

# LANSING COMMUNITY COLLEGE BOARD OF TRUSTEES GOVERNANCE POLICIES

- ENDS
- EXECUTIVE LIMITATIONS
- GOVERNANCE PROCESS
- BOARD - PRESIDENT RELATIONSHIP

Reviewed September 2004  
Adopted: February 21, 2005

**Reviewed/Revised**

May 1, 2006  
May 15, 2006  
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## TABLE OF CONTENTS

<u>POLICY TYPE</u>	<u>POLICY TITLE</u>	<u>POLICY NUMBER</u>
<b>ENDS</b>		<b>100 - 107</b>
	MISSION, VISION, MOTTO .....	100
	QUALITY OF EDUCATION .....	102
	COMMUNITY IMPACT .....	103
	COMMUNITY IMPACT – HIGHLY EDUCATED COMMUNITY.....	104
	STUDENT SUCCESS .....	105
	MARKETING AND COMMUNICATION .....	106
	ACADEMIC AND WORKFORCE DEVELOPMENT EXCELLENCE .....	107
<b>EXECUTIVE LIMITATIONS</b>		<b>200 - 208</b>
	GENERAL EXECUTIVE CONSTRAINT .....	200
	STAFF TREATMENT .....	201
	BUDGETING .....	202
	FINANCIAL CONDITION.....	203
	ASSET PROTECTION .....	204
	COMPENSATION AND BENEFITS .....	205
	COMMUNICATION AND COUNSEL TO THE BOARD.....	206
	ACCESS .....	207
	STUDENT TREATMENT.....	208
<b>GOVERNANCE PROCESS</b>		<b>300 - 307</b>
	GOVERNANCE COMMITMENT .....	300
	GOVERNING STYLE .....	301
	BOARD JOB DESCRIPTION .....	302
	CHAIR'S ROLE.....	303
	BOARD COMMITTEE PRINCIPLES.....	304
	COMMITTEE STRUCTURE.....	305
	ANNUAL BOARD PLANNING CYCLE.....	306
	BOARD MEMBERS' CODE OF CONDUCT .....	307
	BOARD MEMBERS' TRAVEL POLICY .....	308

**TABLE OF CONTENTS – CON'T**

<u>POLICY TYPE</u>	<u>POLICY TITLE</u>	<u>POLICY NUMBER</u>
<b>BOARD PRESIDENT RELATIONSHIP</b>		<b>400 - 404</b>
	PRESIDENT .....	400
	DELEGATION TO THE PRESIDENT .....	401
	PRESIDENT'S JOB DESCRIPTION .....	402
	MONITORING PRESIDENT'S PERFORMANCE .....	403
	PRESIDENT'S COMPENSATION AND BENEFITS .....	404

POLICY TITLE: *MISSION, VISION, MOTTO*

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MISSION

Lansing Community College exists so that the people it serves have learning and enrichment opportunities to improve their quality of life and standard of living

VISION

Serving the learning needs of a changing community

MOTTO

Where success begins

Reviewed: May 15, 2006

**POLICY TITLE: *QUALITY OF EDUCATION***

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Students will succeed at accomplishing their own goals, including readiness for higher education.

Students will be employable.

Students will become responsible citizens capable, upon graduation, of demonstrating competency in the following areas:

1. Literacy - reading, writing, speaking, and computational.
2. Understanding of governance, political institutions, government policy.
3. Technological/computer literacy.
4. Critical/analytical reasoning skills.
5. Cooperative problem-solving and team skills.

***MONITORING:***

**METHODS:**

**FREQUENCY:**

**DATE(S):**

Reviewed: May 15, 2006

**POLICY TITLE: *COMMUNITY IMPACT***

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As a result of the work of Lansing Community College:

1. The college will be a visible and recognized contributor to area and regional problem solving.
2. Area businesses training and worker preparation needs are satisfied.
3. Vibrant cultural opportunities will be present in the community.
4. LCC will be a model for community organizations attempting to build their adaptive capacity to stay on the cutting edge.

***MONITORING:***

METHODS:

FREQUENCY:

DATE(S):

Reviewed: May 15, 2006

**POLICY TITLE: *Community Impact – Highly Educated Community***

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To fulfill its mission, Lansing Community College will:

Raise the educational level of the community by:

- E-104.1      Preparing prospective and incoming students for college level work.**
  
- E-104.2      Emphasizing foundational skill development to give learners maximum employment flexibility.**
  
- E-104.3      Increasing Outreach to Underrepresented and Underserved Segments of Community by:**

Adopted: March 15, 2010

To fulfill its mission, Lansing Community College will:

- E-105.1      Focus on, invest in and implement programs and initiatives that will substantially and positively impact student retention and completion.**

Adopted: March 15, 2010

To fulfill its mission, Lansing Community College will:

- E-106.1      Increase the effectiveness of internal marketing and communication throughout the College and external marketing and communication throughout the communities LCC serves.**

Adopted: March 15, 2010

**POLICY TITLE: *Academic and Workforce Development Excellence***

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To fulfill its mission, Lansing Community College will:

**E-10.1      Promote a spirit of excellence**

Adopted: March 15, 2010

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

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The President shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted business and professional ethics, state or federal law, monitoring agency requirements, or Board policy. The President shall (1) not allow or cause any contractual obligation longer than the current fiscal year, or create the probability of financial liability for the college (2) including employing an administrator under a contract for longer than a 1 year duration, which is outside the established parameters set by Board policy unless otherwise explicitly provided for by action of the Board of Trustees.

***MONITORING:***

METHODS:

FREQUENCY:

DATE(S):

Revised: May 15, 2006

**POLICY TITLE: STAFF TREATMENT**

With respect to treatment of all staff, the President may not cause or allow conditions which are inhumane, unsafe, unfair or undignified, as defined by state or federal law, and Board and college policies and contracts.

Accordingly, the President shall:

1. Operate within approved, written personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against legally impermissible conditions.
2. Not discriminate against any staff member for dissent expressed in an ethical manner and appropriate forum.
3. Not prevent staff from grieving to the Board when (A) internal grievance procedures have been exhausted and (B) the employee alleges either (i) that Board policy has been violated to his or her detriment or (ii) that Board policy does not adequately protect his or her legal rights. Such right to grieve to the Board shall exist for any employee not otherwise governed by a collective bargaining which provides for a different grievance process, in which case the grievance shall go to the designated body/ individual.
4. Notify staff of their rights under this policy and obtain a signed acknowledgement for each employee's personnel records.
5. Not unlawfully discriminate on the basis of race, color, sex, age, religion, national origin, disability, handicap, pregnancy, marital status, height, weight, citizenship or sexual orientation.
6. Make reasonable effort to create a labor management environment of open and honest communication in order to provide a trusting, cooperative, and collaborative relationship.

***MONITORING:***

METHODS:

FREQUENCY:

DATE(S):

Revised: May 15, 2006

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**POLICY TITLE: *BUDGETING & FORECASTING***

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Budgeting for any fiscal year or the remaining part of any fiscal period shall not deviate materially from Board *Ends* priorities and Board budget policy and parameters, risk fiscal jeopardy nor fail to show a generally acceptable level of prudent professional financial foresight.

Accordingly, the President shall present a proposed budget which:

1. Contains sufficient information, in accordance with policy direction established by the Board of Trustees, to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions, .
2. Plans the expenditure in any fiscal year of no more funds than are conservatively projected to be received.
3. Presents a budget for the general operating fund which would project fund balance to fall below a reasonable level, with a goal of ten percent of the college's operating budget.
4. Presents a reasonable and prudent plan to assure the fiscal soundness of future years and provides for the building of organizational capability sufficient to achieve ends in future years.
5. Includes consideration of multiple year long-range administrative plans.
6. Presents sufficient comparative financial and enrollment data to allow the Board and others to make accurate and ready comparisons of budget to actual data for prior fiscal years and to assess the reasonableness of projections for the proposed budget.

***MONITORING:***

METHODS:

FREQUENCY: Annually

DATE(S):

Revised: May 1, 2006, May 15, 2006

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**POLICY TITLE: *FINANCIAL CONDITION***

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With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends and Budget policies.

Accordingly, the President may not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any Long Term Reserves.
4. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues by the end of the fiscal year.
5. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-ordered payments or filings to be overdue or not filed.
7. Allow the College's financial condition to jeopardize long-range financial requirements.
8. Incur financial liabilities, or contingent liabilities, which would otherwise be prohibited if incurred as a current expense. This shall include a prohibition against obligation to pay penalties, damages, severance, or other unbudgeted costs, without Board approval or specific Board policies providing for the same.

***MONITORING:***

METHODS:

FREQUENCY: Annually

DATE(S):

Revised: May 1, 2006

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**POLICY TITLE: ASSET PROTECTION**

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The President may not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the President may not:

1. Fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff or the organization itself in an amount greater than the average for comparable organizations.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its Board or staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) where an administrative procedure for purchasing has not been established, which includes consideration for protected groups, as defined by applicable statutes.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Acquire, encumber or dispose of real property.
10. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
11. Fail to subject all contracts for goods and services to a periodic cycle of review for quality and cost, including an assessment of the market through a formalized bid process.
12. Award a contract or purchase order in excess of \$100,000. In cases where delaying a purchase for Board decision until the next regularly scheduled Board meeting or until a special meeting is called would result in an undue expense or in cases of an emergency, ["emergency" defined as: an unforeseen combination

of circumstances resulting in a state that calls for immediate action; a sudden crisis requiring action; an unexpected and sudden event that must be dealt with urgently], the President will inform the Board Chairperson or his/her alternate of the need to proceed with a purchase and request his/her approval. A special meeting of the Board will be called if reasonably possible. If a special meeting cannot be scheduled, because of the urgency of the situation, every effort will be made to contact all Board members to seek their input prior to final approval being given by the Board Chair or his/her alternate. Members of the Board shall be notified of the final disposition of the purchase and its approval immediately.

***MONITORING:***

METHODS:

FREQUENCY:

DATE(S):

Reviewed: May 15, 2006

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**POLICY TITLE: *COMPENSATION AND BENEFITS***

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With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the President may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which:
  - A. Deviate materially from the geographic or professional market for the skills employed.
  - B. Create obligations over a longer term than revenues can be safely projected, or create obligations without regard to loss of revenue. This shall include the requirement that the President, Chief Financial Officer, Chief Labor negotiator and Human Resources Director shall fully cost the life cost of any proposed labor increase whether for represented or non-represented employees and present a written assessment to the Personnel and Compensation Committee for review prior to approval..
  - C. Exceed parameters established by the Board of Trustees annually.
4. Establish or change pension benefits so the pension provisions:
  - A. Cause unfunded liabilities to occur or in any way commit the organization to benefits which incur unpredictable future costs.
  - B. Provide less than some basic level of benefits to all full time employees.
  - C. Allow any employee to lose benefits already accrued from any foregoing plan.
  - D. Treat the President differently from other comparable key employees.
  - E. Violate state or federal law.
  - F. Are instituted without prior monitoring of these provisions.
5. In accordance with State law, the President shall cause an independent actuarial valuation to be performed prior to the negotiation of any proposed pension or retiree health care increase. No such change shall be valid unless there is such

an actuarial valuation and the change is approved by the Board of Trustees, after their review of said actuarial valuation.

6. Fail to allow bids for renovation and construction projects which exceed \$30,000 to be let without a prevailing wage clause unless otherwise prohibited by law.

**MONITORING:**

METHODS:

FREQUENCY:

DATE(S):

Revised: May 15, 2006

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**POLICY TITLE: *COMMUNICATION AND COUNSEL TO THE BOARD***

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With respect to providing information and counsel to the Board, the President shall ensure that the Board of Trustees is promptly and fully informed about matters related to the Board and critical college issues. Accordingly, the President may not:

1. Provide information and advice to the Board that has significant gaps in timeliness, completeness or accuracy.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide a mechanism for official Board, officer or committee communications.
6. Fail 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.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board, federal law, state law, or local ordinance.
8. Neglect to submit monitoring data required by Board policy.

**MONITORING:**

METHODS: Executive Summary

FREQUENCY: Annually

DATE(S):

Revised: May 1, 2006, May 15, 2006

Persons shall have maximum feasible access to all college services regardless of their:

1. Financial/income status
2. Time schedules
3. Geographical location within the district
4. Physical or mental disability
5. Parenting status
6. Traditional inclination to aspire to education
7. Race, age, gender, ethnicity, or sexual orientation.

**MONITORING:**

METHODS:

FREQUENCY:

DATE(S):

Revised: May 15, 2006

**POLICY TITLE: *STUDENT TREATMENT***

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With respect to treatment of all students, the president may not cause or allow conditions which are inhumane, unsafe, unfair or undignified, that violate state or federal law, and Board or college policies.

Accordingly, the president may not:

1. Operate without student procedures which (a) clarify student's rights, responsibilities, and rules for students, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions.
2. Discriminate against any student for expressing dissent in an ethical manner.
3. Prevent students from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the student alleges either (i) that Board policy has been violated to his or her detriment or (ii) that Board policy does not adequately protect his or her legal rights.
4. Fail to acquaint students with their rights under this policy.
5. Unlawfully discriminate on the basis of race, color, sex, age, religion, national origin, disability, pregnancy, marital status, height, weight, citizenship or sexual orientation.

**MONITORING:**

METHODS: Internally

FREQUENCY: Annually

DATE(S):

Revised: May 15, 2006

**POLICY TITLE: GOVERNANCE COMMITMENT**

The Board, on behalf of residents, now and in the future, of the Lansing Community College district, will lead LCC with a strategic perspective, rigorously attending to its leadership role and the continuous improvement of its capability as a body to define values and vision.

The Board will exercise the due diligence and prudence necessarily called for under the guidance issued for community colleges relative to of Sarbanes- Oxley. Such due diligence shall be done do so in a manner consistent with policy oversight and with due consideration for the appropriate separation of policy and oversight responsibilities from daily operational responsibilities of the president and administration.

Revised: May 15, 2006

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**POLICY TITLE: GOVERNING STYLE**

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The Board will govern with an emphasis on (a) outward vision and strategic leadership rather than an internal preoccupation of administrative detail, (b) encouragement of diversity in viewpoints, (c) clear distinction of Board and Presidential roles, (d) collective rather than individual decisions, (e) future rather than past or present, and (f) active rather than reactive.

The Board will:

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values.
2. Direct, control and lead the organization through the careful establishment of broad written policies which reflect the Board's values and perspectives while simultaneously providing sufficiently specific direction to allow adequate monitoring and oversight by the Board. The Board's major focus will be on the intended long-term impacts outside the operating organization (*Ends*), and the parameters for the administrative or programmatic means of attaining those effects.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Self discipline will apply to matters such as attendance, policy-making principles, respect of roles, speaking with one voice, and ensuring continuity of governance capability. Continuous Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
4. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and adherence to policies in the Governance Process and Board-President Relationship categories.
5. Operate under Robert's Rules of Order, as stated in the bylaws.

Revised: May 15, 2006

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**POLICY TITLE: BOARD JOB DESCRIPTION**

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The work of the Board is to serve as trustees for the residents, now and in the future, of the LCC district in determining and achieving appropriate organizational performance. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "products" or outputs:

1. The link between the organization and the residents of the LCC district.
2. Clarity of values and vision in written governing policies which, at the broadest levels, address:
  - A. *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).
  - B. *Executive Limitations*: Constraints on executive authority which establish the prudence and ethics boundaries, as well as financial parameters and other policy parameters set by the Board, within which all executive activity and decisions must take place.
  - C. *Governance Process*: Specification of how the Board conceives, carries out and monitors its own task.
  - D. *Board-President Relationship*: How power is delegated and its proper use monitored with specific goals and performance measurement criteria; the Presidential role, authority and accountability,
3. The assurance of organizational performance (as described for the President in 2A and 2B above and as described for the Board in 2C and 2D above).
4. Contributions of time and energy towards fundraising and college development in cooperation with the President.
5. Contributions of time and energy towards legislative impact in cooperation with the President.

Revised: May 15, 2006

The work of the Chairperson is primarily to assure, the integrity of the Board's process and, secondarily, on occasion to represent the Board to outside parties. The chairperson is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in rare and specifically authorized instances.

1. The work output of the Chair is that the Board functions consistently within its own rules and those legitimately imposed upon it from outside the organization.
  - A. Agenda items which require Board action will only include issues which, according to Board policy, clearly belong to the Board to decide, not the President.
  - B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
  
2. The authority of the Chair consists in making decisions that fall within the topics covered by Board policies on Governance Process and Board-President Relationship, except where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable and prudent interpretation of the provisions in these policies.
  - A. The Chair is empowered to chair Board meetings with all the commonly accepted responsibilities of that position (e.g., ruling, recognizing), and encourage input from all Board members in order to make informed decisions.
  - B. The Chair has no authority to make decisions about policies created by the Board within Ends and Executive 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 Chair decisions and interpretations within the area delegated to him or her.

Revised: May 15, 2006

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**POLICY TITLE: *BOARD COMMITTEE PRINCIPLES***

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Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the Board's job and so as not to interfere with delegation from Board to President. Committees will be used sparingly, and only when other methods have been deemed inadequate.

1. Board committees are to help the Board do its job, not to help the staff do its jobs. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees are not created by the Board to advise staff.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.
3. Board committees cannot exercise authority over staff. Because the President works for the full Board, the President will not be required to obtain approval of a Board committee before an executive action. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations except as necessary to obtain information or assistance required to fulfill their board designated functions..
4. Board committees are to avoid over-identification with organizational parts rather than the whole.
5. This policy applies only to committees which are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the President.

Revised: May 15, 2006

**POLICY TITLE: COMMITTEE STRUCTURE**

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only standing Board committees are those which are set forth in this policy and appropriately chartered with clear product, authorities, timelines, and staff considerations.

1. Executive Committee: Shall consist of the Officers of the Board of Trustees, i.e.: Chairperson, Vice Chairperson, Secretary, and Treasurer. The Executive Committee shall have the power and authority designated by the Board by-laws;
2. Audit Committee: Review of all reports from the independent auditor; preparation of audit specifications and review of audit RFP responses; handling of anonymous or confidential allegations with referral to either internal or external auditors if appropriate;

Revised: May 15, 2006, March 19, 2007, January 22, 2008

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**POLICY TITLE: ANNUAL BOARD PLANNING CYCLE**

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To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves its performance through attention to Board education and to enriched input and deliberation.

1. The cycle will conclude each year on the last day of December in order that administrative budgeting can be based on accomplishing a one year segment of the most recent Board long-range vision. Long range planning will be addressed annually.
  - In the first one or two months of the new cycle, the Board will develop its agenda for the ensuing one year period.
2. Education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
  - To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
3. The sequence derived from this process for the Board planning year is as follows:

**Sept:** Tentative agenda for year, propose community linkages for fiscal year, Board education and development, and Board self evaluation.

**Oct:** Continuation of September agenda. Review Ends. Facilities Master Plan update. Board self evaluation.

**Nov:** Organizational Performance Review. Year-End Financial Audit Report. Action on Annual Results Inventory Report – Financial Responsibility. Action on Facilities Master Plan renewal. Board self evaluation.

**Dec:** Review/adjust monitoring criteria. Board self evaluation.

**January:** Organizational meeting. Held at the first meeting of the Board in January following the date of the regular College District election. See Board Bylaw 1.4.2

**Jan-Apr:** Action on President's Contract. Continue to focus on concerns, issues, linkage planning and implementation. Board shall receive preliminary information on strategic initiatives, revenues and expenditures. The purpose of this information will be to provide board members with information that may assist their decision-making prior to final approval of the budget. Action on Annual Results Inventory Reports – Access, Student Learning Outcomes & Stakeholder Satisfaction. Board self evaluation.

**May:** Approve property taxes/tuition/budget. Board self evaluation.

**June:** Celebration, review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year. Board self evaluation.

Reviewed: May 15, 2006

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

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The Board commits itself and its members to ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum when acting as Board members.

1. Board members must present non conflicting loyalty to the best interests of the college, its students and the taxpayers. This loyalty must supersede any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the organization's services.
2. Board members must avoid any 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 organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
  - B. When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
  - C. Board members must not use their position to obtain employment in the organization for themselves, family members or close associates. Should a Board member desire employment, he or she must first resign.
  - D. Board members will disclose, annually or as necessary, their involvement with other organizations, with vendors, or with any other associations which might produce a conflict. Members shall also disclose in writing at the regular September Board meeting each year any existing or potential conflict of interest. Each Board member shall receive a disclosure form in advance of the September Board meeting upon which disclosures shall be made.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - A. Board members' interaction with the President or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
  - B. Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member to speak for the Board.

- C. Board members will make no disparaging statements regarding the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
- 4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 3. Any violation of the above standards by any trustee shall be deemed not to be authorized or condoned by the Board and may be subject to sanctions by the Board.

Revised: May 15, 2006

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**POLICY TITLE: BOARD MEMBERS' TRAVEL AND EXPENSE POLICY**

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- I. The Board recognizes the value of membership and attendance at conferences, workshops, and meetings at the state, regional, and national levels which are appropriate and necessary to carry out College business. As such, the Board encourages:
  1. The attendance of its members in one out-of-state and one in-state conference (inclusive of the MCCA Summer conference), workshop, or meeting per year, in addition to all other meetings and conferences offered by the Michigan Community College Association.
  2. The Board appointed delegates to the Board of Directors of the Michigan Community College Association to attend all regularly scheduled meetings of its Board of Directors.
  3. Board members travel arrangements will be coordinated through the Board Administrative Assistant.
  4. Board members will be reimbursed for reasonable and necessary required business travel expenses.
    - a. The Board shall annually review parameters for reimbursement under Board Bylaw 1.8.2.
    - b. Since staff monitoring of the Board is inherently problematic, all requests for Board reimbursement of member expenses will be reviewed by the Audit Committee and subject to approval by the Board.
    - c. Request for Board reimbursement of all Trustees expenses shall be reviewed and approved by the Audit Committee.
    - d. Any Trustee, if serving as a member or ex-officio member of the Audit Committee, shall abstain from voting on request for reimbursement of his or her own expenses.
  5. Newly elected Board members shall be expected to attend one conference for new trustees within six months of their election, if possible, and may be scheduled and reimbursed if taken following the date of election but prior to taking office. This shall be done to help assure that every trustee is knowledgeable and well informed on the requirement of trusteeship.

The Board Chair may also represent the College in one international visit in furtherance of stated goals and the objectives of the Sister College Program.

Exceptions to the above must be pre-approved by the Audit Committee.

- II. The members of the Board of Trustees serve on a voluntary, unpaid basis. In performance of their duties, Trustees often incur out-of-pocket expenses related to College business.

Trustees shall be eligible for reimbursement under Board Bylaw 1.8.3.

The Board shall annually review parameters for reimbursement under Board Bylaw 1.8.3

Request for Board reimbursement of all Trustees expenses shall be reviewed and approved by the Audit Committee.

Revised: May 15, 2006, September 15, 2008, April 20, 2009

The President, as chief executive officer, is accountable to the Board acting as a body. The Board will instruct the President through written policies, delegating to him or her interpretation and implementation of those policies. The President shall be expected to make reasonable and professionally prudent interpretation of policy guidance and shall be expected to seek immediate clarification from the Board if policy is ambiguous or contradictory. The President shall make every effort to fulfill the *intent* of all Board policy and direction as well as its literal interpretation.

Reviewed: May 15, 2006

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

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All Board authority delegated to staff is delegated through the President, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the President,

1. The Board will direct the President to achieve specified results, for specified recipients, at certain costs (cost is determined as alternatives, substitutes, cost benefit over time, opportunities lost, but not necessarily a dollar amount) through the establishment of *Ends* and annual budget policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other "means" to the ends through establishment of *Executive Limitations* policies.
2. As long as the President uses *reasonable and professionally prudent interpretation* of the Board's *Ends* and *Executive Limitations* policies, the President is authorized to establish all administrative policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between Board and Presidential domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President's choices. This does not prevent the Board from obtaining information in the delegated areas where applicable.
4. Only decisions of the Board acting as a body are binding upon the President.
  - A. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
  - B. In the case of Board members or committees requesting information or assistance without Board authorization, the President can defer such requests that require--in the President's judgment--a material amount of staff time or funds or is disruptive, or violates personal privacy or health information about students or staff unless it's an issue in front of the Board and request confirmation from the Board Chair as to the necessity to fulfill such requests. If the President still does not believe the request to be appropriate, the matter shall be placed on the next Board agenda for full Board determination of need.

Reviewed: May 15, 2006

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**POLICY TITLE: *MONITORING PRESIDENT'S PERFORMANCE***

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- I. As the Board's main official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a whole.

Consequently, the President's job contributions will primarily be evaluated as to performance in two areas:

1. Organizational accomplishment of the provisions of Board policies on *Ends* and budget policies and parameters;
2. Organizational operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*.

Additionally, the Board will evaluate the performance of the President on overall effectiveness of communication with the Board, and multi-year achievement of goals set by the Board.

- II. Monitoring the President's performance is synonymous with monitoring organizational performance against Board policies on *Ends* and on *Executive Limitations*. Any evaluation of the President's performance, formal or informal, may be derived from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled.
2. A given policy may be monitored in one or more of three ways:
  - A. Internal report: Disclosure of compliance information to the Board from the President.
  - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
  - C. Direct Board inspection: Discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
3. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.

4. Each year the Board will have a formal evaluation of the President. Evaluations shall consider overall achievements of the president on multi-year initiatives, budgetary performance and effectiveness of communication with the Board as well as any annually established performance goals set by the Board for the President.

Revised: May 15, 2006

**POLICY TITLE: *PRESIDENT'S COMPENSATION AND BENEFITS***

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The Board will pay its President an agreed upon total compensation package for his/her services within the context of fiscal responsibility to the organization. Comparable compensation and benefit packages will be researched by committee or an outside source at the discretion of the Board on an annual basis. The Board will review benefits and adjustments to the range annually.

1. The current market analysis for President compensation determined the salary range to be:
  - a. \$XX,000
  - b. \$XX,000 mid point
  - c. \$XXX,000
  
2. Benefits shall be consistent with those for comparable positions and other full time college administrative personnel.

Revised: May 15, 2006