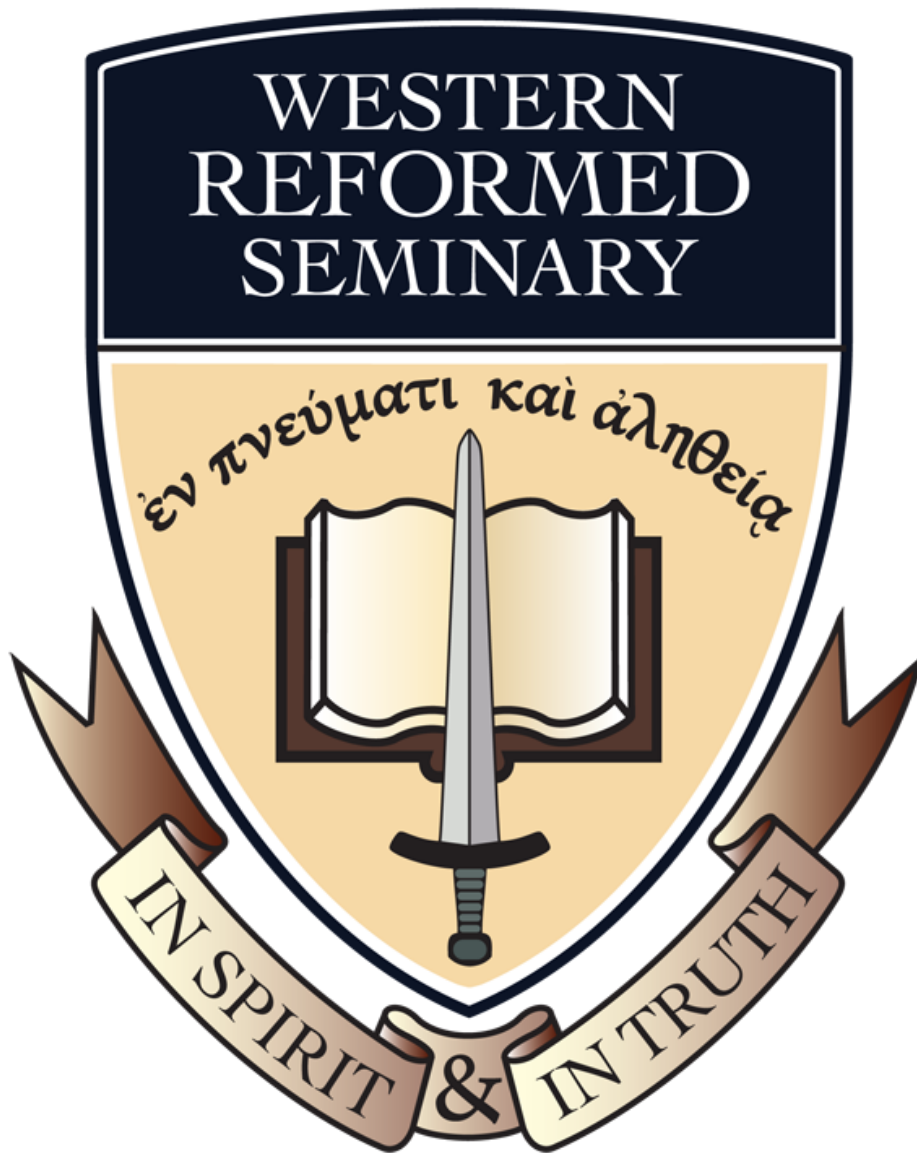


ADMINISTRATION HANDBOOK



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WESTERN REFORMED SEMINARY ADMINISTRATION HANDBOOK

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History and Mission of WRS

Historical context

Western Reformed Seminary was founded in 1983. This year marked the anniversaries of many significant events on the religious calendar.

Foremost is the 500th anniversary of Luther's birth. WRS inherits and communicates the Reformation spirit of *sola fidei* and *sola scriptura*. Thorough training and submission to God's inerrant Word in precept and practice were ingredients in the ministries of reformers like Luther and Calvin, and reformation today requires no less of its leaders.

Three hundred years earlier than the founding of the Seminary, organized Presbyterianism came to America. Francis Makemie arrived from Ireland in 1683 to plant churches based on the biblical pattern of the church as refined by the reformers in Scotland. American Presbyterianism, evangelical and reformed, is the heritage emphasized at WRS.

One other significant date in church history should be noted. 1983 was the golden anniversary of the Independent Board for Presbyterian Foreign Missions. It was founded in 1933 by J. Gresham Machen due to the growing and controlling unbelief within mainline Northern Presbyterianism. Dr. Machen's action to preserve true biblical missions was the rallying point for separation from apostasy in carrying on the spiritual succession of American Presbyterianism.

In the same era, Dr. Machen and other conservative scholars were active in defending historic Christianity against the modernistic onslaught. They did not rely upon empty rhetoric or carnal weapons. Quite the contrary, these godly men wielded the truth in a scholarly manner that was irrefutable.

Desiring to promote in the northwestern United States the full-orbed Reformed theology which Dr. Machen and other Princeton scholars had bequeathed to Presbyterians standing on the Fundamentals, several Bible Presbyterian men took steps to establish an independently controlled Reformed seminary in Tacoma, Washington. The plan was approved by the Northwest Presbytery of the Bible Presbyterian Church in 1982, and in 1983 the school was incorporated in the state of Washington. In 1985 the Bible Presbyterian General Synod recognized WRS by unanimous vote as an approved independent agency meriting its support and confidence.

Western Reformed Seminary has grown from a part-time evening school to a full-time graduate institution offering a full slate of courses in several degree programs. Not only have Bible Presbyterian students profited from training at the Seminary, but those from other evangelical denominations have also joined our student body because of our bond of fellowship in the inerrant Scriptures and the common salvation once delivered to the saints.

Mission

The mission of Western Reformed Seminary is to assist the church of Jesus Christ and in particular the Bible Presbyterian Church and other conservative Presbyterian and Reformed churches:

- By providing graduate education and training for their ministers, missionaries, lay leaders, and other Christian workers, to produce spiritually grounded, knowledgeable, capable, and dedicated servants of Christ.
- By providing leadership in these churches and among the public in understanding, declaring, and defending Reformed theology and its current application in the church and the world.

Board members are elected who share this mission for Western Reformed Seminary. The board selects faculty who are in agreement with the seminary's mission and who are willing to serve to forward it. Students are accepted and scholarships awarded with this mission in view. The seminary reports annually to the Bible Presbyterian General Synod and maintains approval from that denomination.

Doctrinal position of WRS

All newly-elected or re-elected members of the board of directors are required to answer affirmatively the following two questions:

1. Do you believe the Scriptures of the Old and New Testaments to be the Word of God, the only infallible rule of faith and practice?
2. Do you sincerely receive and adopt the Westminster Confession of Faith and Catechisms, as containing the system of doctrine taught in the Holy Scriptures?

Regular faculty members are chosen who sincerely answer positively to these two questions. In addition to their academic and professional qualifications, they are to be active in a Reformed church.

Furthermore, the seminary holds to the doctrine of biblical ecclesiastical separation—that is, Christians are to be associated in churches that are loyal to the Bible and the historic Christian faith. Churches that have departed from that standard into various forms of unbelief of vital doctrines are considered apostate. Other churches that cooperate with those apostate churches or spiritually fellowship with them are guilty of compromise and disobedience to God. The board of the seminary has made it a policy that every board member and the regular faculty member shall be separate from such apostate or compromising bodies. It is also the board's policy that the faculty is to make clear to our students in the various appropriate classes and at other times this position and the reasons for it.

While the seminary strongly holds to a Reformed and separatist position, it practices academic freedom for its students. Students from other churches or traditions are not discriminated against, nor are they required to adopt the theological distinctives of Western Reformed Seminary. The board seeks to maintain a proper atmosphere of academic freedom within the sphere of Christian love and to be a blessing to all the churches in our region.

Historical survey of Western Reformed Seminary

In the Beginning

The need for a reformed Presbyterian seminary in the Pacific Northwest had been in the minds of many individuals before the formation of the board of Western Reformed Seminary in 1982.

At the root of this desire for such an institution was the recognition of the critical need to carry on the work of the early reformers such as Luther, Calvin, Knox, and later in the United States, leaders like J. Gresham Machen and other reformed and conservative scholars. It was firmly believed that there was a real need to prepare individuals to preserve and promote the fundamentals of historic Biblical Christianity against the onslaught of modernism and neo-orthodoxy. Dr. John Battle was the “organization” man who came to Tacoma to put some substance to what, up to his arrival, had been ideas and generalizations. A seminary board was selected: Ross Bentson (president), Cliff Robinson (treasurer), Bob Mullen (secretary), Dr. John Battle, Ron Shane, and David Sinding. Within the next year, professors Dr. Ron Bergey and the Rev. Christopher Lensch moved to Tacoma and were added to the board. Dr. Battle was appointed seminary president, and Dr. Ron Bergey was appointed academic dean, to assist in the planning of the instructional program. Rev. Christopher Lensch came aboard in 1983 to act as registrar and dean of students.

A Work in Progress

As ideas began to jell into needs, unused space on the upper floors of the Tacoma Bible Presbyterian Church was surveyed for possible conversion into seminary classrooms, library, and office space. Plans were drawn and with the approval and encouragement of the Northwest Presbytery of the General Synod of the Bible Presbyterian Church, Western Reformed Seminary came into being—on paper at least.

Getting at It

With basic ideas about what would be needed, the physical work of converting the third and fourth floors of the Tacoma church building began. Most of the actual construction work was done by volunteers from the Tacoma church. Those having a major role in the renovation and conversion project were semi-retired craftsmen from the Tacoma church. Taking the lead were Harvey Kvale, Harold Leaman, William Smith, Warden Isenberger, and Wilber Olsen. Others from Tacoma and nearby churches assisted as the work progressed. The work was difficult and many hours were spent just correcting flaws and the wear and tear caused by age and disuse. After months of intensive labor three classrooms (about 400 square feet each), together with some library space (about 1350 square feet), two offices, and a student lounge and restroom were roughed in or refurbished. Storage space was created and new windows were cut in the existing foot thick reinforced concrete walls. new electrical service and modern heating were also installed. Concurrent with the physical work being done to prepare facilities, much work was done designing course offerings and the necessary administrative requirements by seminary personnel—often in partially completed facilities.

A Seminary Is Born and Matures

An appropriate logo for Western Reformed Seminary was selected that would express the basic intent and premise of the institution. The logo continues to express the purpose of the early Reformers that religious thought and study must above all else be set forth “In Spirit and in Truth,” expressed in the logo in Greek. Incorporated in the logo are a shield and the Scottish double-edged claymore, the visual idea that maintaining a truly Reformed testimony involves warfare against error and false religion. The scriptural theme verse for the seminary is John 4:24, “God is a Spirit, and they that worship him must worship him in Spirit and in truth.”



The first classes—Old Testament Prophetical Books, Greek Exegesis, and New Testament Survey—were offered to begin on October 24, 1983, with eleven evening students enrolled. A formal convocation service for the seminary was held on Sunday evening, October 30, 1983, Reformation Sunday, with several Bible Presbyterian ministers participating. During the years 1984 and 1985 several adjunct faculty were added, and both day and evening course offerings expanded accordingly.

The first commencement exercises were held on May 27, 1986, with two graduates—one being awarded the Master of Religious Studies and the other a Master of Biblical Studies.

During this time a ladies auxiliary was formed, made up of faculty and board members' wives and interested ladies from other local Bible Presbyterian churches. The auxiliary has done much work in promoting Western Reformed Seminary and carrying out collateral work that has been instrumental in the progress and growth of the seminary. One of the highlights of the work of the auxiliary is an annual public relations function identified as “Spaghetti in the Spring,” with a program put on by WRS students and staff. This event has proved to be an ongoing success, drawing many from the Tacoma church and other Reformed churches in the Puget Sound area.

Initially, a 500-volume theological library was formed through donations and loans of books and materials from faculty members and interested local pastors. Study space and computer area were developed, and the library itself had grown to about 10,000 volumes plus 10,000 volumes on loan, along with about 40 journal subscriptions, which are available to students. Since that time microfiche files and many works stored on electronic disks have been added. Western Reformed Seminary has entered a cooperative agreement with two other local evangelical seminaries under the title PSALT—Puget Sound Area Libraries of Theology. This gives students a wider choice of library materials. Linking the resources of the PSALT libraries electronically is a work in progress.

In 1998 the need for a larger classroom emerged, and once again Tacoma church members, under the direction of seminary board member David Sinding, went to work. A seldom-used area adjacent to the seminary library was converted into a 1,300-square foot classroom. Because of its size, this room could also be used for large gatherings related to seminary activities. Also, about this time a separate faculty library was established and an upper room above the existing library was converted to a library annex. With the completion of these facilities, WRS's library occupied just over 5,000 square feet for research and study.

One of the most important additions to WRS's outreach has been the development of the semi-annual publication, the *WRS Journal*. The *Journal* contains timely articles written by WRS professors, other Bible Presbyterian pastors, and occasionally includes articles from other appropriate writers. It is printed locally and assembled and prepared for mailing by seminary personnel and volunteers. The *Journal* has proved to be helpful to recipients and a valuable public relations tool for WRS itself.

The growing need on the part of pastors and other Christian workers for training in Christian counseling led to the introduction of the Biblical counseling department in 1995. This valuable and necessary program continues to be offered under the auspices of The Association of Certified Biblical Counselors (ACBC), formerly known as the National Association of Nouthetic Counselors (NANC)¹ and is taught by Dr. Kevin Backus, professor of Biblical counseling² and a fellow of ACBC. A branch campus under Dr. Backus's direction was authorized by the WRS board in 1998. The primary emphasis of study at the branch campus has been Biblical counseling with other related course offerings available under the oversight of the WRS faculty and board.

Also, in 1998 a Pastoral Mentorship Program was developed which combines distance learning and intensive classroom training. Students in this program register and complete assignments at home during the year under the mentorship of a pastor approved by WRS. For two terms, totaling three weeks, in January and the spring, students come to WRS for concentrated course work, reviewing and reinforcing what they have studied during the year. The Pastoral Mentorship Program offers the complete Master of Divinity curriculum over six years.

In 2014, beta versions of web-based connections to a live classroom broadened the capability of students to learn from distant and remote locations. The goal of the seminary leadership is to afford this option to any distant student for all of our regularly scheduled classes in the spring of 2018. A small electrical fire sent smoke pouring through the walls of the Tacoma Bible Presbyterian Church and WRS facilities in the spring of 2016. Although the fire itself caused little damage, the smoke damage proved to be devastating. After hundreds of thousands of dollars of insurance-money had been spent to mitigate the damage the building was to be considered a total loss. The 2016-17 classes would be held at the Bible Presbyterian Church of Olympia. On June 16, 2017, the seminary was able to move into a small stand-alone commercial office, barely larger than 1300 square feet. The majority of the library would have to remain in storage, but the facilities offered three offices and a classroom, as well as a nice reception area convenient for chapel and other informal socializing.

¹ In October of 2013 NANC's membership voted overwhelmingly to change their name to ACBC in order to communicate more clearly that they are an organization certifying competency in biblical counseling.

² November 2017 WRS board meeting approved the title of "professor" to both Dr.'s Kevin Backus and Len Pine.

Harvest in the Lord's Service

Since 1982 Western Reformed Seminary has grown from a part-time evening program to a full-time graduate institution offering a full slate of courses in several program areas. Courses leading to the Master of Divinity, Bachelor of Divinity, Master in Biblical Studies, Master in Theological Studies, and Master in Christian Ministry are presently in place. Also available are necessary courses leading to a Master of Religious Studies and special non-degree programs designed to assist missionaries, Christian educators, and other Christian workers in their fields of endeavor. Graduates and attendees are presently involved in a variety of assignments in the Lord's service, as pastors, missionaries, Christian educators, employees in para-church ministries, and other forms of Christian service.

Administrator Qualifications

Spiritual qualifications

Every administrator is to profess faith in the Lord Jesus Christ as the Son of God and his Savior and Lord. It is expected that the faculty member will be exemplary in his faith and conduct. This includes a consistent testimony personally, in his family, in his church, in his work, and society at large. His life is to be marked by daily Bible reading and prayer, and active attendance and service in the church. He is to cultivate the Christian virtues, as God enables. He is to be free from practices or habits which are harmful or damaging to his Christian testimony. Since he will be training future ministers of the gospel, his life is to be such that students can observe him as an example of a useful Christian minister.

Doctrinal qualifications

All administrators must sincerely believe the fundamental doctrines of the Christian faith which are common to all evangelical churches. Among other equally biblical truths, we believe and maintain the following:

1. The plenary divine inspiration of the Scriptures in the original languages, their consequent inerrancy and infallibility, and, as the Word of God, the supreme and final authority in faith and life;
2. The Triune God: Father, Son, and Holy Spirit;
3. The essential, absolute, eternal deity, and the real and proper, but sinless, humanity of our Lord Jesus Christ;
4. His birth of the Virgin Mary;
5. His substitutionary, expiatory death, in that He gave His life "a ransom for many";
6. His resurrection from among the dead in the same body in which He was crucified, and the second coming of this same Jesus in power and great glory;
7. The total depravity of man through the Fall;
8. Salvation, the effect of regeneration by the Spirit and the Word, not by works, but by grace through faith;
9. The everlasting bliss of the saved, and the everlasting suffering of the lost;
10. The real spiritual unity in Christ of all redeemed by His precious blood;

11. The necessity of maintaining, according to the Word of God, the purity of the Church in doctrine and life.

Furthermore, administrators are to whole-heartedly agree with the Westminster Confession of Faith and Catechisms as containing the system of doctrine taught in Scripture. They also are to agree with the separatist ecclesiastical position, that Christians are commanded to be separate from churches that deny or compromise fundamental articles of the Christian faith. Since WRS teaches from the perspective of the Westminster Standards as adopted by the Bible Presbyterian Synod in 1938, which teaches the premillennial return of Jesus Christ to the earth, all faculty members will be expected to work harmoniously within that system of teaching.

Ecclesiastical qualifications

Every administrator is to be actively engaged in the work of the visible church. He is to be a member and under the discipline of a church or presbytery. He is to regularly attend the stated services of worship. His church is to be in full accord with the fundamental doctrines of the Christian faith. Regular faculty members are to belong to a Reformed church, preferably the Bible Presbyterian Church or a church in fraternal relations with the Bible Presbyterian Church.

In order to protect and promote the separatist mission of the seminary, the board of directors in 1988 adopted the following policy:

1. That all board members and regular faculty members shall be members in good standing of churches that are separate from apostate organizations, such as the National Council of Churches of Christ, and from compromising associations, such as the National Association of Evangelicals.
2. That, under ordinary circumstances and where possible, adjunct faculty members shall meet the requirement of paragraph 1.
3. That the board of directors of WRS urges the faculty of WRS to make clear to students (in the appropriate classes) the announced separatist principles which distinguish WRS from many other institutions. These principles are those held by the Bible Presbyterian Church, of which we are an approved agency.
4. That the board of directors wishes to assure all Bible-believing students and churches that we wish in no way in our seminary courses or programs to exclude them or discriminate against them, regardless of their denominational affiliation. We will maintain a proper atmosphere of academic freedom within the sphere of Christian love. We desire to serve and be a blessing to all the churches in our region.

Professional qualifications

Administrators shall demonstrate their ability to work effectively in a graduate-level theological seminary. They will be familiar with the material taught and the position taken by the seminary. They should be able to communicate effectively with the general Christian and non-Christian population, through both speaking and writing.

Administrators are to be competent in their various tasks and are to be able to work with other administrators and faculty members using the technology employed by WRS.

Administrators shall be able to guide and counsel students in their personal and academic lives.

Administrators must be able to work together with the board, other administrators, the faculty, and students, contributing to common goals and working within the guidelines and structure of the seminary. Ordained members of the administration shall demonstrate that they minister effectively and harmoniously in their churches.

Particular Responsibilities of Administrators

President

1. Represent the faculty to the Board and the Board to the faculty
2. Recommend to Board hiring and promotion of faculty and staff
3. Notify faculty and students of upcoming regular Board meetings and remind them of procedures for concerns or suggestions
4. Preside at meetings of faculty
5. In conjunction with Registrar, plan Seminary calendar and class schedule
6. In conjunction with Registrar, approve new student applications and student status changes
7. Assign course loads to faculty
8. Oversee activities of Seminary, in conjunction with other staff
 - a. Staffing of WRS office
 - b. Library arrangements and acquisitions
 - c. Classroom arrangements
 - d. Chapel and other spiritual services
 - e. Student progress and activities
 - f. Alumni activities
9. Appoint individuals or committees for special functions and keep them accountable
10. Encourage, evaluate, and assist faculty and staff in their duties

11. Represent the seminary to its constituency
 - a. Send out letters
 - b. Make personal contacts
 - c. Speak to churches or other gatherings
 - d. Represent WRS at Presbytery and Synod meetings
 - e. Prepare promotional materials—pamphlets, displays, etc.
 - f. Write articles or releases for other publications
12. Maintain contact with other fundamental seminaries in the region for appropriate cooperation or projects (as library sharing, credit transfers, chapel speaking, etc.)
13. Work on accreditation for WRS
 - a. Contact person for the Association of Reformed Theological Seminaries
 - b. Direct activities to obtain and maintain accreditation
14. Raise financial support for WRS
 - a. Fund-raising letters
 - b. Personal contacts and visits
 - c. Thank-you letters
 - d. Seeking bequests
15. Work on student recruitment and seminary development
 - a. Prepare brochures and other literature advertising WRS's programs
 - b. Oversee development of the seminary website (www.wrs.edu), including current catalog and past Journal articles; expand the site to include helpful information for theological students
 - c. Write articles in other publications (such as Christian Observer)
 - d. Be active, meet people, represent WRS in academic or Christian organizations (ETS, ACBC, etc.)

Registrar

1. Man the office, take calls, receive visitors
2. Handle all inquiries: voice, email, walk-in
3. Send materials, answer questions
4. Prepare and submit all government forms (INS, WA Higher Education Coordinating Board, VA, etc.)
5. Analyze transfer credits, set up the student's academic program
6. Plan and produce schedules, course lists, and registration materials

7. Mail course list and schedule to current and local prospective students.
8. Prepare annually the academic calendar for the WRS Catalog
9. Supervise registration, prepare block schedule
10. Draft class enrollment sheet, grade sheet, address list (directory)
11. Maintain student, graduate, and prospective student paper files and databases
12. Obtain and prepare graduation regalia and diplomas; rehearse students for graduation
13. Collect grades; maintain, generate transcripts

Filing procedures for student academic records

All student records are to be kept in the appropriate drawer (active or inactive students) of the fire-resistant file cabinet. The cabinet is to be locked whenever the office is closed. Only authorized members of the administration (president, registrar, dean of students, business manager) and their designated assistants are to have access to student files. Students are to have access only to those parts of their files that are not confidential (such as letters of recommendation).

1. File application form
 - a. Check for required supplemental application materials and record in “office block”
 - 1) Application fee
 - 2) Statement of purpose
 - 3) Character references
 - 4) Certified transcripts with proof of bachelor’s degree or its academic equivalent (for degree candidates only)
 - b. Check program selected and date applicant is notified of acceptance or rejection
2. File registration form
 - a. Transfer the student’s name to the master course list (hard copy and computer); list his name under every course for which he is registered
 - b. Cross check vital data (address, phone, etc.) with his permanent records to ensure accurate records (check the computer, student mailing list, and student financial ledger, etc.)
 - c. File registration form in the student’s personal file
 - d. In case of mid-semester course changes:
 - 1) Complete a dated “drop/add” notice
 - 2) Staple to his original registration form
 - 3) Make necessary computer changes
 - 4) Make necessary tuition adjustment in student financial ledger
3. File transcripts (hard copy and computer)

- a. For all candidates except special auditors (not in a degree program)
- b. At the end of the semester, list for each course: year, semester, course number, course name, grade, credit hours, and grade points
- c. That semester's GPA and the cumulative GPA will be listed at the end of each semester's entry

4. File all grade sheets turned in by the faculty
5. File any significant student correspondence
6. Place in the student's file copies of any official actions regarding the student taken by the faculty, the administration, or the board

Dean of students

1. Correspond with matriculating students
2. Assist with student housing and employment
3. Organize Student-Faculty picnic
4. Make chapel arrangements and schedule speakers
5. Counsel students
6. Assist with student placement after graduation

Business manager

1. Receive gifts, prepare receipts
2. Collect and record tuition payments, bill students
3. Make deposits
4. Type, duplicate, and distribute thank letters, and send receipts
5. Maintain subscriptions to the WRS Journal
6. Maintain donor database, mail out fund-raising letters
7. Write and record checks
8. Pay all salaries, taxes, bills; salaries paid by the 25th of the month
9. Prepare and submit all IRS and related forms, including W-2 forms for the staff
10. Record categories of income and expenditures

11. Generate financial reports (in conjunction with the seminary treasurer)
 - a. Monthly income/outgo statement
 - b. Monthly outgo/budget comparison
 - c. Quarterly report
 - d. Annual report
12. Liaison: work with the auditor (CPA)
13. Serve on the finance committee and any other committees designated by the board or by the president
14. Purchase items for the seminary
15. Maintain office & seminary equipment
16. Act as custodial director
17. Oversee management of the WRS Bookstore by the student manager:
 - a. Solicit faculty text requests for the next term
 - b. Order texts and supplemental books and supplies
 - c. Handle cash sales and deposits; collect and pay sales taxes
 - d. Pay Bookstore bills
 - e. Send monthly statements to students who have charged books on their account; report overdue accounts to the business manager at end of each term
 - f. Submit periodic financial reports to the business manager
18. Manage advertising

Filing procedures for student financial records

All student records are to be kept in the appropriate drawer (active or inactive students) of the fire-resistant file cabinet. Financial records are kept in the same cabinet in the appropriate drawer. The cabinet is to be locked whenever the office is closed. Only authorized members of the administration (president, registrar, dean of students, business manager) and their designated assistants are to have access to student academic or financial files. Students are to have access only to those parts of their files that are not confidential (such as letters of recommendation).

1. New records
 - a. Include address, phone, and email address
 - b. Check the file to see if an application fee is required
 - c. Check the registration form for the following:
 - 1) Tuition due
 - 2) Payments submitted with registration
 - 3) Any approved payment plan (deferred payment plan to be noted on financial record)

2. Update student's ledger

a. Immediately

- 1) Post new payments
- 2) Adjust tuition for course changes
- 3) Post new fees (syllabuses, etc.)

b. Regularly

- 1) Each month after classes begin add a 1% fee for deferred payments on any carried balance
- 2) Send out monthly statements on outstanding balances (window envelopes, supply return envelope)

3. Notify registrar at semester end regarding which students have an unauthorized outstanding balance so that grades can be withheld

Librarian

1. Order books

2. Order or reorder periodicals

3. Supervise library volunteers

4. Classify books when necessary

5. Oversee work of Library Assistant:

- a. Manage the circulation of library books and periodicals
- b. Handle overdue notices
- c. Process acquisitions
 - 1) Classify books
 - 2) Log new books and generate cards for card file
 - 3) File new periodicals
- d. Maintain library stacks and displays

Custodial director

The custodial director is responsible to the business manager of the seminary. The custodial director is to see that the custodial staff completes the following jobs regularly:

1. Empty trash

- a. Library (2+)
- b. Library Checkout Room
- c. Office (3)
- d. Each Classroom
- e. Student Lounge
- f. Restroom

2. Vacuum all carpets. Vacuum the hallways twice per week. Upstairs Carpets can be done once per month.

3. Lounge

- a. Wipe or wash coffee counter and coffee maker
- b. Wipe microwave door and inside the cooking area

4. Restroom

- a. Sweep and/or wet mop floor
- b. Brush toilet bowl
- c. Check supply of paper towels and toilet paper (keys to dispensers are under the sink)

5. Classrooms and offices

- a. Check to see if tables and desks need to be wet-wiped
- b. Polish whiteboards once per month and wipe eraser tray
- c. Clean window sills

6. Water and maintain indoor plants

7. Occasional projects

- a. Shampooing carpets once or twice per year
- b. Cleaning four library heater air filters in the fall
- c. Thorough cleaning of rooms twice a year (windows, walls, etc.)
- d. Minor building maintenance or improvement

General Responsibilities of Administrators

Professional development

Each administrator is encouraged to develop professionally. The seminary encourages membership in academic or professional societies, including attendance and participation at their meetings. Often, when a significant professional meeting takes place in our region, the seminary will pay for transportation to the meeting.

The seminary also encourages administrators' attendance at conferences and seminars which promote particular aspects of the Reformed faith or biblical/theological study. Such conferences or seminars have included those conducted by the National Association of Nouthetic Counselors, the Ligonier Ministries, and special presentations featuring experts in the Dead Sea Scrolls. If the administrator may set up the WRS display and promote the seminary at the event, the seminary will pay the conference fee and other expenses. The seminary also encourages attendance at administrative development seminars or at training classes which will assist the administrator in various aspects of his work. If funds are available, the seminary will help pay for this training.

Other responsibilities

Administrators who are on campus the day of chapel and can be away from their work are expected to attend chapel, and administrators also are scheduled to speak in chapel regularly.

All members of the administration are expected to attend special seminary functions, such as the orientation faculty-student picnic, the Spaghetti in the Spring dinner, and commencement exercises.

Administrators may be appointed to one or more committees by the president. These committees serve in various capacities in the life and development of the seminary.

Administrators are expected to help counsel students. They should be interested in each student's academic, spiritual, family, and social life, and available to help students. Sometimes the dean of students may refer a particular student to a suitable member of the administration for special counsel.

Seminary promotion

Since WRS is a small institution with only a few regular employees, it is expected that each faculty member will be an "ambassador" for the seminary at all times. Faculty members may be asked to speak in a church to promote the seminary, or to represent the seminary at a special meeting or conference. Faculty members assist in seminary functions in various ways, from speaking to singing to taking part in skits. As the Lord gives opportunity, faculty members should encourage people to support the seminary with their prayers and gifts and should encourage prospective students to come to WRS.

Financial Terms of Employment

Payment for part-time administrators

Part-time administrators are paid either an hourly rate or a regular part-time salary. Payment arrangements are set by the board of directors. Payment is made each month on or before the 25th of the month.

Payment for full-time administrators

The payment package for each full-time administrator is set each year by the board of directors at its spring meeting. For staff members working the full academic year, salaries are paid in 12 equal monthly payments on or before the 25th of each month, normally from July through June. In determining the salary of an administration member, the board considers the seminary's existing resources and anticipated revenue, the administration member's educational background, experience, responsibilities, and seniority at WRS.

When the payment package is approved, the board of directors may designate part of that amount for housing allowance (if the staff member is a qualifying member of the clergy) and part of that amount for health insurance (to be paid by the seminary to an insurance company of the staff member's choice). Also, the staff member may designate a part of that package to be

withheld and placed in a 401(k)-retirement account. These payment arrangements may result in tax advantages to the staff member. The balance of the payment package will be designated as regular salary.

In addition to any deposits made by the employee to his 401(k)-retirement account, the seminary will contribute directly to that account an additional amount. This amount is figured as a certain percentage of the administration member's salary, depending on the number of years he has served in the seminary and the amount of funds available in the seminary's pension dispersal account. These additional pension contributions are made annually after the administration member has worked a minimum of ten years at WRS. The contribution schedule is established by the board of directors. In addition to 401(k) contributions deducted from the employee's salary, the seminary matches the employee's withholding for Social Security and Medicare taxes, unless the employee has opted out of the Social Security system.

Payment of expenses

Seminary personnel who represent the seminary at church meetings or travel for other promotional purposes have their travel and lodging expenses covered by the seminary and receive a per diem amount for on-the-road expenses. Amounts and procedures for handling these expenses must be worked out by the staff member and the business manager before contracting the expenses.

It is expected that any church offerings received during these trips sponsored by the seminary will be turned over to the seminary. For tax purposes, it is best that, whenever possible, checks be made out to WRS and not to the individual staff member.

Since WRS is a very small institution with a small budget, all staff members are urged to be careful in spending expense money, to make it go as far as possible, and to be used where it is most effective.

Vacations and excused absences

Full-time administrators are expected to spend an average of 40 hours per week on campus. Members of the administration are to see that someone is available in the office during all regular business hours, which are Monday through Friday, 9:00 a.m. to 5:00 p.m. No classes are held and the office is closed for the major religious and civil holidays; all staff members are granted vacations on those days.

No classes are held and the office is closed for the following holidays:

- Christmas Eve through New Year's Day: December 24 – January 1. Messages and emails should be monitored and responded to as necessary.
- President's Day
- Good Friday
- Memorial Day
- Independence Day: July 4
- Labor Day
- Veteran's Day

- Thanksgiving: Thursday and Friday

Participation at presbytery and synod meetings is encouraged. Time spent at these meetings, or in representing the seminary at various meetings and conferences, does not count against vacation time.

Full-time administrators are additionally granted three weeks of vacation time per year. Vacation times are to be planned ahead of time in cooperation with the president to assure that the staffing levels at the seminary will be adequate all through the year.

In addition to normal vacation days, administrators are permitted sick or emergency days. Please inform the office as soon as possible in such cases. At present, there is no set limit to the number of sick or emergency days allowed a staff member without penalty. However, if it should appear that this policy is being abused, or that the amount of such absences interferes with the seminary's program, the board of directors reserves the right to set such a limit. If that limit is exceeded, then a proportionate amount will be deducted from the staff member's salary.

Suggestions and Grievances

If any staff member has a suggestion to help the seminary, he should first bring it to the attention of the appropriate member of the administration. If no action is taken on that suggestion, the staff member may, if he wishes, present his suggestion to the board of directors directly by writing to the secretary of the board.

Complaints and grievances are to be handled in a Scriptural manner. In the case of personal grievances, the offended person should seek to work directly with the person or persons involved to solve the problem. If the problem continues, the faculty member is to meet with the president of the seminary, who may also bring in other people to help. If there still is no solution, the faculty member may present his grievance to the executive committee of the board of directors, which will render its decision. The decision of the executive committee is subject to review by the full board at its regular meeting. The decision of the board of directors is final.

All complaints and grievances should be handled biblically. It is expected that all employees of WRS will limit any criticisms to the proper channels, following the normal "chain of command," and will not take advantage of their position to harm the reputation of the seminary which employs them.

Termination

Administration members normally are hired for an indefinite time. Each spring the board of directors sets the salary levels of the staff. If no contrary action is taken, the administration member remains on the staff. Any staff member may resign from the seminary, but under normal conditions, he is asked to give sufficient notice so that a replacement can be found without interrupting the seminary program. If the resignation becomes effective before the completion of the academic year, the salary will be prorated accordingly.

The board of directors may terminate a staff member's employment at any time for reasons sufficient to itself. These reasons might include an unforeseen financial shortage by the seminary,

positions taken by the administrator which contradict the theological stance of the seminary, serious moral or ethical lapses of the staff member, or unresolved conflicts involving the staff member. The board reserves the right to determine the financial arrangements of the termination. When possible, sufficient notice of the termination will be given to enable the staff member to find other employment and to provide a smooth transition.

Retirement

At this point, the board of directors has not set compulsory retirement age. However, it is expected that faculty members between the ages of 65 and 70 will be transitioning into retirement. Besides matching contributions into the FICA and Medicare programs for those staff members in that system, and contributions into the staff member's 401(k) account, the seminary has no other pension plan.

Regular administrators who retire are still considered a part of the seminary family. As such, they are asked to contribute as they can to the life of the seminary and are included in many seminary functions and benefits. They often provide significant assistance and counsel to the students and faculty of the seminary and still work part-time in various ways. Retired administrators, with their matured wisdom and experience, make an important contribution to the seminary's mission.

(Revised 2020)