



JOB DESCRIPTIONS June 2023

Southern Reformed College & Seminary

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CHIEF EXECUTIVE OFFICER

President

The President serves as the Chief Executive Officer of Southern Reformed College and Seminary and, as an ex officio voting member of the Board of Trustees, provides leadership enabling SRCS to achieve its mission and goals as approved by the Board.

FOUR KEY AREAS OF RESPONSIBILITIES

EXECUTIVE ADMINISTRATION

The president will offer general leadership and guidance for all aspects of academics, finance, planning, student affairs and enrollment. He will also provide a positive stimulus to creative environment and culture of innovation, candor, diverse views, and constructive dialogue. He convene President's Council, which will assist the President with administrative decisions.

BOARD SUPPORT

As the main liaison between the Board of Trustees and the administration of Southern Reformed, the President will provide general guidance, information and resources necessary for the Board's efficiency of operations enabling them to focus on policy, financial matters, board development and general oversight of the school and its mission.

EXTERNAL RECOGNITION

The President, being the official voice for the school, will devote much attention and effort on development and public relations activities as he promotes the school as a conservative, multi-denominational, multi-lingual, multi-ethnic institution of higher Biblical education. This includes attention to the development of a donor base and the assessment of a possible an endowment program.

INSTITUTIONAL EFFECTIVENESS

It is the responsibility of the President to instigate, coordinate and manage institutional development programs, both current and long range. This involves the seeking of a governmental recognized accreditation and the qualification for issuing governmental I-20's. It is the further responsibility of the President to interface and interact with local, state, regional, national, and international governmental and non-governmental agencies and institutions to enhance and extend SRCS's programs and services.

The president will offer general leadership and guidance for all aspects of academics, finance, planning, student affairs and enrollment.

CHIEF FINANCIAL OFFICER

This is an administrative position responsible for managing the business and financial services of the institution. This position exists to be an enabler or supporter for other administrators, helping them determine how to accomplish their objectives and thereby providing a supportive foundation for organizational success. As the chief financial officer, this position provides collaborative financial management leadership for the school; ensures the short and long-term fiscal health of the college; oversees the business practices of the school; and ensures that the budget is linked to and supports the school's strategic plans.

SUPERVISION – Works under the general supervision of the President. **MINIMUM**

QUALIFICATIONS

- A degree in accounting, business, or related field with preference for a master's degree.
- Three to five years of experience in a supervisory role or combination of education and experience commensurate with the requirements of the position.
- Demonstrated ability to work cooperatively and collaboratively with faculty, staff, administrators and governing boards.
- Experience in operational and strategic planning, policy development, and financial analysis• Ability to effectively communicate ideas and information in written and oral format to administrative staff, professional colleagues, governing boards, and the general public in large or small group settings

PRIMARY DUTIES AND RESPONSIBILITIES

Financial Reporting and Planning

- Prepares and maintains long-term financial forecasts for all of the school's funds. Monitors both short and long-term internal and external financial and operational developments to ensure that forecasts are current and accurate.
- Contributes to the college meeting its strategic objectives by assisting administrators and deans in conducting financial analysis of current and proposed activities.
- Monitors the college's financial condition and provides budget information to the CEO. Oversees preparation of monthly/quarterly financial statements for the college.
- Reports the financial condition of the institution to the board of trustees and the president and administrators on a regular basis.
- Establishes, coordinates, maintains, and systematically review the process for financial evaluation of the college instructional and non-instructional programs and activities; serves as a resource to college personnel in determining the cost effectiveness of current and proposed initiatives.

Budget Preparation

- Oversees preparation of the annual budget whereby organizational needs are identified, consensus on priorities is obtained, and translates the consensus into a financial plan.
- Develops procedures that integrate business and strategic planning into the annual budget process.
- Monitors external events and developments to ensure that budget preparation incorporates the most current information.

Investment, Cash and Debt Management

- Monitors cash flow. Oversees investment activities to ensure appropriate supply of cash at highest possible yield on idle funds while complying with statutory limitations on types of investments.
- Coordinates and monitors debt issuance with external financial advisors.
- Ensures the timely collection of all accounts receivable.
- Monitors cash reserves to provide maximum practical protection.

Business Services

- Provides oversight and advice regarding college financial risk.
- Coordinates the purchasing activities of the college, including contract management.
- Participates in, and researches data for collective bargaining/negotiation activities.
- Ensures that the college is in compliance with financial regulatory, legal, administrative, collectively bargained, contractual, procedural, and accounting standards.

Other• Performs other related tasks as required.



CHIEF ACADEMIC OFFICER

Academic Dean

The Academic Dean shall be appointed by the President. This position reports to the President.

Qualifications: A doctorate is desired with preference given to those who have earned a PhD.

Description: The Office of the Academic Dean is responsible for providing academic vision and leadership to fulfill the academic mission of Southern Reformed College and Seminary. In broad terms, the Dean is responsible for the planning, development and administration of the school's educational programs and services. This involves working with the President, other Deans, faculty, and students to promote academic excellence throughout the school.

A. DUTIES

1. Academic Leadership
 - a. Academic Dean ensures the academic integrity of the school and supports innovations in programs and methods of academic delivery.
 - b. Administers all academic programs involving instruction through the various deans.
 - c. Academic Dean chairs the Library Committee.
2. Faculty Oversight
 - a. Recruit, develop, and support a diversified and qualified faculty in conjunction with appropriate Deans and recommend to the President new faculty members who in turn, with his recommendation, presents them to the Board of Trustees for approval.
 - b. Give leadership and guidance to faculty meetings and ensuing activities.
 - c. Responsible for the teaching assignments and class scheduling of faculty members.
3. Student Affairs
 - a. Works collaboratively with appropriate Deans to ensure that the school meets its enrollment management and retention goals for its various academic programs.
 - b. Ensure that the school celebrates and supports a diverse student body community.
 - c. Upon assessment of the student's academic records, recommends qualified students to the faculty for graduation.
4. Budgetary planning
 - a. Recommend to the President annual budget items for the areas of academic and student affairs in consultation with the various Deans to ensure adequate funding.

“The Office of the Academic Dean is responsible for providing academic vision and leadership.”

ADMINISTRATOR/REGISTRAR

The Administrator/Registrar shall be appointed by the President. This position reports to the President.

Qualifications: A minimum of a BA degree is required with preference given to those who have administrative background.

Description: Administrator/Registrar answers directly to the President, is responsible for academic record keeping. The scope of this administrative position requires a commitment to the improvement of the student record services that reflect the mission of SRCS.

1. Plan and implement the registration of students for courses
 - a. Provide class rosters for each class as efficiently and as rapidly as possible each semester
 - b. Administer class changes (Drop – Adds)
 - c. Process withdrawals
 - d. Maintain safety of the permanent records of students and former students (e.g. record grads and credits), issue transcripts, verify academic standings and credits
 - e. Set up class and schedules in collaboration with the Chief Academic Officer
 - f. Maintain academic records on all present and former students, and the transmission of grades to students.
2. Maintain a file of the class schedules of students
3. Coordinate the collecting, processing and recording of student grades during each grading period
 - a. Provide statistical data on enrollment and scholastic achievement of students
 - b. Prepare a grade distribution of each class
4. Prepare a Dean's List
5. Prepare class rosters showing academic classification of students
 - a. Evaluate scholastic records on admission of first-year students and transfer students in cooperation with the Director of Admissions
 - b. Make reports to advisors relative to student academic progress
 - c. Prepare folders for academic advisors
 - d. Prepare list of students placed on academic probation and suspension
 - e. Provide statistical reports for the school
 - f. Serve on committees as appointed
 - g. Prepare rosters of students for all classes

- h. Assist in developing and implementing the annual budget for the Office of the Registrar
- i. Recommend the support staff for the Registrar's Office
- j. Implement school policies regarding requirements for graduation and keep a status sheet for each student to note his/her progress toward a degree
- k. Confirm fulfillment of requirements and implement procedures for graduation of students
- l. Coordinate activities related to commencement preparation (regalia, programs, etc.)
- m. Notify the Chief Academic Office of students' unsatisfactory academic progress
- n. Manage effectively technological information systems such as computers
- o. Provide effective leadership of Registration and Records staff, including communication, staff development and sensitive and efficient supervision of office operations
- p. Coordinate the use of instructional facilities – classrooms and laboratories, in consultation with the Chief Academic Officer
- q. Provide effective liaison with the Office of Admissions, Student Accounts¹ and Financial Aid
- r. Assume such other duties as may be assigned.



¹ Student Accounts

Accounts Receivable

- a. Maintain student financial files
- b. Receive, post and track tuition payments
- c. Maintain records of past due accounts and coordinate collections
- d. Arrange manageable payment schedule
- e. Write Promissory Notes – signed by student

DEAN OF KOREAN STUDENTS

The Dean of Korean Students shall be appointed by the President. This position reports to the President.

Qualifications: A minimum of a MDiv degree is required with preference given to those who have pastoral ministry background.

Description: The Dean of Korean Students answers directly to the President, is responsible for the quality and care of all student affairs including student internship, student life and student services. The scope of this administrative position requires a commitment to the improvement of the student life that reflect the mission of SRCS.

1. Give oversight to student advisory council
2. Solicit and supervise student volunteers as requested
3. Administrate student complaints and grievances
4. Assist in recruitment of Korean students
5. Develop, oversee and promote Alumni activities
6. Aid in post graduate professional employment
7. Supervise the student Christian Service/Formation program
8. Promote student recreational activities
9. Give general oversight to physical needs and comfort of students

DEAN OF URBAN PROGRAM

The Dean of Urban Program shall be appointed by the President. This position reports to the President and Academic Dean.

Qualifications: A minimum of a MDiv degree is required with preference given to those who have pastoral ministry background.

Description: The Dean of Urban Program, while answering directly to the President, will work closely and coordinate all academic activity with the Academic Dean and will provide direct oversight of the English language section of the school. Responsibilities of the Dean of Urban Program includes:

1. DEVELOPMENT OF OVERALL ENGLISH PROGRAM

- a. Vision casting to both SRCS faculty and to the urban English-speaking communities of Metro-Houston
- b. Oversight to English language brochures, advertising and course listings, etc.
- c. Other promotional ideas and activities

2. RECRUITMENT AND OVERSIGHT OF ENGLISH LANGUAGE FACULTY

- a. Recommend to the President qualified English-speaking instructors
- b. Assist Academic Dean to assign faculty members to appropriate courses

3. RECRUITMENT AND OVERSIGHT OF ENGLISH LANGUAGE STUDENTS

- a. Lead/coordinate recruitment activities for the solicitation of new English-speaking students
- b. Counsel students as to classes needed to fulfill their degree plan
- c. Aid in post graduate professional employment
- d. Supervise the student Christian Service/Formation program
- e. Give general oversight to physical needs and comfort of students

4. CURRICULUM DEVELOPMENT AND OFFERINGS

- a. Actively participate with the Academic Dean with the development of future curriculum and/or changes in all SRCS degree programs.

Review all class content so as to adhere to catalogue descriptive listing

DIRECTOR OF CHINESE PROGRAM

The Director of Chinese Program shall be appointed by the President. This position reports to the President and Academic Dean.

Qualifications: A minimum of a MDiv degree is required with preference given to those who have pastoral ministry background.

Description: The Director of Chinese Program, while answering directly to the President, will work closely and coordinate all academic activity with the Academic Dean and will provide direct oversight of the Chinese language section of the school. Responsibilities of the Director of Hispanic Program includes:

5. DEVELOPMENT OF OVERALL CHINESE STUDIES PROGRAM
 - d. Vision casting to both SRCS faculty and to the Chinese communities.
 - e. Oversight to Chinese language brochures, advertising and course listings, etc.
 - f. Other promotional ideas and activities

6. RECRUITMENT AND OVERSIGHT OF CHINESE LANGUAGE FACULTY
 - c. Recommend to the President qualified Chinese speaking instructors
 - d. Assist Academic Dean to assign faculty members to appropriate courses

7. RECRUITMENT AND OVERSIGHT OF CHINESE LANGUAGE STUDENTS
 - f. Lead/coordinate recruitment activities for the solicitation of new Chinese speaking students
 - g. Counsel students as to classes needed to fulfill their degree plan
 - h. Assist the Registrar with Chinese speaking student files and class and grade records
 - i. Aid in post graduate professional employment
 - j. Supervise the student Christian Service/Formation program
 - k. Give general oversight to physical needs and comfort of students

8. CURRICULUM DEVELOPMENT AND OFFERINGS
 - b. Actively participate with the Academic Dean with the development of future curriculum and/or changes in all SRCS degree programs.
 - c. Review all class content so as to adhere to catalogue descriptive listing

DIRECTOR OF INSTITUTIONAL EFFECTIVENESS & PLANNING

The Director of Institutional Effectiveness & Planning shall be appointed by the President. This position reports to the President.

Qualifications: A minimum of a Bachelor's degree is required with preference given to an educational degree. The Director must be articulate and detail oriented, with excellent written communication skills.

Description: The Director is responsible for planning and development, research data collection, coordination of the institution's strategic plan, assessment, and institutional reporting. Additional responsibilities include working directly with the President in areas related to accreditation, planning, and documentation as needed.

Tasks: The Director of Institutional Effectiveness & Planning shall coordinate and facilitate relevant activities as directed by the President including:

1. Serve as primary institutional research contact and maintain institutional data;
2. Serve as primary data coordinator for the Commission on Accreditation, ABHE (i.e. annual reports, response reports, etc.)
3. Provide support and assistance of accreditation activities as directed (visiting teams, consultations, training, etc.);
4. Provide for assessment and institutional effectiveness activities including generation of forms, data, analyses, and recommendations;
 - A. Trustees self-evaluations (annual)
 - B. Evaluation of the President done by non-family trustees (annual)
 - C. Staff evaluations (annual)
 - D. Faculty self-evaluations (annual)
 - E. Course evaluations (each semester)
 - F. Event evaluations (after each event)
 - G. Student services evaluations (annual)
 - H. Degree program evaluations (annual)
 - I. Statement of Rigor evaluation (annual)
 - J. Student learning assessment (1 or 2 courses/year with before and after tests)
 - K. Bible knowledge exams (freshmen and then graduating seniors)
5. Chair the institution's assessment committees (i.e. Self-study committees, etc.) and oversee all activities;
6. Maintain official records of all President's Council proceedings;

President's Council - Academic Dean, Registrar, CFO, DIEP, & various Deans
7. Annually review the institution's Policy Handbook and recommend updates.

A. Trustee Handbook	H. Library Handbook
B. Faculty Handbook	I. Library Collection Plan
C. Employee/Staff Handbook	J. Academic Catalog
D. Student Handbook	K. Financial Accountability Policy
E. Emergency Plan	L. Conflict of Interest Policy
F. Information Security Plan	
G. Student Recruitment, Retention, & Enrollment Plan	

ADVANCEMENT/DEVELOPMENT OFFICER

Organization:

Founded in 2008, Southern Reformed College & Seminary (SRCS) is an ABHE accreditation-pending institute of higher education, preparing future church leaders.

Position Description:

Reporting to the President, the officer responsible will spearhead the annual and grants development efforts, as well as Alumni Relations. The officer will oversee, plan, direct and execute a comprehensive, scalable annual development program, building and sustaining a broad base of engaged donors.

Essential Duties and Responsibilities:

Working in close collaboration with the Deans, the officer will design and execute a comprehensive annual giving development strategy.

The officer will be part of the team that supports building an annual giving program and a planned giving program, and will be an integral part of conducting and utilizing research, prospecting, and application to multiple donor sources.

The officer will sustain and build a robust annual donor base and will:

- Review and enhance strategy to sustain and grow annual giving
- Supervise the donor data base
- Serve as the Alumni Relations Officer and as liaison to the Alumni Council
- Develop and maintain key long-term relationships with donors and prospects
- Carry a portfolio of key donors,
- Establish, grow and oversee (tracking) grants programs.

Qualities Desired:

Development/Fundraising: Professional growth in understanding direct mail campaigns with potential for increased skills and abilities to identify and respond to issues/opportunities in a timely manner.

Project Leadership: Potential for planning, leading, and managing development projects, including coordinating with peers to achieve desired outcomes, and tracking and reporting on progress to senior staff/board of directors.

Entrepreneurial Spirit: Takes initiative and actively seeks to deepen current donor relationships and to forge new ones.

Communications: Creating powerful, compelling written and oral communications for fundraising. Ability to convey ideas through brief, simple materials.

Influencing: Gets others to accept ideas by using convincing arguments, creates a win-win situation and responds appropriately to key seminary leaders and donors.

Collaboration: Working well with others to reach common goals and objectives.

Relationship Building: Skilled at establishing and cultivating strong relationships with peers across the institution, internally and externally; possess good relationship building with all donors, Trustees, and volunteers.

Additional Qualities Desired:

- BA (required), MA (a plus)
- Experience in development or openness to grow in the area
- A good understanding of, and appreciation for, the mission and ministry of SRCS
- Competent organizational, managerial, and communication skills
- Experience with database management, Microsoft Word, and Excel
- Excellent writing skills
- Strong interpersonal skills
- Team player

DIRECTOR OF PUBLIC RELATIONS & CHAPLAIN

The Director of Public Relations shall be appointed by the President. This position reports to the President.

Qualifications: A minimum of a BA degree is required with preference given to those who have pastoral ministry background.

Description: The Director is responsible for promoting the institutions to the local community, particularly local churches via personal contacts, visits, and through various media to recruit students and mobilize the churches to encourage participation in the programs designed for church leaders in the greater metropolitan area

Tasks: The Director of Public Relations shall coordinate and facilitate relevant activities as directed by the President including:

1. Advertise in the media
 - A. Seminary events
 - B. Seminary programs
2. Promote through personal contacts
 - A. Good relationship with churches
 - B. Seminary vision and mission
3. Visit to connect
 - A. Local churches
 - B. Community events
4. Communicate effectively via letter, emails, & calls
 - A. With local pastors
 - B. With community leaders
5. Mobilize human resources
 - A. Recruit students
 - B. Recruit sponsors
 - C. Encourage participation in seminary events

Chaplain is responsible for the spiritual well-being of the students. The responsibility includes the following:

10. Coordinate opening and closing convocations
11. Arrange the seminary-wide day of prayer events
12. Organize student retreats and revival meetings
13. Supervise and schedule student-led chapel services
14. Provide pastoral care including counseling & prayers for students

PRESIDENT'S COUNCIL

CORE VALUES

- We are, first and foremost, Christ-centered.

The end of Man is to glorify God and enjoy Him forever. Therefore, we are committed to honoring God alone in every aspect of our service.

- We value people.

Even though God's uses institutions, organizations, and buildings for his kingdom work, it is God's people that we are called to serve. Since Christ came to sacrifice his life for the sheep, we will strive to be people-oriented more than goal-oriented.

- We value relationships.

Programs, ministries, and projects are important tools to edify the people of God but they themselves cannot be the ultimate goal in ministry. We affirm that the source of good ministries is healthy relationships.

- We value unity and love.

God-given visions or personal callings are indispensable to faithfully carrying out the kingdom work effectively. However, we believe loving one another and walking in unity is the purpose of the Christian life and service. Therefore, we are committed to setting aside personal calling and sacrifice even the corporate vision when vigorous application of these brings discord and division. We believe God's glory is manifested whenever his children love one another and strive for unity.

- We value prayer to seek God's wisdom and blessings.

We believe the gift of administration is a supernatural gift of God and therefore spiritual. However, we believe that we are to balance good administration and planning with seeking God's will and His supernatural power through prayer. God is at work in our midst. Therefore, we will always strive to work where God is working and be attentive to new things that He is doing.

OPERATING PRINCIPLES

- We establish and implement specific goals and tactics, and secure the necessary resources, to drive increases in enrollment, graduation rates, faculty and staff productivity, fundraising, and service quality.
- We implement measurable standards and practices to deliver instruction, research, and student services, effectively and efficiently.
- We identify and invest in core strengths and the best strategic opportunities for the institution.
- We function in a transparent and collaborative fashion.
- We hold each other accountable in all we do.
- We are student-centered and community-engaged.
- We celebrate diversity.
- We commit to integrity.
- We invest in innovation, knowledge creation, and discovery.
- We dedicate ourselves to facilitating degree completion by our students.
- We prepare our graduates for lifelong learning and service through the eternal Word of God in a changing world.

COUNCIL MEMBERS - President's Council includes the following officers and staff members:²

- Academic Dean
- Dean of Urban Program
- Dean of Hispanic Program
- Dean of Korean Students
- Director of Institutional Effectiveness & Planning

² As deemed necessary, others may be included by the President.

ADMISSION-RETENTION-SCHOLARSHIP COMMITTEE

ARSC consists of faculty and administrators that oversee admission process and decision, identify at-risk student and intervene so that the retention rate increase, and the scholarship grants. ARSC consists of the following are members:

Director of Institutional Effectiveness
Registrar
Business Office/CFO
Deans of Programs & Students

Admissions Team

Admissions, Retention, and Scholarship Committee will also act as Admissions Team to implement criteria for admissions to the college & seminary and will identify and approve for admission suitable qualified candidates. In addition, specifically, the committee is asked to:

1. Institute procedures as part of the admissions process to determine appropriate candidates;
2. Analyze the changes to admissions policies from the previous years to determine whether these changes are producing the expected outcomes the Committee expected;
3. Continue to refine an interactive, student-friendly interview process as an outreach to prospective students (campus tours, curriculum overview, etc...);
4. Continue to be cognizant of enhancing the pool of qualified students of diverse backgrounds, as well as guidelines for the reasonable accommodation of potential students who are affected by the Americans with Disabilities Act; and
5. Identify and select the most qualified applicants in the total applicant pool and continually monitor college admissions policy and procedures to ensure efficiency, effectiveness and equity. Keep minutes of formal actions and file a copy of these with the Academic Dean.

Student Retention Team (SRT)

Admission, Retention, & Scholarship Committee (ARSC) shall also act as SRT to assess, evaluate, and recommend plans, policies, and implementations to improve student retention.

1. ARSC implements strategies to identify and assist at-risk students.
2. Document All Actions Taken to Assist At-risk Students
3. Properly document all actions taken to notify and assist at-risk students.
4. ARSC Triage At-risk Students

SRSC refers academically at-risk students to the appropriate Deans of Programs and Students who will help the At-risk students by:

- A. Tutoring or recommend tutors.
- B. Recommend remedial classes.
- C. Academically advise (i.e. pace of study, academic load, program options, etc.).

Scholarship Team

ARSC convenes as scholarship team to adopt, update, and implement scholarship policy. The team also evaluates scholarship application forms and make decision on grants based on the scholarship policy.

The purpose of scholarship is to assist the students who are in need of financial assistance and also to encourage the students to give back to the school during their studies.

1. In order to receive scholarship, the student:

- A. Must demonstrate financial need.
- B. Must have registered on time.
- C. Must not have outstanding fees.
- D. Must maintain an overall GPA of 3.0 for graduates and 2.5 for undergraduates.
- F. Must be re-evaluated for the eligibility for scholarship each year.

2. Student receiving scholarship are required to the following:

- A. Scholarship students must be present in all school function especially the Opening and Closing Convocations, Graduation Ceremony, and other school worship services.
- B. Scholarship students are asked to volunteer for various school related works, events and functions.

3. The final scholarship amount will be determined by the scholarship team upon thorough review. Below is the scholarship guideline the committee follows:

Eligible full-time (12 credits+) students can receive up to 50% of their tuition as scholarship.

Eligible half-time (6-11 credits) students can receive up to 25% of their tuition as scholarship.

There is no scholarship for part-time (1-5 credits) students.

4. If not all the requested information is provided (see below), the scholarship committee can decide to not award scholarship.

Monthly income information

The most recent tax-returns (if requested)

The most recent bank statements (if requested)

5. Students who need further financial assistance will be given the option of installment payments and/or student loan program from the seminary which can be paid before or shortly after graduation.
6. There is no summer/winter/independent studies/private lesson scholarships.

