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OKLAHOMA CITY COMMUNITY COLLEGE

## **POLICY GOVERNANCE**

**ADOPTED BY THE BOARD OF REGENTS  
ON SEPTEMBER 17, 2001**

**REVIEWED/CONFIRMED BY THE BOARD OF REGENTS  
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OKLAHOMA CITY COMMUNITY COLLEGE

**SECTION I: BOARD PROCESS**..... 1

I-1 Board Mission ..... 1

I-2 Governing Style..... 2

I-3 Board Job Description..... 3

I-4 Chairperson’s Role..... 5

I-5 Committee Principles ..... 6

I-6 Board Committees..... 7

I-7 Annual Board Planning Cycle..... 8

I-8 Board Members’ Code of Conduct ..... 9

I-9 Operations ..... 10

**SECTION II: POLICY TYPE: VISION, MISSION, AND VALUES** ..... 13

II-1 College Vision Statement ..... 13

II-2 College Mission Statement ..... 14

II-3 Operating Values ..... 15

**SECTION III: POLICY TYPE: ENDS** ..... 16

III-1 Access..... 16

III-2 Student Preparation..... 17

III-3 Student Success ..... 18

III-4 Graduate Success..... 19

III-5 Community Development..... 20

**SECTION IV: POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP** ..... 21

IV-1 Delegation to the President..... 21

IV-2 President’s Role and Job Description..... 23

IV-3 Monitoring Executive Performance ..... 24

**SECTION V: POLICY TYPE: EXECUTIVE LIMITATIONS** ..... 25

V-1 General Executive Constraints ..... 25

V-2 Treatment of People..... 26

V-3 Budgeting/Financial Planning/Forecasting..... 27

V-4 Compensation/Benefits..... 28

V-5 Information and Advice..... 29

## **I-1 POLICY TYPE: BOARD PROCESS**

### Policy Title: Board Mission

On behalf of the community it serves and the people of the State of Oklahoma, the Board of Regents governs Oklahoma City Community College through the Board's expressed policies, including the development and monitoring of key mission outcomes ("ENDS") and the definition of Executive Limitations and monitoring compliance by the President of the College.

## **I-2 POLICY TYPE: BOARD PROCESS**

### Policy Title: Governing Style

The Board process will:

- Emphasize outward vision
- Encourage diverse viewpoints
- Pursue strategic leadership
- Maintain a clear distinction between the Board's and staff's roles
- Strive for collective decisions
- Focus on the future
- Be proactive

The Board will:

1. Execute powers designated by federal and Oklahoma statutes.
2. Operate in all ways mindful of its civic trusteeship obligation to the citizens it represents.
3. Enforce upon itself discipline to govern with excellence, allowing no officer, committee, or individual to impede fulfillment of this responsibility. Discipline will be applied where appropriate in matters such as attendance, policy-making principles, respect of roles, and speaking officially with one voice.
4. Direct, control and inspire the College through careful establishment of the broadest values and perspectives in the form of written policies.
5. Focus on intended long-term impacts on students and community (ENDS), rather than on the administrative or programmatic means of attaining those effects (MEANS).
6. Be an initiator of policy, not merely a reactor to staff initiatives.
7. Use the expertise of individual members to enhance the ability of the Board as a whole, rather than to substitute their individual values for the group's values.
8. Monitor and regularly discuss the Board's own process and performance, and ensure the continuity of its governance capability by continual training and development.
9. Change from Policy Governance only by a majority vote of the entire Board.

### **I-3 POLICY TYPE: BOARD PROCESS**

#### Policy Title: Board Job Description

The Board represents the public in determining and demanding appropriate organizational performance and concentrates its efforts on the following products:

1. Linkage with the public regarding ENDS. Input may be obtained in the following ways:
  - A. Meeting with individuals and organized or informal community groups (*i.e.*, civic groups, churches, focus groups).
  - B. Observing and meeting with other public boards.
  - C. Hosting opportunities that afford community members (*owners*) the opportunity to learn about the College.
  - D. Conducting open session Board meetings.
2. Written governing policies which, at the broadest levels, address the following:
  - A. ENDS: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which people at what cost).
  - B. EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries for executive activity and decision making.
  - C. BOARD PROCESS: Specification of how the Board conceives, implements, and monitors its own tasks.
  - D. BOARD-PRESIDENT RELATIONSHIP: The manner in which authority is given to the President and assessment of the authority's use.
3. Employment of the President and evaluation of his/her performance.
4. Selection and discipline of Board officers:
  - A. A chairperson shall be selected, by majority vote of the entire Board, based on his/her capabilities to carry out the responsibilities of that position. (A chairperson, and other officers deemed necessary or required by statute, shall be elected on an annual basis.).
  - B. If, for any reason, Board members believe the chairperson fails to fulfill his/her role as stated in these policies, they may, by majority vote of the entire Board, remove the chairperson from office and select a replacement for the remainder of the unexpired term as chairperson.
  - C. The Board may, by election at any time, select an acting officer to fill a prematurely vacated officer position for the remainder of an unexpired term.
5. Input on legislative affairs through advocacy.
6. Recognition of meritorious contributions to the College including naming buildings, rooms, areas of the campus or other College property in honor of such individuals.
7. Perform those duties as specifically required by the Oklahoma Statutes and/or the Oklahoma State Regents for Higher Education, including but not limited to:

- A. Take action on financial matters as specified by statute and/or State Regents Policy, including, but not limited to, bond issues, issuance of revenue bonds, and approval of operating and capital budgets.
- B. Retain the services of an independent accounting firm or individual holding a permit to practice public accounting in this state to perform a complete financial audit of the College for the preceding fiscal year and accept the auditor's report.
- C. Provide for internal auditing in compliance with state law, to approve an Internal Auditing Department Charter, and to perform an independent appraisal function. The Internal Auditor reports administratively to the president and functionally to the Audit Committee of the Board of Regents.
- D. Make a recommendation to the State Regents for Higher Education on tuition and mandatory fees proposed by the President.
- E. Approve the Campus Master Plan prior to its submission to the State Regents for Higher Education.
- F. Approve a written investment policy for the investment of appropriate monies, providing for investment of allowable funds in compliance with Oklahoma statute and the policies of the State Regents for Higher Education.
- G. Adopt benefit plans as desired for retirement and deferred compensation of certain employees of the Board and the College, provide for hospital and medical benefits, health and life insurance, and annuity contracts for such employees and their dependents.
- H. Adopt policy for the implementation of the vaccination requirements contained in 70 O.S. §3244, including exceptions within the discretion of the Board.
- I. Purchase, hold title to, and dispose of real property in its name.
- J. Approve construction contracts and expenditures for capital outlays relative to additional facilities and/or major repairs.
- K. Authorize the President to submit for approval to the State Regents for Higher Education the adoption of new certificate and associate degree programs and the discontinuation of existing certificate and associate degree programs.
- L. Establish an appeals procedure pursuant to 21 O.S. §1376 for individuals directed to leave the campus and grounds of Oklahoma City Community College as follows: An individual who receives a Directive to leave the campus and grounds of Oklahoma City Community College may appeal that Directive by submitting a written request for a hearing to the Office of the Vice President for Governmental Relations and Community Development within ten (10) working days of the date of receiving the Directive. Within a reasonable time after receiving such a request, the Vice President for Governmental Relations and Community Development shall schedule a hearing before the Notice to Leave Oklahoma City Community College Appeals Committee and shall notify the individual of the date, time, and location of the hearing. The decision of the Committee shall be final.

## **I-4 POLICY TYPE: BOARD PROCESS**

### Policy Title: Chairperson's Role

The primary roles of the chairperson are maintaining the integrity of the Board's process and occasionally representing the Board to outside parties. The chairperson is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), unless the authority is delegated to another member.

1. The job output of the chairperson is to ensure the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - A. Meeting discussion content will be limited to those 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 pointed.
  
2. The authority of the chairperson consists of making decisions delegated to the chairperson that fall within the topics covered by Board policies on BOARD PROCESS and BOARD-PRESIDENT RELATIONSHIP, 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, including, but not limited to, ruling, recognizing, and making committee appointments.
  - B. The chairperson has no authority to make decisions about policies created by the Board within ENDS and EXECUTIVE LIMITATIONS policy areas. Therefore, the chairperson has no authority to individually direct or supervise the President.
  - 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.
  - D. The chairperson may call special meetings as desired.
  
3. The chairperson will keep the vice-chair apprised of current and pending Board issues and processes.

## **I-5 POLICY TYPE: BOARD PROCESS**

### Policy Title: Committee Principles

The Board may establish committees to help accomplish its responsibilities. Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the Board's job and without interfering with the delegation from Board to President. Committees will be used sparingly when other methods have been deemed inadequate.

1. 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.
2. Board committees are to help the Board perform its duties. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.
3. Board committees should focus on the institution/organization as a whole. A Board committee will not be used to monitor organizational performance on any policy it initiates or authors.
4. Board committees cannot exercise authority over staff. In keeping with the Board's broader focus, committees will not have direct dealings with current staff operations. Because the President works for the full Board, he/she will not be required to obtain approval of a Board committee before an executive action.
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.



## **I-6 POLICY TYPE: BOARD PROCESS**

### Policy Title: Board Committees

1. Audit Committee: The Board of Regents shall appoint a standing Audit Committee of the Board consisting of at least three (3) Board members. The Audit Committee shall consider all internal and external auditing matters. The Audit Committee shall establish the qualifications of any accounting firm or individual seeking to be hired to perform any external or internal audits for the Board and shall recommend to the Board firms or individuals whom the Board shall invite to submit competitive bids. The Audit Committee shall not recommend to perform an external audit any firm or individual unwilling to meet, at a minimum, the terms and conditions required by state statute (70 O.S. §3909). The Board shall select the auditor from among the competitive bidders and accept the auditor's report.
2. Special Committees. Special committees shall be established as the Board of Regents may from time to time direct. The Board Chairperson shall appoint Board members to serve on special committees. A special committee shall report recommendations to the Board for appropriate action.

## **I-7 POLICY TYPE: BOARD PROCESS**

### Policy Title: Annual Board Planning Cycle

To accomplish the job outputs with a governance style consistent with Board policies, the Board will follow an annual Board agenda, which will:

1. Evaluate progress toward the achievement of the ENDS.
2. Evaluate the BOARD PROCESS related to Policy Governance.
3. Complete evaluation of the President's performance and salary review.
4. Redefine and prioritize the ENDS to provide guidance for the development of the budget.

## **I-8 POLICY TYPE: BOARD PROCESS**

### Policy Title: Board Members' Code of Conduct

The Board expects of itself and its members ethical and professional businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.

1. Board members must represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty with 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. Board members must not use their positions to obtain employment in the organization for themselves, family members, or close associates.
3. Board members may not attempt to exercise individual authority over the President or staff of the organization except as explicitly set forth in Board policies. Board members will make no judgments of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
4. An individual Board member must recognize that his/her communication with the public, press, or other entities represents his/her personal views and not that of the Board as a whole.
5. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
6. Board members should bring their individual opinions to the Board for discussion before decisions are made because a majority vote of the Board expresses its collective values.

## **I-9 POLICY TYPE: BOARD PROCESS**

### Policy Title: Operations

The Board will operate in a consistent manner, following the policies detailed herein, and, unless otherwise noted, adhere to these operational proceedings:

1. Legal Authority of the Board: The Board of Regents of Oklahoma City Community College is created by Section 4423 of Title 70 of the Oklahoma Statutes and has the powers and duties described therein. The Board members have authority to act only when acting jointly as a Board.
2. Number and Appointment of Regents: The Board consists of seven (7) members serving seven-year overlapping terms. Members of the Board are appointed by the Governor by and with the advice and consent of the Senate.
3. Election of Officers: The Board shall elect annually a chairperson, vice chairperson, and secretary to serve for a term of one year. Nominations may be made by any Board member. Each officer shall be elected by a majority of the Board present and voting. The Board has the power and authority to appoint such other officers as the Board may deem necessary for the transaction of the business of the Board.
4. Meetings:
  - A. Regular Meetings: Regular meetings of the Board shall typically be held at 6:30 p.m. on the third Monday of each month, but the chairperson is authorized to change the meeting date. The agenda of the meeting shall be prepared and presented by the President in conjunction with the Board chairperson and shall generally be delivered to the Board members three (3) days prior to the meeting. No item shall be brought before the Board for consideration unless it appears on the agenda. A public announcement setting forth the date, place, time, and agenda of the meeting shall be posted in accordance with the Oklahoma Open Meeting Act.
  - B. Special Meetings: Special meetings of the Board may be called by the chairperson or by any three (3) members by serving on the other members a notice at least three (3) days in advance of the meeting. The agenda of the special meeting shall be prepared and presented by the President of the College and shall be delivered to the Board members at least three (3) days in advance of the meeting. Public notice and an announcement setting forth the date, place, time, and agenda of the meeting shall be posted in accordance with the Oklahoma Open Meeting Act. No business shall be transacted except that for which the special meeting is called.

- C. Emergency Meetings: Emergency meeting means any meeting called for the purpose of dealing with an emergency, as defined by the Oklahoma Open Meeting Act. An emergency meeting may be called by the chairperson and may be held without the required advance public notice. Should an emergency meeting of the Board be necessary, the chairperson shall give as much advance public notice as is reasonable and possible under the circumstances, in person, by telephone or electronically.
  - D. Executive Sessions: An executive session of the Board shall occur only upon a majority vote of those Board members present. Executive sessions will be held only for the purpose of discussing subjects permitted by 25 O.S. §307. Executive sessions are for discussion only. The Board shall not vote and shall take no Board action in executive session.
  - E. Quorum: A majority of the members of the Board of Regents shall constitute a quorum for the transaction of business.
  - F. Board Action: Unless otherwise provided by Board policy or statute, a majority vote of the Board quorum present will be necessary and sufficient to approve any action by the Board.
  - G. Consent Docket: To expedite the conduct of routine business during Board meetings, routine administrative matters requiring Board action may be placed on a consent agenda. Those items which are non-controversial and do not require discussion are appropriate for the consent agenda. The consent agenda is generally voted on in a single majority vote, but may be divided into several separate items. Routine items suitable for the consent agenda include but are not limited to approval of previous Board meeting minutes.
  - H. Minutes: The Board shall cause to be kept written minutes which shall be an official summary of the proceedings showing clearly those members present and absent, all matters considered, and all actions taken by the Board. The minutes of each meeting shall be open to public inspection and shall reflect the manner and time of notice required by Oklahoma law.
  - I. Rules of Order: The most recent edition of *Robert's Rules of Order Revised* shall guide the conduct of all business of the Board.
5. Public Participation in Board Meetings: The Board welcomes and encourages public participation in its meetings. Persons desiring to address the Board are encouraged to contact the President's Office to obtain information regarding the conduct of Board meetings. Public comments to the Board are limited to five minutes unless the time limit is extended by the chair of the meeting. The Board reserves the right otherwise to limit debate, take partial testimony, or take whatever actions are necessary to offer fair hearing to individuals within the time necessary to complete the published agenda. During all meetings, the Board observes and strictly enforces rules of decorum. The chairperson may issue a warning to violators of this rule or, in cases of public disturbance, may take appropriate action to expel a violator from the meeting. In addition, the Board hears no complaints or charges until documentation proves compliance with all institutional policies and procedures for addressing such matters.

- A. A member of the College community or the public who wishes to place an item on the agenda directly relating to College business must make a request in writing to the President's Office fourteen (14) calendar days prior to the regularly scheduled Board Meeting to permit appropriate consideration. The request should include a written summary of the subject to be considered and should indicate that the requestor has complied with all institutional policies and procedures for addressing such matters.
  - B. A member of the College community or the public who wishes to express an opinion on an item on the official Board agenda must make a request to the President's Office by noon on the day of the meeting. The request may be made by telephone (682-7503) or in person at the President's Office, 7777 S. May Avenue, Oklahoma City, OK.
6. The Board may, when it is found to be in the best interest of the College, by a majority vote of Board members present, suspend its rules and take statutorily authorized action overriding previously adopted policy.

## **II-1 POLICY TYPE: MISSION, VISION, AND VALUES**

### Policy Title: College Vision Statement

Oklahoma City Community College (“OCCC”) aspires to be one of the most significant community colleges in the nation – known for the amazing success of our students and for our prominent role in creating our community’s future.

## **II-2 POLICY TYPE: MISSION, VISION, AND VALUES**

### Policy Title: College Mission Statement

Oklahoma City Community College (“OCCC”) provides the people of Oklahoma and our community with broad access to certificates of mastery, associates degrees, community education, and cultural programs of exceptional quality, empowering students to achieve their educational goals and the community to thrive in an increasingly global society.



## **II-3 POLICY TYPE: MISSION, VISION, AND VALUES**

### Policy Title: Operating Values

Oklahoma City Community College (“OCCC”) strives to achieve its mission and ENDS and fulfill its vision by operating in a culture that is committed to the following:

- Innovation: Creative and forward-thinking
- Integrity: Honest, ethical, and respectful to all
- Diversity: Appreciation for the value of different perspectives and backgrounds
- Stewardship: Wise and efficient use of all resources
- Accountability: Data-driven evidence of mission accomplishment

### III-1 POLICY TYPE: ENDS

Policy Title: Access

Our community has broad and equitable access to a valuable education.

Indicators may include:

- Number and percentage of students who receive some kind of financial aid
- Amount of financial scholarship awards
- Number of OKC-GO! attendees
- Number of Oklahoma Higher Learning Access Program (“OHLAP”) attendees
- Number of international students
- Credit and non-credit enrollment
- Credit and non-credit enrollment of individuals from traditionally under-represented groups
- The degree to which the College’s enrollment reflects the demographic composition of the surrounding community

### **III-2 POLICY TYPE: ENDS**

#### Policy Title: Student Preparation

Our students are prepared to succeed in college.

#### Indicators may include:

- Course completion rates in English as a Second Language Bridge Program
- Percentage of new students who have an individual educational plan by the end of their first semester
- Number of participants in student orientation programs.
- Success in developmental courses
- Success in subsequent college-level courses

### **III-3 POLICY TYPE: ENDS**

#### Policy Title: Student Success

Our students achieve their individual educational aspirations.

#### Indicators may include:

- Total persistence and retention rates
- Full-time Full-time persistence and retention rates
- Course completion rates of students (with “building job skills” and “other” goals)
- Number of graduates
- Transfer rates
- Student performance on standardized general education instrument
- Student performance on general education outcomes assessment reports

### **III-4 POLICY TYPE: ENDS**

#### Policy Title: Graduate Success

Our graduates succeed at four-year institutions and/or in their careers.

#### Indicators may include:

- Licensure pass rates
- Graduate survey results
- Employer satisfaction reports
- Grade point averages of transfer students
- Transfer student survey results
- Grade point average (“GPA”) of transfer students at the University of Oklahoma, Oklahoma State University, and University of Central Oklahoma

### **III-5 POLICY TYPE: ENDS**

#### Policy Title: Community Development

Our community is enriched economically and socially by our educational and cultural programs.

#### Indicators may include:

- Non-credit enrollment
- Continuing education enrollment
- Corporate learning enrollment
- Co-curricular activities
- Participant satisfaction with College-sponsored activities
- Total number of partnerships
- Number and quality of programs and services
- Results of business satisfaction survey

## **IV-1 POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP**

### Policy Title: Delegation to the President

All Board authority delegated to the staff is delegated through the President, so that all authority and accountability of staff, so 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 certain results, for certain recipients, at a certain cost through the establishment of ENDS 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 any reasonable interpretation of the Board’s ENDS and EXECUTIVE LIMITATIONS policies, the President is authorized to establish administrative policies, make all decisions, take all actions, and develop all activities.
3. The Board may change its ENDS and EXECUTIVE LIMITATIONS policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude given to the President. So long as any particular delegation is in place, the Board members will respect and support the President’s choices.
4. Only decisions of the Board acting as a body are binding on 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 the exercise of such authority.
  - B. In the case of Board members or committees requesting information or assistance, and if, in the President’s judgment, such requests require a significant amount of staff time and/or funds, this request must be authorized by the Board.
5. The Board expressly delegates to the President the authority to:
  - A. Employ personnel, reduce the workforce, set compensation, establish leave, educational and professional development and other fringe benefits for employees, and educational benefits for their families;
  - B. Enter into contracts, purchase supplies, materials, and equipment, and incur such other expenses as may be necessary to achieve the ENDS established by the Board;

- C. Expend funds within the total dollar limits of the budgets approved by the Board and to make budget adjustments within the total dollar limits of the budget approved by the Board as needed to meet the ENDS established by the Board;
- D. Determine what constitutes a public purposes for which funds may be expended and establish procedures to regulate the appropriate expenditure of funds.
- E. Certify the appropriate signatures to be authorized to sign financial transactions on behalf of the College;
- F. Sign contracts, grant applications and awards and similar instruments for the College, and to delegate such signature authority to other administrators as deemed appropriate;
- G. Establish the College calendar and holidays in accordance with the academic calendar established by the State Regents for Higher Education;
- H. Make available, as desired, College facilities to civic or other organizations on a fee or free basis, except that facilities may be provided for partisan political meetings only on a rental fee basis.



## **IV-2 POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP**

### Policy Title: President's Role and Job Description

The College President is accountable to the Board, acting as a body. The Board will instruct the President through written policies delegating administration of the college.

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

Consequently, the President's job description can be stated as performance in only three 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.
3. Compliance with the articles of the President's approved job description.

### **IV-3 POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP**

#### Policy Title: Monitoring Executive Performance

Monitoring executive performance is synonymous with monitoring organizational performance against Board policies on ENDS, EXECUTIVE LIMITATIONS, and compliance with the articles of the job description. Any evaluation of the President's performance, formal or informal, is derived from the following points:

1. The purpose of monitoring is simply to determine the degree to which Board policies on ENDS and EXECUTIVE LIMITATIONS are being fulfilled. Only information that accomplishes policy fulfillment should be considered.
2. A given policy on ENDS or EXECUTIVE LIMITATIONS may be monitored through:
  - 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. At the Board's discretion, any policy on ENDS and EXECUTIVE LIMITATIONS may be monitored by any method at any time. Monitoring reports on ENDS and EXECUTIVE LIMITATIONS shall be provided to the Board regularly and in a timely manner.

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

Policy Title: General Executive Constraints

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

## **V-2 POLICY TYPE: EXECUTIVE LIMITATIONS**

### Policy Title: Treatment of People

With respect to the treatment of students, staff, volunteers, and the community, dealings shall not be inhumane, unfair or undignified. Accordingly, the President shall not operate without procedures that clarify student and staff rules, provide for effective handling of grievances, and protect against wrongful conditions. These procedures shall comply with all laws pertaining to students, employees and guests.

### **V-3 POLICY TYPE: EXECUTIVE LIMITATIONS**

#### Policy Title: Budgeting/Financial Planning/Forecasting

Budgeting any fiscal year or the remaining part of any fiscal year shall not deviate significantly from the Board's ENDS priorities, shall not risk fiscal jeopardy, nor fail to show a generally acceptable level of foresight. Accordingly, the President shall not cause or allow budgeting which:

1. Contains too little information to enable accurate 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 available in that period.
3. Does not provide the annual operating funds for Board prerogatives, such as costs of fiscal audit, Board development, Board and committee meetings, and Board professional fees.

## **V-4 POLICY TYPE: EXECUTIVE LIMITATIONS**

### Policy Title: Compensation/Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President shall not cause or allow fiscal integrity or public image to be jeopardized. Accordingly, the President shall not:

1. Change his/her own compensation or benefits.
2. Promise or imply permanent or guaranteed employment.

## **V-5 POLICY TYPE: EXECUTIVE LIMITATIONS**

### Policy Title: Information and Advice

With respect to providing information and counsel to the Board, the President shall not permit the Board to be uninformed. Accordingly, the President shall 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. Permit the Board to be unaware of matters which might have an impact on the stability of the institution.
3. 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-PRESIDENT RELATIONSHIP, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the President.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to deal with the Board as a whole except when fulfilling requests for information or responding to individuals or committees duly charged by the Board.
6. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.