PROTOCOL FOR GOVERNANCE BY POLICY

Governance

The processes, activities, recommendations and decisions which go into setting mission, policy, budget, programs and services.

* By “external governance,” we mean the Board of Governors and other agencies to which the college is accountable. By “internal governance,” we mean faculty, staff and students participating in the management and development of the College through their organizations, such as Faculty Senate, Classified Staff Council and Student Senate.

Policy

Policies are broad general statements of direction and oversight adopted by the governing board. They may mandate, limit or prohibit. Policy distinguishes governance from administration.

* Both the Board and the Administration must work at distinguishing policy from procedure, policy making from policy execution.

* Policies are linked to mission and strategy. (Example: “The College will follow an open-door admissions policy.”)

* Sometimes policies are adopted as a result of controversies on campus brought by the President to attention of the Board. (Example: “Textbooks will be sold, not rented, to students.”)

* Policies are also adopted to guide personnel administration

* Policies should be written statements.

Genesis of Policies

Most policy proposals emanate from the Office of the President. Before they are recommended to the Board of Governors, proposals will be submitted for broad constituency review. Following are the procedures for policy development, approval and distribution managed by the President’s office, in accordance with the Higher Education Policy Commission’s Title 133, Rules and Regulations, Series 4.
Policy proposals may be developed by any of the college’s internal governance vehicles (e.g. Faculty Senate, Classified Staff Council or Student Senate) and submitted to the President. After review, the President will respond, indicating agreement or disagreement. If the President rejects the proposal, the governance group may appeal to the Board of Governors through its Hearings and Petitions agenda, with notification to the President of its desire to do so.

Step 1: **Policy Proposal Development or Revision**

The intent to propose new policies, recommend revision of or repeal an existing policy is handled through the President’s office. Such proposals may result from new statute or rules of the Community and Technical College Council or Higher Education Policy Commission but may also result from internal governance dialogue.

Step 2: **Review of Policy Proposal**

A draft of the proposal will be posted on the Board web site and copies will be provided in all college campus offices and the campus libraries for access by faculty, staff and students. The deadline for comments will be posted with the copy. A copy of the proposal will also be submitted to officers of the Faculty Senate, Classified Staff Council and Student Senate and to the Chancellors of the Community and Technical College Council and Higher Education Policy Commission. The transmittal memo will indicate deadline for comments, normally not to exceed 30 days, but providing adequate time for review and suggestions. The Vice President is delegated to coordinate any discussions and review resulting from questions and/or comments. The Vice President will prepare any recommendations for revision to the President for his consideration in the final draft.

Step 3: **Policy Proposal Review by Board of Governors**

When the President’s office submits the final draft to the Board of Governors for their consideration, there will normally be two readings of the draft (similar to budget).

The President’s office will post a copy of the final draft on the Board web site and repeat the process of distribution.

Step 4: **Board of Governors Policy Action**

The Board of Governors completes its review upon second reading and takes action as deemed appropriate by majority vote.
Step 5: Policy Distribution and Implementation

The President’s Office will report the action of the Board of Governors and a copy of the adopted policy will appear clearly designated with Board approval on the President’s web site. The effective date is added to the policy. Again, this same information is provided to each campus office and the libraries. Copies will also be forwarded to the Chancellor of the Community & Technical College Council.

The President will assign responsibility for policy oversight and the development of proposed procedures for implementation of the policies, if needed. Procedures for policy implementation will be approved by the President and distributed in the same manner as described above.

Administrative staff responsible for policy oversight will manage the process of education and training for clear understanding of the policy and procedures and will ensure inclusion in pertinent publications such as College Catalog, Personnel Manual, Student Handbook, etc.

Emergency Situations Requiring Policy

In an emergency, a policy may be developed and implemented by the President. However, in such case within three months of adoption the standard protocol on policy review and approval will be implemented.

Notification

Electronic notification to college personnel when a new policy is adopted will constitute appropriate notification. Each associate then has the responsibility to read the policy and is subject to its effect.

Governance by Policy Evaluation

On an annual basis, the President will meet formally with each of the internal governance groups (Faculty Senate, Classified Staff Council, Student Senate) of the college to discuss the college governance, including any policy/procedure concerns. These organizations may also be invited to speak on behalf of their respective constituencies to the Board of Governors at a Board meeting during the year.

Elected Board Members

Board members elected by constituencies (faculty, classified staff, students) assume full Board status when sworn in, with the same fiduciary responsibility for the institution as appointed Board members. (For example, the elected Student member does not merely represent students to the Board in its deliberations. He/she is responsible for governance of the College as a whole.)
Principles of Governance by Policy

The Board Speaks with One Voice

In Board deliberation of policy, Board members may have differing points of view which reflect diversity of background and opinion. As the policy is distilled, these differences among Board members ought not only to be respected but encouraged. Once the Board has acted, however, the Board speaks with one voice with respect to the policy adopted. Members who lose a vote yield to the majority decision and will not attempt to undermine it or allow public controversy to offset the Board’s governance purpose. The adherence to Board integrity and control of renegade behavior depends upon the following:

1. Policies are written expressions of the Board’s mandate, limitation or prohibition.

2. No Board member has any authority over the CEO. The CEO reports to the Board as a whole.

3. The Board recognizes that its power to lead the institution depends upon its unitary authority.

Many types of issues may come to the Board’s attention. Good governance will embody a spectrum of beliefs, commitments, values and vision. Actual Board decisions, however, should predominately be policy decisions (the definition of policy to include budget or resource allocation).

The Board is responsible for approving the mission, vision statement and strategic plans for the college. Mission and strategic planning relate to vision-- where the institution should be in a given time frame. The Board should not be occupied with the specific steps or details of the administrative implementation to achieve the goals and policy ends.

Board/President Relations

The institution’s channel to the Board is the office of the President (CEO). Likewise, the President as CEO is responsible for the execution of all Board decisions. The President’s charter may reflect limitations on his authority, but within those limitations the President is responsible for the management of the institution. Individual Board members have no rights to interfere in daily administration, nor should the Board attempt to micro-manage the institution with decisions which are not policy based.

The Board is entitled to all management data and rationale that is available, but individual Board members may not require information to be specially prepared which is not readily available.

The Board is accountable to the public which the institution serves. The CEO is responsible to the Board. All other staff are responsible to the President. Delegation of duties is made through
written statements (or charters) of responsibility and job descriptions which become the basis for staff evaluations.

The CEO is responsible for the development of procedures which will implement effectively the Board’s policy.

The Board necessarily will focus on means, especially in regard to financial planning, but its best control is to limit, not to prescribe. Especially in a collegial institution, faculty and staff creativity should be encouraged and supported within the limits of available resources. The empowerment of individuals and groups within the college should be recognized as important to institutional effectiveness. Simultaneously the Board needs to project understanding of requirements for discipline and adherence to policy in the execution of policy.

When staff members are called upon to assist the Board in its deliberations, they will provide relevant information and explanation. Their presence at the Board table is not actually to participate in those deliberations.

The Board will focus its attention by agenda development. The Board will evaluate the President and periodically engage in its own self-evaluation through planned Board retreats.

Board members are welcome at all college events. Commencement is a special obligation because degrees are conferred by Board authority.

Adopted by Board of Governors
April 29, 2004