

**LARAMIE COUNTY COMMUNITY COLLEGE**

**BOARD OF TRUSTEES**

**GOVERNING POLICIES MANUAL**

**Adopted 4/21/04**

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# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

POLICY TYPE: ENDS

POLICY 1.0

POLICY TITLE: *GLOBAL ENDS STATEMENTS*

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**Our Mission is that**

*Laramie County Community College is a dynamic learning center that promotes social and economic prosperity for the individual and the community.*

*Priority Results (not reflecting any order of priority):*

**1. Students are able to achieve their learning goals.**

- A. Students will be able to pursue their higher education goals.
  - 1) Students will be able to attain their educational goals while attending LCCC.
  - 2) Students will be able to earn four-year and graduate degrees without leaving the community.
  - 3) Transfer credits will be aligned with the University of Wyoming's degree requirements, and adaptable to the requirements of other regional colleges and universities.
    - a. Priorities in the general education component of transfer degrees will be for proficiency in communication and information literacy, problem solving, critical thinking and discipline-appropriate decision making.
  - 4) 30% of the service area's high school graduates will attend LCCC with 25% of them attaining a certificate and/or degree within five years.
  - 5) A blend of learning/delivery systems will accommodate varied needs and learning styles including on-site and distance education.
  - 6) Students will have the flexibility to enter, leave and re-enter programs at multiple points within the parameters of a program's capability.
- B. Students will advance into occupations that provide them with a living wage in order to be contributing members of the community.
- C. Students without the current skills to successfully complete college studies will gain life and academic success skills, citizenship preparation, college preparation and workforce training.
- D. Students with financial needs will benefit from multiple opportunities to reduce their college costs.

**2. Employers' needs for a skilled workforce are met.**

- A. Training needs of private and public organizations will be responded to efficiently and effectively.
  - 1) Current Priority: Health Care Providers
- B. The community is able to attract and expand businesses.

**3. Campus Living and Learning will enhance learning, civic development and a sense of community among students.**

- B. All student activities and services will have a focal point.
- C. A student housing community meets the needs of students.
- D. Off-campus students have continuous transit access to college facilities.
- E. Students and spectators engage in competitive athletic opportunities.

**4. Laramie County's needs for higher education, continuing education and cultural resources are met.**

- A. A variety of enrichment opportunities will be available for residents of all ages.
- B. The community participates in and enjoys a rich assortment of cultural opportunities.
  - 1) Students and the community benefit from unique opportunities to learn from and interact with experts in various fields and the arts.

**5. Laramie County Community College's programs are recognized as exemplary.**

GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.0**

**POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINT***

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The President shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted education, business and professional ethics and practices.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## **POLICY TYPE: MANAGEMENT LIMITATIONS**

### **POLICY 2.1**

### **POLICY TITLE: *TREATMENT OF STUDENTS***

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With respect to interactions with students or those applying to enroll as students, the President shall not cause or allow conditions which are unfair, unsafe, untimely, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality or privacy.

Accordingly, the President shall not:

1. Operate without written policies and/or procedures that set forth rules for students and provide for effective handling of grievances and appeals.
2. Fail to acquaint students with their rights, College policies and/or procedures, and responsibilities.
3. Use methods of collecting, reviewing, transmitting, storing or destroying student information that fail to protect against improper access to the material elicited.
4. Fail to provide a classroom environment that reflects an acceptance of individuals' ideas, concepts, and differences.
5. When assessing fees, fail to consider the impact on students and the cost to the College for the services provided.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY 2.2**

**POLICY TITLE: *TREATMENT OF THE PUBLIC***

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With respect to the College's interactions with community constituents, the President shall not cause or allow policies, procedures or decisions that are unfair, undignified or unresponsive.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: EXECUTIVE LIMITATIONS

### POLICY 2.3

### POLICY TITLE: *TREATMENT OF FACULTY AND STAFF*

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With respect to the treatment of faculty and staff, the President shall not cause or allow conditions or procedures that are unsafe or undignified.

Accordingly, the President shall not:

1. Operate without written personnel policies and/or procedures, approved by legal counsel, which clarify personnel rules for faculty and staff, provide for effective handling of grievances, and protect against wrongful conditions.
2. Prevent faculty and staff from using established grievance and/or due process procedures.
3. Fail to acquaint faculty and staff with their rights under this policy.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.4

### POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

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With respect to financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Board's Ends priorities.

Accordingly, the President shall not:

1. Allow expenditures to exceed income or operate with a negative balance in the Current Fund or the total of all funds.
2. Incur debt (with the exception of regular use of credit cards for incidental purchases).
3. Use Board-designated long-term reserves or funds.
4. Fail to maintain operating reserves (accumulated undesignated excess revenues) of, and not exceeding, three percent of annual operating income. If operating reserves of any year are below three percent, then the following year's budget shall be adjusted to restore the operating reserves to three percent.
5. Fail to designate for the receipting and disbursing of college monies the following funds: the Current Fund, the Auxiliary Fund, the Agency Fund, the Federal Fund, and the Plant Fund.
6. Conduct interfund shifting.
7. Fail to settle payroll obligations and payables in a timely manner.
8. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
9. Execute a check or purchase commitment of greater than \$30,000, unless such item has been explicitly itemized in budgetary monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable.
10. When making expenditures, fail to assure that Laramie County vendors receive notice of vending opportunities.
11. Acquire, encumber or dispose of real property, or lease real property for a period of more than three years, except as approved in the budget.
12. Expend funds in restricted accounts for purposes other than those specified.
13. Pledge any of the assets of the college as security.
14. Fail to aggressively pursue material receivables after a reasonable grace period.
15. Fail to exercise adequate internal controls over disbursements to avoid unauthorized payments or material dissipation of assets. Such internal control systems must be in compliance with the audit standards for colleges and universities promulgated by the American Institute of Certified Public Accountants.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.5

### POLICY TITLE: *ASSET PROTECTION*

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The President shall not allow the College's assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the President shall not:

1. Allow there to be inadequate insurance to protect the College's assets, including but not limited to coverage for theft and casualty, institutional liability and Directors and Officers liability.
2. Allow unbonded personnel access to material amounts of funds, or fail to provide adequate insurance to protect against employee dishonesty and theft. The treasurer must also be bonded to the level required by Wyoming statute.
3. Subject physical plant, including all buildings, grounds and equipment to improper wear and tear or insufficient maintenance.
4. Fail to inventory all capital assets valued above \$5,000.
5. Fail to employ risk management practices to minimize exposure of the College, its Board or staff to claims of liability.
6. Allow any purchase wherein normally prudent protection has not been given against conflict of interest.
7. Allow a purchase of \$5,000 or more without having obtained comparative prices and quality. Splitting orders to avoid this requirement is not allowed.
8. Fail to protect intellectual property, information and files from misuse, loss or significant damage.
9. Fail to respect and protect intellectual property rights including but not limited to textbooks, patents and software.
10. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor's standards (as set forth in Management Letter and/or other correspondence).
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.
12. Invest or hold operating capital in insecure instruments or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
13. Endanger the College's public image, its credibility, or its ability to accomplish Ends.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.6

### POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

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Financial planning for any fiscal year or the remaining part of any fiscal year may not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the President shall not:

1. Present a budget that risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Board policy.
2. Present a budget with too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, and disclosure of planning assumptions.
3. Present a budget that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.
4. Present a budget that fails to allocate 2.5% of gross cash revenues to reserves, until reserves reach a threshold of 3% of operating income.
5. Present a budget that provides less for Board activities during the year than is set forth in the Governance Investment policy (see policy 4.9 in Governance Process).

## GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.7**

**POLICY TITLE: *EMERGENCY PRESIDENT SUCCESSION***

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In order to protect the Board from sudden loss of President services, the President shall not fail to ensure that at least three (3) other members of the management team are sufficiently familiar with Board and President issues and processes to take over with reasonable proficiency as an interim successor.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.8

### POLICY TITLE: *COMPENSATION AND BENEFITS*

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The President will not cause or allow jeopardy to the College's fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

Accordingly, the President shall not:

1. Change his or her own compensation.
2. Change his or her own benefits, except as his or her benefits are consistent with a package for all other employees.
3. Establish current compensation and benefits that are not competitive and equitable given the comparative level of responsibilities, qualifications and the job market.
4. Pertaining to consultants and contract vendors, create obligations for more than \$30,000 per year, and in no event longer than three years.
5. Establish or change retirement benefits.
6. Make changes to or fail to fulfill commitments outlined in the Transitional Opportunities Plan (TOP), as previously adopted by the Board of Trustees.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.9**

**POLICY TITLE: *NAMING OF FACILITIES AND NON-FACILITIES***

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The President shall not fail to establish guidelines for the Board's naming of facilities or non-facilities on campus for members of the college community whose extraordinary contributions, financial or otherwise, have left a notable impact on the overall development of the institution.

Accordingly, the President shall not:

1. Approve any facility or non-facility names.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.10

### POLICY TITLE: *ATHLETICS*

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The President shall not fail to include, among the College's offerings, an Intercollegiate Athletics program which follows, at a minimum, the standards and guidelines of the appropriate national associations for each sport.

Accordingly, the President shall not fail to:

1. Require student athletes to maintain a minimum GPA requirement of 2.0 for participation in sports at LCCC.
2. Include Men's Basketball, Women's Volleyball and Men's and Women's Soccer as National Junior College Athletic Association (NJCAA) sanctioned sports.
3. Recruit student athletes from the same region as admissions staff recruits for other college programs.
4. Keep accurate records as to the financial impacts of each sport, the home communities of student athletes, and a summary of student athletes' academic records.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: MANAGEMENT LIMITATIONS

### POLICY 2.11

### POLICY TITLE: *BOARD AWARENESS & SUPPORT*

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The President shall not cause or allow the Board to be uninformed or unsupported in its work.

Accordingly, the President shall not:

1. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
2. Neglect to submit monitoring data required by the Board (see policy 3.4 on Monitoring President Performance in Board-Management Delegation) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
3. Let the Board be unaware of significant incidental information, such as anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal changes. When feasible, the Board is to be notified of material internal changes in advance.
4. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the President.
5. Neglect to submit objective decision information required periodically by the Board, or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:
  - A. Monitoring
  - B. Decision preparation (or "action item")
  - C. Incidental/ "FYI"
7. Fail to provide support for official Board, officer or committee communications and functions.
8. Fail, when addressing official Board business, to deal with the Board as a whole except when:
  - A. Fulfilling individual requests for information, or
  - B. Responding to officers or committees duly charged by the Board.
9. Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the President yet required by law, regulation or contract to be Board-approved. These shall include, but not be limited to, presentation of budgets and budget amendments, as long as consistent with the Board's Financial Planning/Budgeting policies.
10. Terminate or initiate any degree or certificate program without prior approval of the Board.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: BOARD-MANAGEMENT DELEGATION**

**POLICY 3.0**

**POLICY TITLE: *GOVERNANCE - MANAGEMENT CONNECTION***

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The Board's official connection to the operational organization, its achievements and conduct will be through a chief executive officer (CEO), titled "President."

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: BOARD-MANAGEMENT DELEGATION

### POLICY 3.1

### POLICY TITLE: *UNITY OF CONTROL*

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Only officially passed motions of the Board are binding on the President.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except when the Board has specifically delegated this authority.
2. If Board members or committees request information or assistance without Board authorization, the President can refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or are disruptive.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: BOARD-MANAGEMENT DELEGATION

### POLICY 3.2

### POLICY TITLE: *ACCOUNTABILITY OF THE PRESIDENT*

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The President is the only staff person accountable to the Board of Trustees for operational achievement and conduct.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the President.
2. The Board will not evaluate, either formally or informally, any staff other than the President.
3. The Board will view President performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Management Limitations will be deemed successful President performance.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: BOARD-MANAGEMENT DELEGATION

### POLICY 3.3

### POLICY TITLE: *DELEGATION TO THE PRESIDENT*

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The Board will instruct the President through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop and maintain Ends policies instructing the President to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined here are Means issues.
2. The Board will develop and maintain Management Limitations policies that limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels. The Board will not prescribe organizational means delegated to the President.
3. As long as the President uses any reasonable interpretation of the Board's Ends and Management Limitations policies, the President is authorized to establish all further policies and/or procedures, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the President shall have full force and authority as if decided by the Board.
4. The Board may change its Ends and Management Limitations policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude of choice given to the President. However, as long as any particular delegation is in place, the Board will respect and support the President's choices.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: BOARD-MANAGEMENT DELEGATION

### POLICY 3.4

### POLICY TITLE: *MONITORING PERFORMANCE OF THE PRESIDENT*

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The Board will systematically and rigorously monitor President job performance to determine the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of President performance.
2. The Board will acquire monitoring data by one or more of three methods:
  - A. by internal report, in which the President discloses policy interpretations and compliance information in writing to the Board
  - B. by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies
  - C. by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria
3. In every case, the Board will judge whether (a) the President's interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the President's interpretation.
4. In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored. The Board is the final judge of reasonableness, and will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
5. All policies instructing the President will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule.

<i>Policy</i>	<i>Frequency</i>	<i>Schedule</i>
<i>1.0 Global Ends Statements</i>		
1. Students are able to achieve their learning goals.	Annually	October
2. Employers' needs for a skilled workforce are met.	Annually	November
3. Campus Living and Learning will enhance learning, civic development, and a sense of community among students.	Annually	December
4. Laramie County's needs for higher education, continuing education and cultural resources are met.	Annually	February
5. Laramie County Community College's programs are recognized as exemplary.	Annually	March

## GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

<i>Policy</i>		<i>Method</i>	<i>Frequency</i>	<i>Schedule</i>
3.4	<i>Monitoring Reports</i>			
2.0	General Executive Constraint	Internal	Annually	May
2.1	Treatment of Students	Internal	Annually	May
2.2	Treatment of the Public	Internal	Annually	May
2.3	Treatment of Faculty & Staff	Internal	Annually	June
2.4	Financial Condition & Activities	Internal	Semi-Annually	July and December
2.5	Asset Protection	Internal	Annually	August
2.6	Financial Planning/Budgeting	Internal	Annually	July
2.7	Emergency President Succession	Internal	Annually	June
2.8	Compensation and Benefits	Internal	Annually	April
2.9	Naming of Facilities	Internal	Annually	September
2.10	Athletics	Internal	Annually	October
2.11	Board Awareness & Support	Internal	Annually	June

**(NOTE: As Policies are adopted, they are to be added to this list.)**

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 4.0**

**POLICY TITLE: *GOVERNANCE COMMITMENT***

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The purpose of the Board of Trustees (“the Board”) on behalf of the people of Laramie County (the “ownership”) is to ensure that Laramie County Community College (1) achieves appropriate results for appropriate recipients at an appropriate cost (as specified in Board Ends policies), and (2) avoids unacceptable actions and situations.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.1

### POLICY TITLE: *GOVERNING STYLE & VALUES*

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The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than internal operations, (b) encouragement of diversity in viewpoints, (c) strategic leadership rather than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the primary initiator of governing policy. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
2. The Board will direct, control and inspire the College's performance through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long-term impacts outside the College organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will encourage leadership values, regarding issues such as attendance, trustee education, preparation for meetings, policymaking principles, respect of roles, and ensuring the continual development of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. All policies of the Board are contained in this document, and they remain in effect, unless amended or deleted by Board action. Changes to policies may be approved upon first reading, and given final approval upon second reading.
5. The Board will orient new Board members in the Board's governance process and these policies.
6. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
7. The Board will evaluate its own performance, by periodic monitoring and discussing its process and performance. Self-monitoring will include comparison of Board activity and discipline to Governance Process and Board-Management Delegation policies.
8. The Board, in its hiring and other activities, will not discriminate on the basis of race, creed, national origin, religion, age, disability, political affiliation, sex, sexual orientation, or marital, parental or military status, nor will it allow such activities to occur within the College.
9. The Board shall not tolerate electronic interferences during their meetings. A person responsible for such interference will be subject to a fine, the funds of which will be donated to a Foundation scholarship fund. (Language Added 4/20/05)

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.2

### POLICY TITLE: *BOARD JOB PRODUCTS*

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On behalf of the people of Laramie County (the “ownership”), the Board of Trustees will ensure appropriate organizational performance by assuming direct responsibility for the following:

1. The Board will produce the link between the people of Laramie County and the operational organization.
  - A. Needs Assessment: The Board will assess the needs of the ownership as they relate to the College’s activities and scope of influence, and will use this assessment as the basis for its articulation of Ends policies.
  - B. Advocacy: The Board will inform the ownership of the College’s expected future results, and its present accomplishments.
2. The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations:
  - A. Ends: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - B. Management Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all management activity and decisions must take place.
  - C. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
  - D. Board/Management Delegation: How power is delegated and its proper use monitored: the President’s role, authority and accountability.
3. The Board will assure successful organizational performance on Ends and Management Limitations.
4. The Board, pending demonstration of the President’s compliance with the Board’s Financial Planning Policy (in Management Limitations), will approve the College budget, each year in July.
5. The Board will approve all facility names and non-facility names.
6. The Board will seek to affect appropriate local and state legislation as it deems necessary and/or appropriate for the achievement of the College’s Ends.

(ANNUAL TARGETS ABOUT INTEGRITY OR COMPLETENESS IN THESE AREAS CAN BE ARTICULATED EITHER BY EXPANDING THIS POLICY OR ESTABLISHING A SEPARATE POLICY TITLED, FOR EXAMPLE “ANNUAL GOVERNANCE PLAN.”)

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.3

### POLICY TITLE: *AGENDA PLANNING*

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The Board will prepare and follow an annual agenda plan that includes (1) a complete a re-exploration of Ends policies annually and (2) continuous improvement in Board performance through Board education, enriched input, and deliberation.

Accordingly:

1. The Board's annual planning cycle will conclude each year on the last day of January, so that administrative planning and budgeting can be based on accomplishing a one-year segment of long-term Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
  - A. The Board will identify its priorities for Ends and other issues to be resolved in the coming year, and will identify information gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining ownership input, governance education, and other education related to Ends issues, (e.g. presentations by advocacy groups, demographers, other providers, staff, etc.).
  - B. The Chair will, at the commencement of the Board's annual planning cycle, prepare for the Board's consideration a tentative agenda plan for the following year's meetings.
3. The Chair will determine the agenda for any particular meeting, although Board members may request or recommend any appropriate matters for Board consideration.
  - A. A Board member may recommend or request a matter for Board discussion by submitting the item to the Chair at least seven days prior to the scheduled Board meeting.
  - B. The meeting agenda and packet are to be received by Board members at least five days prior to the scheduled Board meeting.
  - C. By an affirmative vote of a majority of the members of the Board, or of those present at a meeting, additional matters may be added to the agenda of any Board meeting.
4. The Board will attend to consent agenda items (those items delegated to the President yet required by law or contract to be Board-approved) as expeditiously as possible.
5. Monitoring reports due and/or submitted will be on the agenda for acceptance by the Board. Discussion of the reports will be only for indication of policy violations or if the Board doesn't consider the interpretations to be reasonable. Other discussion of operational activities and performance will be included on the agenda only if other data indicate policy violations, if policy criteria are to be debated, or if the Board for any reason chooses to amend its monitoring schedule.
6. The Board will also:
  - A. Decide on President remuneration during the month of June, after a review of monitoring reports received during the last year.

## **GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES**

- B. Elect officers (Chair, Vice Chair, Treasurer and Secretary) on or before the first Wednesday of each December. At the same meeting, the Board will elect three designees to the Foundation Board, and two liaisons to the WACCT.
- C. Approve the 1 Mill Fund at the June meeting in even-numbered years.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.4

### POLICY TITLE: *CHAIR'S ROLE*

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Serving as the College's chief governance officer (CGO), ensures the integrity of the Board's process and, secondarily, represents the Board to outside parties.

Accordingly:

1. The assigned result of the Chair's job is that the Board behaves consistently with its policies and those legitimately imposed upon it from outside the organization.
  - A. Meeting discussion content will include only those issues that clearly (according to Board policy) belong to the Board to decide or to monitor.
  - B. Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
2. The Chair is authorized to make decisions consistent with the Board's Governance Process and Board/Management Delegation policies, with the exception of (a) employment/termination of the President, or (b) instances where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of these policies.
  - A. The Chair is empowered to preside at Board meetings with all of the commonly accepted power of that position, such as ruling and recognizing.
  - B. The Chair has no authority to make decisions about policies created by the Board within Ends and Management Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the President.
  - C. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to her or him. The Chair may delegate this authority but remains accountable for its use.
  - D. The Chair may appoint Board members to serve on Board Committees, unless specified otherwise in Board policies.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.5

### POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT*

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The Board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

1. Board members must demonstrate loyalty to the interests of the ownership, unconflicted by loyalties to staff, other organizations, or any personal interests as consumers of the College's services.
2. Board members will serve without compensation. Board members shall receive reimbursement for actual and necessary expense incurred in attending Board meetings and in the exercise of their powers and the performance of their official duties.
3. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
  - A. There must be no self-dealing or any conduct of private business or personal services between any Board member and the College. Exceptions will be only for transactions from which the Board member has recused him/herself, and when the transaction has undergone a process assuring openness and competitive opportunity.
  - B. Board members and their immediate families shall not accept any personal gift, gratuity or reward from any person, firm or organization that does business with the College.
  - C. When the Board is to decide upon an issue about which a member has a conflict of interest, that member shall disclose the conflict to the Board and absent herself or himself without comment from not only the vote but also from the deliberation.
  - D. Board members must not use their Board positions to obtain staff employment for themselves, family members or close associates. Should a Board member apply for staff employment, Trustee must first resign from the Board.
4. Board members must not attempt to exercise individual authority over the organization.
  - A. Board members' interaction with the President or with faculty/staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
  - B. Board members' interaction with public, media or other entities must recognize this limitation and that Board members are not to speak for the President, or to speak for the Board except to repeat explicitly stated Board decisions.
  - C. Except for participation in Board deliberation about whether the President has achieved any reasonable interpretation of Board policies, Board members will not publicly express individual judgments of performance of employees or the President.

## **GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES**

- D. A Board member aware of credible information that suggests that a Board policy has been violated, by either the Board or the President, has an affirmative obligation to bring the concern to the Board's agenda for monitoring.
- 5. Board members must respect the confidentiality appropriate to issues of a sensitive nature.
- 6. Board members will speak with one voice. Expression of individual thoughts, ideas and points of view is to be respected and encouraged as integral to the Board's ability to forge its collective values. However, each Board member is to support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.6

### POLICY TITLE: *TRUSTEES' INDIVIDUAL RESPONSIBILITIES*

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The individual and collective participation of its members is integral to the leadership success of the Board.

Therefore, each Board member is expected to fulfill the following responsibilities:

1. Attendance - As contemplation, deliberation and decision-making require collaboration and participation, Board members are expected to attend Board meetings.
2. Preparation and Participation - Board members will prepare for Board and committee meetings and will participate productively in discussions.
3. Members as Individuals - The President is accountable only to the Board as an organization, and not to individual Board members. Therefore, the relationship between the President and individual members of the Board, including the chair, is collegial, not hierarchical.
4. Board members will keep up-to-date on changes and trends in community college education by reading newsletters, journals, and other reference sources and by attending conferences, seminars, and workshops consistent with Board policy.

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.7

### POLICY TITLE: *BOARD COMMITTEE PRINCIPLES*

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Board committees, when used, have one essential role -- to strengthen and support the work of the Board as a whole. Board committees are not to interfere with delegation from Board to the President, or from the President to other staff.

Accordingly:

1. Board committees are to help the Board do its job, not to help, advise or exercise authority over staff.
2. Board committees most commonly assist the Board by undertaking activities not delegated to the President, by preparing policy alternatives and implications for Board deliberation, or by performing specific monitoring functions. Board committees will normally not have direct involvement with current staff operations.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. The Board will carefully state its expectations and committee authority (in the "Board Committee Structure" policy) in order not to conflict with authority delegated to the President.
4. Board committees must not exercise authority over staff. Because the President works for the full Board, President will not be expected to obtain approval of a Board committee before an executive action.
5. This policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the President.

## GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY 4.8**

**POLICY TITLE: *BOARD COMMITTEE STRUCTURE***

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A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a Board Committee will cease to exist when its task is complete. Unless otherwise specified, the President, or his/her staff designee, will serve as a non-voting member of each committee.

*(No committees at this time)*

# GOVERNING POLICY OF THE LCCC BOARD OF TRUSTEES

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY 4.9

### POLICY TITLE: *GOVERNANCE INVESTMENT*

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The Board will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - A. Training and retraining will be used appropriately to orient new members and candidates for Board membership, and to maintain and increase existing Board member skills and knowledge.
  - B. Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the Board can exercise confident control over organizational performance.
  - C. Outreach mechanisms will be used as needed to ensure the Board understands owner viewpoints and values.
2. Costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance. Items in the budget may include:
  - A. Board training, including publications
  - B. Board member travel/reimbursements (attendance at conferences, workshops, etc.)
  - C. Audit and other third-party monitoring of organizational performance
  - D. Surveys, focus groups and opinion analyses
  - E. Board-hosted ownership linkage/outreach events
  - F. Board meeting and retreat costs
  - G. Board committee functions
  - H. Board election expense
  - I. Legal advertising
  - J. Legal counsel
3. The Board will establish its governance budget for the next fiscal year each year during the month of February.