Retention: SAS 68%; SPE 75%		
	Maintain a GBR <60%	Databook	
	Reduce Accounts Payable below \$400,000	Audit	
	Reduce Accounts Receivable below \$2,250,000	Audit	
	Obtain DOE-CFI ≥1.3	Presidential Report	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]		
2024-2025	Enrollment: Residential (325); Online (300); DC (75); Master's Program (30)	Census	
	Retention: Residential SAS-70%; SPE 75%		
	Maintain a GBR <60%	Databook	
	Reduce Accounts Payable below \$350,000	Audit	
	Reduce Accounts Receivable below \$2,000,000	Audit	
	Obtain DOE-CFI >1.5	Audit	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]	Presidential Report	

IDEAS/STRATEGIES - SANDBOX

450 Online students

- 400 (20-21) – Support the NDS students; Launch Ministry degree and orientation courses online; Community Colleges (Sign agreement and recruit at HCC)
- 425 (21-22)- Full time Online Clerk; Launch Master's Degree; New degree (option: aviation management/ nursing/ managerial/marketing or operations analyst); Community Colleges (HCC students; pursue other Community Colleges – Dodge/Garden City)
- 450 (22-23)

200 Dual Credit

- 2020
 - Online, have 3 full courses each semester; Write up AA degree Track Proposal
 - On-ground, regain one school we dropped or new school.
- 2022
 - Online, have 5 reliable homeschool groups; six full online courses each semester = 100 students; Offer AA degree online, offer speech online
 - On-ground, regain one school we dropped or new school; offer speech; 50% NACEP alignment
- 2024

- Online, 10 full classes = 150 students

On-ground, 10 schools; 100% NACEP alignment

Actively work to diversify our revenue streams to provide more financial sustainability and reduce the College's reliance on government funding.

MILESTONES	ROADBLOCKS
<ul style="list-style-type: none"> • Obtained a 1.00 (USDE-CFI) • Approval of School of Graduate Students (SGS) with Master of Science in Strategic Leadership (MSSL) 11-20-20 • New Degree in Health Science Division: Associates of Science in Health Science 11-20-20 • Dual Credit: AA Degree Track for Dual Credit students was created. Ready to sell (11-20-20); Teaching again for Sunrise Christian Academy • Hired FT Accountant • In-House collection efforts on old student account balances • Sale of Kids Campus and investment of Unrestricted Net Assets 	<ul style="list-style-type: none"> • Declining CFI • Prior period adjustments made to 2019-20 audit • COVID – Added reports and regulations, additional cash strain on College and students • Enrollment numbers

*See Benchmarking Matrix