**Columbia Basin College**

**BOARD OF TRUSTEES**

**Policy Governance**

# BOARD POLICIES

**Adopted July 1, 1997**
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**TABLE OF CONTENTS**

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-1 ..... 3**

**POLICY TITLE:** ***GENERAL EXECUTIVE CONSTRAINT*** ..... 3

**POLICY TITLE:** ***TREATMENT OF COMMUNITY MEMBERS AND STUDENTS*** ..... 4

**POLICY TITLE:** ***TREATMENT OF EMPLOYEES*** ..... 5

**POLICY TITLE:** ***COMPENSATION*** ..... 6

**POLICY TITLE:** ***TREATMENT OF ASSET PROTECTION*** ..... 7

**POLICY TITLE:** ***FINANCIAL PLANNING*** ..... 8

**POLICY TITLE:** ***FINANCIAL CONDITION AND ACTIVITY*** ..... 9

**POLICY TITLE:** ***COMMUNICATION AND SUPPORT TO THE BOARD*** ..... 10

**POLICY TITLE:** ***EMERGENCY EXECUTIVE SUCCESSION*** ..... 11

**POLICY TYPE: GOVERNANCE PROCESS GP-1 ..... 12**

**POLICY TITLE:** ***GOVERNANCE COMMITMENT*** ..... 12

**POLICY TITLE:** ***GOVERNING STYLE*** ..... 13

**POLICY TITLE:** ***BOARD JOB DESCRIPTIONS*** ..... 14

**POLICY TITLE:** ***CHAIRPERSON'S ROLE*** ..... 15

**POLICY TITLE:** ***BOARD MEMBERS CODE OF ETHICS*** ..... 16

**POLICY TITLE:** ***COST OF GOVERNANCE*** ..... 17

**POLICY TITLE:** ***NAMING OF FACILITIES*** ..... 18

**POLICY TITLE:** ***BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19*** ..... 19

**POLICY TYPE: BOARD-STAFF LINKAGE BSL-1 ..... 23**

**POLICY TITLE:** ***CHIEF EXECUTIVE ROLE*** ..... 23

**POLICY TITLE:** ***DELEGATION TO THE CHIEF EXECUTIVE*** ..... 24

**POLICY TITLE:** ***CHIEF EXECUTIVE JOB DESCRIPTION*** ..... 25

**POLICY TITLE:** ***MONITORING EXECUTIVE PERFORMANCE*** ..... 26

**POLICY TYPE: ENDS/MEANS E-1 ..... 27**

**POLICY TITLE:** ***MISSION STATEMENT*** ..... 27

**POLICY TITLE: MISSION FULFILLMENT** ..... 29

**POLICY TITLE:** ***ACCESS*** ..... 29

**POLICY TITLE:** ***ACADEMIC*** ..... 30

**POLICY TITLE:** ***OCCUPATIONAL PROGRAMS / WORKFORCE DEVELOPMENT*** ..... 31

**POLICY TITLE:** ***BASIC SKILLS*** ..... 32

**POLICY TITLE:** ***CULTURAL ENRICHMENT*** ..... 33

**POLICY TITLE:** ***PHYSICAL AND EMOTIONAL WELL-BEING*** ..... 34

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-1**

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

The chief executive officer shall not allow in or by the operating organization any practice, activity, decision or situation which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics, or is contrary to the provisions set forth in the Governance Process Policies.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-2**

**POLICY TITLE: *TREATMENT OF COMMUNITY MEMBERS AND STUDENTS***

With respect to staff interaction with community members and students or those applying to be students, the CEO shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unduly undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

Accordingly, she or he may not:

1. Use application forms or procedures that elicit information for which there is no clear necessity.

2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the information elicited.

3. Fail to establish with community members and students a clear understanding of what may be expected and what may not be expected from the service offered.

4. Fail to provide a grievance process to those students who believe that they have not been accorded a reasonable interpretation of rights established pursuant to this policy.

5. Operate without written procedures which clarify the rules for students.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-3**

**POLICY TITLE: *TREATMENT OF EMPLOYEES***

With respect to treatment of paid and volunteer staff, the chief executive may not cause or allow conditions which are unfair or undignified, or are in violation of agreements with the Association for Higher Education (AHE) and Washington Public Employees Association (WPEA).

Accordingly, she or he may not:

1. Operate without written personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.

2. Discriminate against any staff member for expressing an ethical dissent.

3. Restrict the exercise of academic freedom.

4. Prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges either (1) that board policy has been violated to his or her detriment or (2) that board policy does not adequately protect his or her human rights.

5. Hinder employees from becoming acquainted with their rights under this policy.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-4**

**POLICY TITLE: *COMPENSATION***

With respect to employment, compensation to employees, consultant, contract workers and volunteers, the chief executive may not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he or she may not:

1. Change his or her own compensation and benefits.

2. Promise or imply permanent or guaranteed employment.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-5**

**POLICY TITLE: *TREATMENT OF ASSET PROTECTION***

The chief executive may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked; nor allow any action that is contrary to the provisions set forth in the Governance Process Policies.

Accordingly, he or she may not:

1. Unnecessarily expose the organization, its board or staff to claims of liability.

2. Fail to protect intellectual property, information and files from loss or significant damage.

3. Receive, process or disburse funds under controls which are insufficient to meet the auditor's standards.

4. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

5. Name college facilities including buildings, rooms, wings, parks, landscaped areas or other significant locations after persons or corporations.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-6**

**POLICY TITLE: *FINANCIAL PLANNING***

Fiscal planning shall not deviate materially from board *Ends* priorities or risk fiscal jeopardy.

Accordingly, he or she may not cause or allow financial planning which:

1. Contains too little information 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 more funds than are conservatively projected to be received in that period, plus accumulated reserve.

3. Reduces the current assets, including state board allocations, at any time to less than twice current liabilities.

4. Provides less for board prerogatives during the year than is set forth in the *Cost of Governance* policy.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-7**

**POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITY***

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

Accordingly, he or she may not:

1. Expend more funds than have been received in the fiscal year to date, plus the accumulated surplus, unless the debt guideline (below) is met.

2. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within ninety (90) days.

3. Fail to settle payroll and debts in a timely manner.

4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

5. Acquire, encumber, or dispose of real property.

6. Fail to aggressively pursue receivables after a reasonable grace period.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-8**

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

With respect to providing information and counsel to the board, the CEO may not permit the board to be uninformed. Accordingly, he or she may not:

1. Neglect to submit monitoring data required by the board (see policy on *Monitoring Executive Performance*) in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.

2. Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.

3. Fail to advise the board if, in the CEO's opinion, the board is not in compliance with its own policies on Governance Process and Board-Staff Linkage, particularly in the case of board behavior which is detrimental to the work relationship between the board and the CEO.

4. Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.

5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, board decision preparation, and other.

6. Fail to provide a mechanism for official board communications.

7. Fail to deal with the board as a whole, except when fulfilling individual board member requests for information.

8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

9. Fail to supply for the consent agenda all items delegated to the CEO, yet required by law or contract to be board-approved, along with monitoring assurance pertaining thereto.

**POLICY TYPE: EXECUTIVE LIMITATIONS EL-9**

**POLICY TITLE: *EMERGENCY EXECUTIVE SUCCESSION***

In order to protect the board from sudden loss of chief executive services, the chief executive may not have fewer than two other executives familiar with board and chief executive issues and processes.

**POLICY TYPE: GOVERNANCE PROCESS GP-1**

**POLICY TITLE: *GOVERNANCE COMMITMENT***

The purpose of governance is that the board, on behalf of the citizens of Benton and Franklin counties, ensures the accountability of Columbia Basin College by assuring that it (a) achieves appropriate results for the appropriate recipients at an appropriate cost and (b) avoids unacceptable activities, conditions and decisions.

**POLICY TYPE: GOVERNANCE PROCESS GP-2**

**POLICY TITLE: *GOVERNING STYLE***

The board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and chief executive roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

The board will:

1. Deliberate in many voices, but govern in one.

2. Be responsible for excellence in governing and an initiator of policy.

3. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.

4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability.

5. Monitor and discuss the board's process and performance periodically. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Staff Linkage categories.

6. Continual board development will include, but not be limited to, orientation of new members in the board's governance process and periodic board discussion of process improvement.

**POLICY TYPE: GOVERNANCE PROCESS GP-3**

**POLICY TITLE: *BOARD JOB DESCRIPTIONS***

The job of the board is to represent the citizens of Benton and Franklin counties in determining and demanding 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 citizens of Benton and Franklin counties.

2. 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 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-Staff Linkage:* How power is delegated and its proper use monitored, the CEO role authority and accountability.

3. The assurance of CEO performance (against policies in 2A and 2B).

4. A link between the Board and the College Foundation Board for maintaining communication and providing coordination between the two boards.

**POLICY TYPE: GOVERNANCE PROCESS GP-4**

**POLICY TITLE: *CHAIRPERSON'S ROLE***

The Chairperson assures the integrity of the board's process and, secondarily, occasionally represents 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 job result of the Chairperson is that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.

    A. Meeting content will focus on those issues which, according to board policy, clearly belong to the board to decide or examine, not the CEO.

    B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.

2. The authority of the Chairperson consists of making decisions that fall within the topics covered by board policies on Governance Process and Board-Staff Linkage, except where the board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.

    A. The Chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing, agenda-setting).

    B. The Chairperson 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 CEO.

    C. The Chairperson 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.

    D. The Chairperson may delegate this authority, but remains accountable for its use.

3. In the absence of the Chair, the Vice Chair will assume the responsibilities of the Chairperson.

**POLICY TYPE: GOVERNANCE PROCESS GP-5**

**POLICY TITLE: *BOARD MEMBERS CODE OF ETHICS***

The board commits itself and its members to ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as board members.

1 Members must represent un-conflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.

2 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 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 positions to obtain employment in the organization for themselves, family members or close associates. Should a member desire employment, he or she must first resign.

C. Members will annually disclose their involvements with other organizations, with vendors, or any other associations which might produce a conflict.

3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

A. Members' interaction with the chief executive or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.

B. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board.

C. Members will give no consequence or voice to individual judgments of CEO or staff performance.

4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

**POLICY TYPE: GOVERNANCE PROCESS GP-6**

**POLICY TITLE: *COST OF GOVERNANCE***

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly,

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.

    A. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.

    B. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.

    C. Outreach mechanisms will be used as needed to ensure the board's ability to listen to the citizens of Benton and Franklin counties' viewpoints and values.

2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

**POLICY TYPE: GOVERNANCE PROCESS GP-7**

**POLICY TITLE: *NAMING OF FACILITIES***

The Board of Trustees shall have the discretion of naming college facilities, including buildings, rooms, wings, parks, landscaped areas or other significant locations, for persons or corporations. In exercising its discretion, the Board will consider the request in conjunction with the following guidelines:

1. It is the intent of the Board of Trustees that such naming should not be done casually, but reserved for those who have made extraordinary contributions to Columbia Basin College through personal service, financial support, or who have greatly enhanced the prestige of the institution through outstanding state or national achievement and recognition.

2. A facility should not be named for any living individual who has been employed by the college or has served on the Board of Trustees prior to three (3) years following their termination of service to the institution.

3. When consideration is being given to naming a facility after a former employee or trustee of the institution, such consideration shall go beyond that person's excellence in the performance of his/her duties and responsibilities.

4. Advisory recommendations for awarding the honor pursuant to this policy shall be made by an ad-hoc advisory committee appointed by the Board of Trustees. Such committees shall consist of one member from each of the following categories: administration, faculty, classified staff, student body, the CBC Foundation, and the community.

Revised 5/5/98

**POLICY TYPE: GOVERNANCE PROCESS GP-8**

**POLICY TITLE: *BY-LAWS OF COMMUNITY COLLEGE DISTRICT 19***

The Board of Trustees of Community College District 19, under the authority vested in said Board by the Laws of the State of Washington, hereby adopt the following By-Laws.

## Article I

OFFICES

*Section 1.* The Board of Trustees shall maintain an office at 2600 North Twentieth Avenue, Pasco, Washington, where all regular meetings shall be held unless otherwise announced and all records, minutes, and the official college seal shall be kept. This office shall be open during all normal business hours to any resident taxpayer of the State of Washington.

*Section 2.* Correspondence or other business for the Board shall be sent to the Secretary of the Board, who is located in this office.

## Article II

MEETINGS

*Section 1.* The Board of Trustees shall hold at least one regular meeting each month, unless dispensed with the Board of Trustees, and such special meetings or study sessions as may be requested by the Chair of the Board or by a majority of the members of the Board.

*Section 2.* All regular meetings, special meetings, and study sessions of the Board of Trustees shall be publicly announced at least 24 hours prior to the meeting. The announcement shall contain the time, date, and location of the meeting. The meeting shall be open to the general public.

*Section 3*. No official business shall be acted upon by the Board of Trustees except during a regular or special meeting held at a pre-announced time and place.

*Section 4.* Information and materials pertinent to the agenda of all regular meetings of the Board shall be sent to Trustees via first class mail prior to each meeting. Any matter of business or correspondence must be received by the Secretary of the Board by 12 noon six days before the meeting in order to be included on the agenda. The Chair or Secretary may, however, present a matter of urgent business received too late for inclusion on the agenda if, in his/her judgment, the matter is of an emergency nature.

*Section 5.* All materials to be considered by the Board must be submitted in sufficient quantities to provide each member of the Board and the Secretary with appropriate copies.

*Section 6.* The agenda of a special meeting will be determined at the time of the official call of such meeting. No other business shall be transacted or

official action taken, other than the purpose, or purposes for which the special meeting was called.

Section 7. All items that are within the President's prerogative as set forth in Board Policy BSL-2:2, but require Board approval by RCW and/or WAC codes, shall be placed on a Consent Agenda. The Consent Agenda shall be voted upon without discussion. However, any member of the Board may request the removal of any item on the Consent Agenda for discussion at the next meeting of the Board.

Section 8. The agenda of each meeting shall include an item titled Public Comments to permit members of the audience to express their concerns to the Board. The length of time allotted to each speaker under this item shall be limited to five minutes unless extended by majority vote of the Board.

Section 9. The agenda of each meeting shall include an item titled Trustee Work Session to permit informal dialogue among the members of the Board.

## Article III

EXECUTIVE SESSIONS

*Section 1.* The Board of Trustees may convene in Executive Session whenever it is deemed necessary to discuss any matter authorized by state law.

*Section 2.* No official business of the Board of Trustees shall be formally acted upon in Executive Session

## Article IV

RECORDS OF BOARD ACTION

*Section 1.* All business transacted in official Board meetings shall be recorded in minutes and filed for reference.

## Article V

PARLIAMENTARY PROCEDURE

*Section 1.* Three members of the Board of Trustees shall constitute a quorum, and no action shall be taken by less than a majority of the Board Members.

*Section 2.* Lesser number may adjourn from time to time any regular or special meetings at which a quorum is not present. The Secretary of the Board shall, in person or in writing notify the absent members of the time, date and place set for the adjourned meeting.

*Section 3.* Normally, voting shall be viva voce. However, a roll call vote may be requested by any member of the Board for the purposes of the record.

*Section 4.* In question of parliamentary procedure, the actions of the Board shall be conducted according to the newly revised (1970) Robert's Rules of Order unless specified otherwise by State Law or Regulation of the State Board or By-Laws of the Board of Trustees.

## Article VI

ADOPTION OR REVISION OF POLICIES

*Section 1.* Policies of the Board are established for Executive Limitations, Board Governance Process, Board Staff Linkage and Ends Policy Statements. In order to achieve a consistent pattern of administration, such policies should be reflected in continuous decision making.

*Section 2.* Proposed written policies, or revision of existing written policies, shall be presented to the Board one month prior to the intended date of formal action to provide ample time for consideration and possible revisions.

## Article VII

OFFICERS OF THE BOARD

*Section 1.* At the first regular meeting of the Board following July 1 of each year, the Board shall elect from its membership a Chair and Vice-Chair to serve for the ensuing year. In Addition, the President of Columbia Basin College shall serve as Secretary to the Board of Trustees as specified by State Law. The Secretary may, at his/her discretion, appoint the administrative assistant or other appropriate college staff member to act as recording secretary for all regular and special meetings of the Board.

*Section 2.* The Chair, in addition to any duties imposed by Rules and Regulations of the State Board, shall preside at each regular or special meeting of the Board, sign all legal and official documents recording action of the Board, and develop in concurrence with the Board Secretary, an agenda for each meeting of the Board. The Chair shall, while presiding at official meetings, have full rights of discussion and vote.

*Section 3.* The Vice-Chair, in addition to any duties imposed by Rules and Regulations of the State Board, shall act as Chair of the Board in the absence of the Chair.

*Section 4.* In case of the absence of the Chair and Vice-Chair from any meeting of the Board of Trustees or in case of the inability of both of the two to act, the Board of Trustees shall elect for the meeting a chair Pro Tempore, and may authorize such Chair Pro Tempore to perform the duties and acts authorized or required by said Chair or Vice-Chair to be performed, as long as the inability of these said officers to act may continue.

*Section 5.* The Secretary of the Board shall in addition to any duties imposed by Rules and Regulations of the State Board, keep the official seal of the Board, maintain all records of meetings and other official action of the Board.

*Section 6.* The Secretary shall also be responsible for Board correspondence, compiling the agenda of meetings, and distributing the minutes of the meetings and related reports.

*Section 7.* The Secretary, or the designee must attend all regular and special meetings of the Board, and official minutes must be kept of all such meetings.

## Article VIII

COMMITTEES

*Section 1.* The Board of Trustees shall act as a Committee of the Whole for the conduct of its business.

*Section 2.* Special committees of Board members may be appointed by the Chair of the Board upon authority of the Board with such powers and duties and for such term as the Board may determine.

*Section 3.* Minutes of the proceedings of each committee shall be kept and as soon as practical after a meeting a copy of said minutes shall be mailed or delivered to each member of said committee and remaining members of the Board of Trustees and the President of the college.

## Article IX

FISCAL YEAR

*Section 1.* The fiscal year of the Board shall conform to the fiscal year of the State of Washington and shall be from July 1 to June 30 inclusive.

## Article X

OFFICIAL SEAL

*Section 1.* The Board of Trustees shall maintain an official seal for use upon any or all official documents of the Board. The seal shall have inscribed upon it the name of the college which shall be

COMMUNITY COLLEGE
District 19
State of Washington

2/2/99

**POLICY TYPE: BOARD-STAFF LINKAGE BSL-1**

**POLICY TITLE: *CHIEF EXECUTIVE ROLE***

The President, as chief executive officer, is accountable to the board acting as a body. The board will instruct the chief executive through written policies, delegating to him or her interpretation and implementation of those policies.

**POLICY TYPE: BOARD-STAFF LINKAGE BSL-2**

**POLICY TITLE: *DELEGATION TO THE CHIEF EXECUTIVE***

All board authority delegated to the operating organization is delegated through the chief executive, so that all authority and accountability of the operating organization--as far as the board is concerned--is considered to be the authority and accountability of the chief executive.

1. The board will direct the chief executive to achieve specified results, for specified recipients, at a specified worth through the establishment of *Ends* policies. The board will limit the latitude the chief executive may exercise in practices, methods, conduct and other "means" to the ends through establishment of *Executive Limitations* policies.

2. As long as the chief executive uses *any reasonable interpretation* of the board's *Ends* and *Executive Limitations* policies, the chief executive is authorized to establish all further 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 chief executive domains. By so doing, the board changes the latitude of choice given to the chief executive. But so long as any particular delegation is in place, the board and its members will respect and support the chief executive's choices.

4. Only decisions of the board acting as a body are binding upon the chief executive.

    A. Decisions or instructions of individual board members are not binding on the chief executive except in rare instances when the board has specifically authorized such exercise of authority.

    B. In the case of board members requesting information or assistance without board authorization, the chief executive can refuse such requests that require--in the CEO's judgment--a material amount of staff time or funds or is disruptive.

**POLICY TYPE: BOARD-STAFF LINKAGE BSL-3**

**POLICY TITLE: *CHIEF EXECUTIVE JOB DESCRIPTION***

As the board's single official link to the operating organization, the CEO's performance will be considered to be synonymous with organizational performance as a total.

Consequently, the CEO's job contributions can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of board policies on *Ends.*

2. Organization operation within the boundaries of prudence and ethics established in board policies on *Executive Limitations.*

**POLICY TYPE: BOARD-STAFF LINKAGE BSL-4**

**POLICY TITLE: *MONITORING EXECUTIVE PERFORMANCE***

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on *Ends* and *Executive Limitations*.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.

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 chief executive.
   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 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.

   A. Annual Internal reports for policies on EL-2 Treatment of Community Members and Students, EL-3 Treatment of Employees, EL-4 Compensation, EL-6 Financial Planning, EL-8 Communication and Support to the Board (also Direct), EL-9 Emergency Executive Succession.
   B. Annual External reports for policies on EL-1 General Executive Restraint, EL-5 Asset Protection, and EL-7 Financial Condition and Activity.
   C. Quarterly internal reports on Actual Budget.
   D. Annual Internal reports for Ends policies on E-2 Access, E-3 Academic, E-4 Occupational Programs / Workforce Development, E-5 Cultural Enrichment, E-6 Physical and Emotional Well-being.

4. Each June the board will conduct a formal evaluation of the CEO. This evaluation will focus on the monitoring data on ends and executive limitations policies provided during the intervening year. However, the board's evaluation may also include pre-determined criteria based on the board's expectations of the CEO's performance so long as such criteria have been specified one year in advance of the evaluation.

**POLICY TYPE: ENDS/MEANS** **E-1**

**POLICY TITLE: *MISSION STATEMENT***

CBC upholds an environment of diversity, fairness, equity, and sustainability, providing opportunities for the people of Benton and Franklin counties to succeed in their pursuit of higher educational achievement, meaningful employment, and basic skills accomplishment, while promoting cultural enrichment and well-being for its community.

Revised 08/19/11 & 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-2**

**POLICY TITLE: *MISSION FULFILLMENT***

CBC evaluates the extent to which it accomplishes each of the Ends Statements and fulfills its Mission to the Community.

--- An assessment of the degree of accomplishment of each End Statement will be incorporated into the associated Monitoring Report provided to the Board.

--- In the event that performance on any End State does not achieve the desired level, action plans will be developed and implemented to restore performance to desired levels.

--- An assessment of overall Mission fulfillment is provided to the Board on an annual basis. The overall assessment will be used to provide input into the College's Strategic Plan and other improvement actions.

adopted 2/8/10
Revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-3**

**POLICY TITLE: *OPPORTUNITY***

CBC exists to provide people of the service district with access to educational programs. Accordingly, CBC will provide:

-- timely and relevant information
-- affordable access
-- quality, student-centered services

revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-4**

**POLICY TITLE: *ACADEMIC***

CBC exists to enable students to complete requirements that would allow them to obtain academic degrees, transfer to upper division colleges and universities, and pursue life-long learning and enrichment. Accordingly, the college will provide:

--- broad-based course offerings
--- diverse/innovative instructional delivery modalities
--- quality instruction
--- up-to-date equipment and infrastructure
--- transfer/articulation agreements with baccalaureate institutions

revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-5**

**POLICY TITLE: *OCCUPATIONAL PROGRAMS / WORKFORCE DEVELOPMENT***

CBC exists to enable students to complete requirements that would allow them to earn degrees/certificates to assist them to gain employment and pursue life-long learning opportunities. Accordingly, the college will provide:

--- quality instruction in relevant programs
--- up-to-date curriculum, equipment and facilities
--- career skill assessment and advising
--- partnerships K-12, local agencies, business and industry

revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-6**

**POLICY TITLE: *BASIC SKILLS***

CBC exists to enable students to prepare for success in college level courses. Accordingly, CBC will provide:

--- appropriate testing and placement
--- accessible location
--- flexible curriculum, scheduled at various times with appropriate bridge courses
--- available special services
--- community networking
--- quality instruction with up-to-date facilities and equipment

revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-7**

**POLICY TITLE: *CULTURAL ENRICHMENT***

CBC will provide the college and the community with diverse and multiculturally rich programs and events designed to improve our quality of life, offer life-long learning opportunities, and enhance educational programs.

revised 09/12/11

**POLICY TYPE: ENDS/MEANS** **E-8**

**POLICY TITLE: *WELL-BEING***

CBC will contribute to the physical and emotional well-being of its students and the community. Accordingly, CBC will provide students and the community with

--- appropriate educational offerings
--- intercollegiate athletics
--- intramural activities
--- clubs and organizations
--- leadership opportunities
--- recreation activities
--- social activities
--- supportive emotional environment
--- contributions of CBC to community well-being

revised 09/12/11