



# **HAWKEYE COMMUNITY COLLEGE**

## **GOVERNANCE POLICIES**

**Waterloo, Iowa**

**POLICY EL 1.0**

**GLOBAL EXECUTIVE CONSTRAINT  
EXECUTIVE LIMITATIONS**

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

Annual Monitoring Report: July  
Adopted: October 23, 2001

**POLICY EL 1.01      TREATMENT OF STUDENTS**  
**EXECUTIVE LIMITATIONS**

*With respect to interactions with students or those applying to be students, the President shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.*

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- A. Use application forms that elicit information for which there is no clear necessity.
- B. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
- C. Fail to establish with students a clear understanding of what may be expected from them and from the college.
- D. Fail to inform students of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

Adopted:      October 23, 2001

Annual Monitoring Report: September

**POLICY EL 1.02      TREATMENT OF FACULTY AND STAFF**  
**EXECUTIVE LIMITATIONS**

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

Further, without limiting the scope of the forgoing by this enumeration, he or she shall not:

- A. Operate without written personnel policies that 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.
- B. Discriminate against any staff member for expressing an ethical dissent.
- C. Prevent staff from grieving using established contractual and board procedures to lodge the grievance, and shall not fail to furnish a copy of the summary report of the types of grievances.
- D. Fail to acquaint staff with their rights under this policy.

Adopted:      October 23, 2001

Annual Monitoring Report: August

## **POLICY EL 1.03**

## **FINANCIAL PLANNING AND BUDGETING EXECUTIVE LIMITATIONS**

***Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ends priorities or risk fiscal jeopardy or fail to be derived from a multi-year plan.***

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not allow budgeting that:

- A. 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. (Annual March)
- B. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period. (Annual August)
- C. Reduces the year-end fund balance to less than one-twelfth of the current annual budget. (Annual August)
- D. Provides less for board prerogatives during the year than is set forth in the cost of Governance Policy. (Annual August)
- E. Fails to provide indemnification for the Board of Trustees. (Annual August)
- F. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years. (Annual April)
- G. Fails to provide for a long-term capital maintenance and improvements fund. (Annual April)

Adopted: October 23, 2001  
Amended: March 24, 2009

Annual Monitoring Report: March

**POLICY EL 1.04            FINANCIAL CONDITION & ACTIVITIES**  
**EXECUTIVE LIMITATIONS**

*With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in ends policies.*

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- A. Expend more funds than have been received in the fiscal year to date, except for board-approved use of reserves and board-approved bond sales. (Monthly)
- B. Indebt the organization within the Fund One Account in an amount greater than can be repaid by certain, otherwise unencumbered, revenues within sixty days. (Monthly)
- C. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered, revenues by the applicable year-end. (Monthly)
- D. Fail to settle payroll and debts in a timely manner. (Monthly)
- E. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed. (Annual April)
- F. When the estimated total cost of construction, erection, demolition, alteration or repair of a public improvement exceeds \$51,000 but is less than or equal to \$100,000, the required procedures for competitive quotation set out in the Code of Iowa shall be followed. When the estimated total cost of construction, erection, demolition alteration or repair of a public improvement is greater than \$100,000, the required procedures for sealed bids set out in the Code of Iowa shall be followed. (As situation arises)
- G. Acquire, encumber, or dispose of real property without the governing board's permission. (Annual or as situation arises)
- H. Fail to pursue receivables after a reasonable grace period. (Annual October)

Adopted:     October 23, 2001     Annual Monitoring Report: January

**POLICY EL 1.05      EMERGENCY PRESIDENT SUCCESSION  
EXECUTIVE LIMITATIONS**

*In order to protect the board from sudden loss of President services, the President may have no fewer than two other executives within the organization familiar with board and President issues and processes. The President shall not fail to keep the board informed of whom these people are.*

Adopted:      October 23, 2001

Annual Monitoring Report: July

**POLICY EL 1.06      ASSET PROTECTION**  
**EXECUTIVE LIMITATIONS**

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

Further, without limiting the scope of the forgoing by this enumeration, he or she shall not:

- A. Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to board members, faculty, staff, and the organization itself in an amount greater than the average for comparable organizations. (Annual July)
- B. Allow unbonded personnel access to material amounts of funds. (Annual April)
- C. Subject facilities and equipment to improper wear and tear or insufficient maintenance. (Annual October)
- D. Unnecessarily expose the college, governing board, administration, faculty, or staff to claims of liability. (Annual July)
- E. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$10,000 without having obtained comparative prices and quality; (3) of over \$5,000 without a stringent method of assuring the balance of long-term quality and cost. (Annual February)
- F. Fail to protect intellectual property, information, and files from loss or significant damage. (Annual February)
- G. Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards. Local audits must conform to state standards. (Annual April)
- H. 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. The State of Iowa standards must be observed. (Annual August)
- I. Endanger the public image or credibility of the college, particularly in ways that would hinder the established mission. (Annual January)
- J. Buy or sell stocks in the name of the college. (Annual February)

Adopted:      October 23, 2001      Annual Monitoring Report: February

**POLICY EL 1.07      COMPENSATION AND BENEFITS**  
**EXECUTIVE LIMITATIONS**

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

Further, without limiting the scope of the forgoing by this enumeration, he or she shall not:

- A. Change his or her own compensation and benefits. (Annual January)
- B. Promise or imply permanent or guaranteed employment. (Annual January)
- C. Establish compensation and benefits that deviate materially from the geographic or professional market for the skills required. Exceptions will be made when dictated by the union contract. (Annual January)
- D. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue. (Annual January)
- E. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that (Annual January)
  - 1. Incur unfunded liabilities.
  - 2. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
  - 3. Allow any employee to lose benefits already accrued from any foregoing plan.

Adopted:      October 23, 2001      Annual Monitoring Report: June  
Amended:      July 23, 2002  
Amended:      August 28, 2007

## **POLICY EL 1.08      COMMUNICATION AND SUPPORT TO THE BOARD EXECUTIVE LIMITATIONS**

The President shall not permit the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- A. Neglect to submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored. (Annual July)
- B. 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. (Quarterly July/Oct/Jan/April)
- C. Fail to advise the Chair or Vice Chair if, in the President's opinion, the board is not in compliance with its own policies on Governance Process and Board-President Linkage, particularly in the case of board behavior that is detrimental to the working relationship between the board and the President. (As situation demands)
- D. Fail to marshal for the board as many staff and external points of view, issues, and options as needed for a fully informed board. (Quarterly July/Oct/Jan/April)
- E. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other. (Quarterly July/Oct/Jan/April)
- F. Fail to provide a mechanism for official board, officer, or committee communications. (Quarterly July/Oct/Jan/April)
- G. Fail to deal with the board as a whole except when (Quarterly July/Oct/Jan/April)
  - 1. Fulfilling individual requests for information approved by the board or
  - 2. Responding to officers or committees duly charged by the board.
- H. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board. (Quarterly July/Oct/Jan/April)
- I. Fail to supply for the consent agenda all items delegated to the President yet required by law or contract to be board-approved. (Quarterly July/Oct/Jan/April)

Adopted:      October 23, 2001  
Amended:      July 23, 2002  
Amended:      June 27, 2006

Quarterly Monitoring Report: July/Oct/Jan/April

**POLICY EL 1.09            ENDS FOCUS OF GRANTS OR CONTRACTS**  
**EXECUTIVE LIMITATIONS**

*The President shall not enter into any grant or contract arrangements that fail to emphasize primarily the production of ends and, secondarily, the avoidance of unacceptable means.*

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- A. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways. (Annual July)
- B. Fail to assess and consider an applicant's capability to produce appropriately targeted and efficient results. (Annual July)

Annual Monitoring Report:  
Amended:    March 25, 2008

Report & Review in July

**POLICY EL 1.10      FOUNDATION RESPONSIBILITY**  
**EXECUTIVE LIMITATIONS**

The President shall not fail to actively support the College Foundation. (Semi-annual January/July)

Adopted:      October 23, 2001  
Amended:     July 23, 2002  
Amended:     August 28, 2007

Semi-annual Monitoring Report: Jan./July

**POLICY EL 1.11 NAMING OF COLLEGE FACILITIES AND PROGRAMS  
EXECUTIVE LIMITATIONS**

*The President shall not fail to have a policy for naming facilities and programs in recognition of distinguished service and/or financial support of the college.*

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:*

- A. Fail to set criteria for naming facilities and/or programs in recognition of distinguished service for contributions of time and talent that has had a significant positive impact on the institution over an extended period of years. (Annual November)
- B. Fail to set criteria for naming facilities and/or programs in recognition of financial support is based on a gift of monetary value appropriate to the facility, program, or fund being named. (Annual November)

Adopted: November 22, 2005

Annual Monitoring Report: November

**POLICY EL 1.12            EXECUTIVE LIMITATIONS**  
**FINANCIAL AUDIT**

The responsibility for the financial audit of Hawkeye Community College is the responsibility of the Board of Trustees

*The President shall not fail to provide the following certifications to the board upon the completion of the audit:*

- A. The President did not contract with the Board's audit firm for other non-audit financial services without the pre-approval of the board.
- B. The President has reviewed the final annual audit report.
- C. Based on his/her knowledge, the annual audit report does not contain any untrue statement of a material fact or omission of a material fact necessary in order to make the statements misleading.
- D. Based on his/her knowledge, the financial statements present, in all material respects, the financial condition and results of operations.
- E. The President has disclosed to the auditors and the Board (audit committee) all significant deficiencies in the design or operation of internal controls that could adversely affect the company's ability to record, process, summarize, and report financial data and have identified for the auditors any material weaknesses in internal controls.

Adopted:     June 26, 2007

Annual Monitoring Report: June

**POLICY GP 2.0**

**GLOBAL GOVERNANCE COMMITMENT  
GOVERNANCE PROCESS**

*Note: This section may contain Board of Trustee procedures.*

*The purpose of the board, on behalf of the residents of Merged Area VII, is to see to it that Hawkeye Community College*

- A. Achieves appropriate results for appropriate persons at an appropriate cost
- B. Avoids unacceptable actions and situations.

Adopted: October 23, 2001

Annual Monitoring Report: November

## **POLICY GP 2.01**

## **GOVERNING STYLE**

### **GOVERNANCE PROCESS**

*The board will govern with an emphasis on (1) outward, future-oriented vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and President executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the 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 individual judgments for the board's values. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.
- B. The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects. The board will demand that college staff provide market research that is needed to make good long-range decisions. As individuals, trustees are free to pass information to the President. This will not be construed as "direction" of the President, however. (As need arises)
- C. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.
- D. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement. (As need arises)
- E. The board will only allow itself to address a topic after it has answered these questions:
  - 1. Is this a shared issue?
  - 2. Whose issue is this? Is it the Board's or the President's?
  - 3. Has the board dealt with this subject in a policy? If so, what has the board already said on this subject and how is this issue related? If the board has already addressed the matter, does the board wish to change what it has already said?

F. The board will monitor and assess the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-President Linkage categories. (Monthly evaluations)

Adopted: October 23, 2001    Annual Monitoring Report: February

Amended: June 27, 2006

## **POLICY GP 2.02 BOARD JOB DESCRIPTION GOVERNANCE PROCESS**

*The job of the board is to represent the residents of Merged Area VII 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:*

Accordingly,

1. The board will produce the link between the organization and the residents of Merged Area VII.
2. The board shall comply with all applicable laws.
3. The board will produce written governing policies that, at the broadest levels, address:
  - a. *Ends*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients 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-President Relationship*: How power is delegated and its proper use monitored; the President's role, authority, and accountability. The Board will produce assurance of President performance (against policies in 3a and 3b).
4. The Board will do evaluations of its own performance (against policies 3c and 3d), prior to the President's evaluation.

Adopted: October 23, 2001

Annual Monitoring Report: April

## **POLICY GP 2.03**

## **AGENDA PLANNING**

### **GOVERNANCE PROCESS**

*To accomplish its objectives with a governance style consistent with board policies, the board will follow an agenda that (1) re-examines ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term ends.
- B. The cycle will start with the board's development of its agenda for the next year.
- C. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the first quarter and will be held during the balance of the year.
- D. Governance education and board education related to ends determination (for example, presentations by futurists, demographers, advocacy groups, and staff) will be arranged in the first quarter and will be held during the balance of the year.
- E. Throughout the year, the board will deal with consent agenda items as conscientiously and as expeditiously as possible.
- F. "President monitoring" will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
- G. President remuneration will be decided after a review of monitoring reports received in the last year during the month of June.
- H. Unless specified by the board, meetings of the board will occur on the fourth Tuesday of each month.
- I. Board members will receive meeting agenda and meeting information no later than 5:00 p.m. on Fridays prior to scheduled board meetings. If the information does not arrive on time, members should immediately report the problem to the President.
- J. Board members will be provided with a system that can be used between Friday and Tuesday to ask questions about the packet. An Internet system will also be available to use to ask questions.

Adopted:      October 23, 2001

## **POLICY GP 2.04      CHAIR'S ROLE GOVERNANCE PROCESS**

*The Chair assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. The job result of the Chair is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 1. Meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the President
  - 2. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
- B. The authority of the Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-President Linkage, except where the board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - 1. The Chair is empowered to conduct board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
  - 2. 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 (only the board as a whole has that power.)
  - 3. The board 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 her or him. The board chair will keep the board members and the president informed of statements made.
  - 4. The Chair may delegate this authority but remains accountable for its use.
  - 5. The Board Chair will seek input from his/her fellow board members on appropriate topics.
  - 6. The Board Chair will keep his/her fellow board members fully informed on all topics relating to issues that fall within board governance.

Adopted:      October 23, 2001  
Amended:     March 24, 2009

## **POLICY GP 2.05**

## **BOARD MEMBERS' CODE OF CONDUCT**

### **GOVERNANCE PROCESS**

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

Further, without limiting the scope of the forgoing by this enumeration:

- A. When a Board member receives communication directly or by electronic means, the process to be followed is:
  - 1. Listen and acknowledge the concern immediately.
  - 2. Channel the concern to the President
  - 3. Bring it forward for board attention if the expressed concern causes you concern or if you notice a pattern of similar concerns.
  - 4. The Board will only discuss the matter if it is a shared concern.
  
- B. Members must represent unconflicted loyalty to the interests of the ownership. 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.
  
- C. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - 1. 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.
  - 2. 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.
  - 3. Board members must not use their positions to obtain employment for themselves, family members, or close associates. If a member desires college employment, he or she should first resign.
  - 4. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
  
- D. If a trustee believes that a conflict of interest might exist, he or she should ask for a ruling from the chair. The chair may ask for a ruling from three other board members. If the chair may be involved in a conflict, the trustee may ask for a ruling from the vice-chair. The vice-chair may ask for a ruling from three other Board members.
  
- E. Board members shall not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
  - 1. Members' interaction with the President or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.

2. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
3. Members will give no consequence or voice to individual judgments of President or staff performance.

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

Adopted: October 23, 2001

Amended: June 27, 2006

## **POLICY GP 2.06**

## **BOARD COMMITTEE PRINCIPLES GOVERNANCE PROCESS**

*Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to President.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
- B. Board committees shall 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.
- C. Board committees cannot exercise authority over staff. Because the President works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
- D. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.
- E. Committees will be used sparingly and ordinarily in an ad hoc capacity.
- F. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the President.

Adopted: October 23, 2001

**POLICY GP 2.07            COST OF GOVERNANCE**  
**GOVERNANCE PROCESS**

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

Further, without limiting the scope of the forgoing by this enumeration,

- A. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - 1. 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.
  - 2. 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.
  - 3. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- B. Costs will be prudently incurred for:
  - 1. Board training including attendance at conferences and workshops
  - 2. Performance audits and other third-party monitoring
  - 3. Surveys, focus groups, opinion analyses, and meeting costs
  - 4. Other reasonable board development activities
  - 5. Trustees will follow the "Board Travel Reimbursement Policies" cited below.
- C. Trustees of Hawkeye Community College shall be reimbursed for expenses paid for college business travel with proper presentation of itemized expenses on forms provided by the college and within guidelines established by the Board of Trustees:
  - 1. Motor vehicle mileage to and from destination. When a private vehicle is used, the reimbursement will be at the rate for the fiscal year established in the budget development process and set at not more per mile than the approved IRS Federal Rate for that year. Reimbursement for mileage will not be more than the cost to the college for alternative available travel such as air transportation.
  - 2. Air transportation, coach class. The Board Secretary or College Business Officer may arrange and prepay for airline tickets. When Trustee arranges travel transportation, they will be reimbursed at lowest rate available to the college.
  - 3. Registration & Conference fees where possible will be arranged and prepaid by the Board Secretary or College Business Officer.
  - 4. Lodging where possible will be arranged by the Board Secretary or College Business Officer and paid by way of direct billing to the college. When a trustee arranges lodging, reimbursement will be at the lowest rate available to the college. Where lodging is necessary for a conference or convention, it is expected that arrangements will be made at or close to the conference or convention site as possible. Lodging will be reimbursed only for the night before and the days of the conference, unless an additional night's stay would result in reduced costs to the

college, or transportation arrangements preclude leaving on the final day of the conference. The Board Secretary or College Business Officer will provide a copy of the confirmed purchase order for the Trustee to take for prearranged direct billing.

5. Meals will be reimbursed for actual cost (receipt required).
6. Rental of vehicles is a reimbursable expense when it is a more reasonable method of travel for college business than other forms of public transportation. The College Business Officer will obtain insurance coverage from the college policy for vehicle rentals.
7. Taxi or other public transportation will be reimbursed at actual cost (receipt required).
8. Trustees are welcome to have a spouse travel with them on college business. The Board Secretary or College Business Officer can arrange spouse travel. Related expenses for the spouse will be identified and reimbursed by the Trustee.

Adopted: October 23, 2001

Amended: June 24, 2003

**POLICY GP 2.08      BOARD OF TRUSTEE VACANCY**  
**GOVERNANCE PROCESS**

- A. Applications for an open board position will be publicized through the local media in the Merged Area VII. The full board will interview all applicants for the vacancy. (As need arises)
- B. The board will select the appointee at the next regular board meeting. (As need arises)
- C. The board appointed Trustee must stand for election at the next scheduled school board election to fill the vacancy for the remainder of the vacant seat's term as per the Code of Iowa. (As need arises)

Adopted:      October 23, 2001

**POLICY BP 3.0**

**GLOBAL BOARD-PRESIDENT LINKAGE  
BOARD-PRESIDENT LINKAGE**

*Note: This section may contain Board of Trustee procedures.*

*The board's sole official connection to the operational organization, its achievements, and conduct will be through the Hawkeye Community College President.*

Adopted: October 23, 2001

**POLICY BP 3.01            UNITY OF CONTROL**  
**BOARD-PRESIDENT LINKAGE**

*Only decisions of the board acting as a body are binding on the President.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. Decisions or instructions of individual board members including the board chair, 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 board committees requesting information or assistance without board authorization, the President can refuse such requests that require, in the President's opinion, a material amount of staff time or funds, or are disruptive.

Adopted:     October 23, 2001

**POLICY BP 3.02**

**ACCOUNTABILITY OF THE PRESIDENT  
BOARD-PRESIDENT LINKAGE**

*The President is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the President.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. The Board will never give instructions to persons who report directly or indirectly to the President.
- B. The Board will refrain from evaluating, either formally or informally, any staff other than the President.
- C. The Board will channel their questions through the President.

Adopted:     October 23, 2001

## **POLICY BP 3.03**

## **DELEGATION TO THE PRESIDENT**

### **BOARD-PRESIDENT LINKAGE**

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

Accordingly:

- A. The Board will develop policies instructing the President to achieve specified results for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies. All issues that are not ends issues are defined here are means issues.
- B. The Board of Trustees will develop policies that limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the President.
- C. As long as the President uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the President shall have full force and authority as if decided by the board.
- D. 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 of choice given to the President. However, as long as any particular delegation is in place, the board will respect and support the President's choices.

Adopted: June 28, 2005

**POLICY BP 3.04            MONITORING PRESIDENT SCHEDULE**  
**BOARD-PRESIDENT LINKAGE**

*Systematic and rigorous monitoring of the President's job performance will only be against Board policies on Ends and Executive Limitations. Any evaluation of the President's performance, formal or informal, may be derived only from these monitoring data.*

Further, without limiting the scope of the forgoing by this enumeration,

- A. Monitoring is simply to determine the degree to which board policies are being met. Only data that do this will be considered to be monitoring data.
- B. The board will acquire monitoring data by one or more of three methods:
  - 1. By internal report, in which the President discloses compliance information to the board,
  - 2. By external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and
  - 3. By direct board inspection, in which a board-designated member or members of the board assess compliance with the appropriate policy criteria.
- C. In every case, the standard for compliance shall be any reasonable President interpretation of the board policy being monitored.
- D. All policies that instruct the President will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Adopted:        October 23, 2001  
Amended:       June 24, 2003  
Amended:       April 27, 2004 & May 25, 2004  
Amended:       June 28, 2005 & July 26, 2005

**POLICY BP 3.04**

**MONITORING PRESIDENT SCHEDULE  
BOARD-PRESIDENT LINKAGE**

<b>Schedule</b>	<b>Frequency</b>	<b>Policy Title</b>	<b>Level</b>
As situation demands	As situation demands	Exec. Limitations: Communication and Support to the Board	C. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to advise the Chair or Vice Chair if, in the President's opinion, the board is not in compliance with its own policies on Governance Process and Board-President Linkage, particularly in the case of board behavior that is detrimental to the working relationship between the board and the President.
Monthly	Monthly	Exec. Limitations: Financial Condition And Activities With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in ends policies.	A. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not expend more funds than have been received in the fiscal year to date, except for board-approved use of reserves and board-approved bond sales.
Monthly	Monthly	Exec. Limitations: Financial Condition And Activities	B. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not indebt the organization within the Fund One Account in an amount greater than can be repaid by certain, otherwise unencumbered, revenues within sixty days.
Monthly	Monthly	Exec. Limitations: Financial Condition And Activities	C. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered, revenues by the applicable year-end.
Monthly	Monthly	Exec. Limitations: Financial Condition And Activities	D. He or she shall not fail to settle payroll and debts in a timely manner.

Schedule	Frequency	Policy Title	Level
Monthly	Monthly	Exec. Limitations: Financial Condition And Activities	F. Make a single purchase or commitment of greater than \$100,000 without board approval. When the estimated total cost of construction, erection, demolition, alteration or repair of a public improvement exceeds twenty-five thousand dollars, required procedures set out in the Code of Iowa shall be followed.
July	Annual	Exec. Limitations: Global Executive Constraint The President shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.	
July	Annual	Exec. Limitations: Emergency President Succession In order to protect the board from sudden loss of President services, the President shall not have fewer than two other executives within the organization familiar with board and President issues and processes. The President shall not fail to keep the board informed of whom these people are.	
July	Annual or as situation arises	Exec. Limitations: Financial Condition And Activities	G. Acquire, encumber, or dispose of real property without the governing board's permission.
July	Annual	Exec. Limitations: Communication and Support to the Board-The President shall not permit the board to be uninformed or unsupported in its work.	A. He or she shall not neglect to submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored.
July	Annual	Exec. Limitations: Ends Focus Of Grants Or Contracts The President may not enter into any grant or contract arrangements that fail to emphasize primarily the production of ends and, secondarily, the avoidance of unacceptable means.	A. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.

Schedule	Frequency	Policy Title	Level
July	Annual	Exec. Limitations: Ends Focus of Grants or Contracts	B. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to assess and consider an applicant's capability to produce appropriately targeted and efficient results
July	Quarterly or as situation demands	Exec. Limitations: Communication And Support To The Board The President shall not permit the board to be uninformed or unsupported in its work.	B. He or she shall not 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.
July	Semi-annual	Exec. Limitations: Foundation Responsibility	The President shall not fail to actively support the College Foundation.
July	Quarterly	Exec. Limitations: Communication And Support To The Board	D. He or she shall not fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
July	Quarterly	Exec. Limitations: Communication And Support To The Board	E. He or she shall not present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
July	Quarterly	Exec. Limitations: Communication And Support To The Board	F. He or she shall not fail to provide a mechanism for official board, officer, or committee communications.
July	Quarterly	Exec. Limitations: Communication And Support To The Board	G. He or she shall not fail to deal with the board as a whole except when 1. Fulfilling individual requests for information approved by the board or 2. Responding to officers or committees duly charged by the board.
July	Quarterly	Exec. Limitations: Communication And Support To The Board Pg. 10	H. He or she shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
July	Quarterly	Exec. Limitations: Communication And Support To The Board	I. He or she shall not fail to supply for the consent agenda, all items delegated to the President yet required by law or contract to be board-approved
July	Annual	Exec. Limitations: Asset Protection The President shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.	A. He or she shall not fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to board members, faculty, staff, and the organization itself in an amount greater than the average for comparable organizations. Pg. 8

Schedule	Frequency	Policy Title	Level
July	Annual	Exec. Limitations: Asset Protection	D. He or she shall not unnecessarily expose the college, governing board, administration, faculty, or staff to claims of liability. Pg. 8
July	Annual	Exec. Limitations: Financial Planning And Budgeting	B. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
July	Annual	Exec. Limitations: Financial Planning And Budgeting	D. Provides less for board prerogatives during the year than is set forth in the cost of Governance Policy.
July	Annual	Exec. Limitations: Financial Planning And Budgeting	E. Fails to provide indemnification for the Board of Trustees.
August	Annual	Exec. Limitations: Asset Protection	H. He or she shall not 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. The State of Iowa standards must be observed.
August	Annual	Exec. Limitations: Financial Planning And Budgeting	C. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not allow budgeting that reduces the year-end fund balance to less than one-twelfth of the current annual budget.
August	Annual	Exec. Limitations: Treatment Of Faculty And Staff With respect to the treatment of faculty and staff, the President may not cause or allow conditions that are unfair or undignified.	A. Operate without written personnel policies that 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.
August	Annual	Exec. Limitations: Treatment Of Faculty And Staff	B. Discriminate against any staff member for expressing an ethical dissent.
August	Annual	Exec. Limitations: Treatment Of Faculty And Staff	D. Prevent staff from grieving to the board using established contractual and board procedures to lodge the grievance.
August	Annual	Exec. Limitations: Treatment Of Faculty And Staff	D. Fail to acquaint staff with their rights under this policy.
September	Annual	Exec. Limitations: Treatment of Students With respect to interactions with students or those applying to be students, the President shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified,	A. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not use application forms that elicit information for which there is no clear necessity.

Schedule	Frequency	Policy Title	Level
		unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.	
September	Annual	Exec. Limitations: Treatment of Students	B. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
September	Annual	Exec. Limitations: Treatment of Students	C. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to establish with students a clear understanding of what may be expected from them and from the college.
September	Annual	Exec. Limitations: Treatment of Students	D. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to inform students of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
October	Annual	Exec. Limitations: Financial Condition And Activities	H. Fail to pursue receivables after a reasonable grace period.
October	Annual	Exec. Limitations: Asset Protection	C. He or she shall not subject facilities and equipment to improper wear and tear or insufficient maintenance.
October	Annual	Ends: C. Students will attain the knowledge and skills needed for lifelong career goals and personal enrichment at a reasonable price.	
October	Quarterly or as situation demands	Exec. Limitations: Communication And Support To The Board The President shall not permit the board to be uninformed or unsupported in its work.	B. He or she shall not 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.
October	Quarterly	Exec. Limitations: Communication And Support To The Board	D. He or she shall not fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.

Schedule	Frequency	Policy Title	Level
October	Quarterly	Exec. Limitations: Communication And Support To The Board	E. He or she shall not present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
October	Quarterly	Exec. Limitations: Communication And Support To The Board	F. He or she shall not fail to provide a mechanism for official board, officer, or committee communications.
October	Quarterly	Exec. Limitations: Communication And Support To The Board	G. He or she shall not fail to deal with the board as a whole except when 1. Fulfilling individual requests for information approved by the board or 2. Responding to officers or committees duly charged by the board.
October	Quarterly	Exec. Limitations: Communication And Support To The Board	H. He or she shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
October	Quarterly	Exec. Limitations: Communication And Support To The Board	I. He or she shall not fail to supply for the consent agenda all items delegated to the President yet required by law or contract to be board-approved.
November	Annual	Exec. Limitations: Naming of College Facilities and Programs: The President shall not fail to have a policy for naming facilities and programs in recognition of distinguished service and/or financial support of the college.	A. Fail to set criteria for naming facilities and/or programs in recognition of distinguished service for contributions of time and talent that has had a significant positive impact on the institution over an extended period of years.
November	Annual	Exec. Limitations: Naming of College Facilities and Programs	B. Fail to set criteria for naming facilities and/or programs in recognition of financial support based on a gift of monetary value appropriate to the facility, program, or fund being named.
November	Annual	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B1. Students will pass appropriate licensing and/or certification examinations.
November	Annual	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B2. Students will have the skills and knowledge required for successful entry into the workplace.

Schedule	Frequency	Policy Title	Level
November	Annual	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B3. Students will have the work ethics, discipline and collaborative skills necessary to be successful in the workplace.
November	Annual (review of 20% every year)	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B4. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation. a. Students will have the necessary skills in reading, writing, and mathematics to advance in their educational and career goals
November	Annual (review of 20% every year)	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B4. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation. b. Students will have thinking skills such as creative thinking, decision-making skills, problem solving skills and the knowledge of how to learn.
November	Annual (review of 20% every year)	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B4. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation. c. Students will achieve interpersonal skills such as teamwork skills, how to teach others, how to exercise leadership, and how to negotiate.
November	Annual (review of 20% every year)	Ends B: Our communities will have the highly skilled workers needed to meet the demands of a changing economy.	B4 Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation. d. Students will have personal skills such as responsibility, self-esteem, sociability, and self-management.
January	Annual	Exec. Limitations: Foundation Responsibility	The President should not fail to assist in preparing and providing reports from the Foundation Board.
January	Annual	Ends D: Students with diverse basic needs will achieve the learning necessary for them to be successful in their educational and career goals.	
January	Annual	Exec. Limitations: Asset Protection	I. He or she shall not endanger the public image or credibility of the college, particularly in ways that would hinder the established mission.

Schedule	Frequency	Policy Title	Level
January	Annual	Exec. Limitations: Compensation and Benefits With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President shall not cause or allow jeopardy to fiscal integrity or public image.	A. He or she shall not change his or her own compensation and benefits.
January	Annual	Exec. Limitations: Compensation And Benefits.	B. He or she shall not promise or imply permanent or guaranteed employment.
January	Annual	Exec. Limitation: Compensation and Benefits	C. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not establish compensation and benefits that deviate materially from the geographic or professional market for the skills required. Exceptions will be made when dictated by the union contract.
January	Annual	Exec. Limitations: Compensation And Benefits	D. He or she shall not create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue. Exceptions will be made when dictated by the union contract.
January	Annual	Exec. Limitations: Compensation And Benefits	E. He or she shall not establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that <ol style="list-style-type: none"> <li>1. Incur unfunded liabilities.</li> <li>2. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.</li> <li>3. Allow any employee to lose benefits already accrued from any foregoing plan.</li> </ol>
January	Semi-annual	Exec. Limitations: Foundation Responsibility	The President shall not fail to actively support the College Foundation.
January	Quarterly or as situation demands	Exec. Limitations: Communication And Support To The Board The President shall not permit the board to be uninformed or unsupported in its work.	B. He or she shall not 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.

Schedule	Frequency	Policy Title	Level
January	Quarterly	Exec. Limitations: Communication And Support To The Board	D. He or she shall not fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
January	Quarterly	Exec. Limitations: Communication And Support To The Board	E. He or she shall not present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
January	Quarterly	Exec. Limitations: Communication And Support To The Board	F. He or she shall not fail to provide a mechanism for official board, officer, or committee communications.
January	Quarterly	Exec. Limitations: Communication And Support To The Board	G. He or she shall not fail to deal with the board as a whole except when 1. Fulfilling individual requests for information approved by the board or 2. Responding to officers or committees duly charged by the board.
January	Quarterly	Exec. Limitations: Communication And Support To The Board	H. He or she shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
January	Quarterly	Exec. Limitations: Communication And Support To The Board	I. He or she shall not fail to supply for the consent agenda all items delegated to the President yet required by law or contract to be board-approved.
February	Annual	Exec. Limitations: Asset Protection	E. He or she shall not make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) of over \$10,000 without having obtained comparative prices and quality; (3) of over \$1,000 without a stringent method of assuring the balance of long-term quality and cost.
February	Annual	Exec. Limitations: Asset Protection	F. He or she shall not fail to protect intellectual property, information, and files from loss or significant damage. Pg. 8
February	Annual	Exec. Limitations: Asset Protection	J. He or she shall not buy or sell stocks in the name of the college.
March	Annual	Ends A: Students will have the skills, courses, and knowledge necessary to succeed at transfer institutions.	

Schedule	Frequency	Policy Title	Level
March	Annual	Exec. Limitations: Financial Planning And Budgeting Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ends priorities or risk fiscal jeopardy.	A. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not allow budgeting that 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.
April	Quarterly or as situation demands	Exec. Limitations: Communication And Support To The Board The President shall not permit the board to be uninformed or unsupported in its work.	B. He or she shall not 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.
April	Quarterly	Exec. Limitations: Communication And Support To The Board	D. He or she shall not fail to marshal for the board as many staff and external points of view, issues, and options as needed for fully informed board choices.
April	Quarterly	Exec. Limitations: Communication And Support To The Board	E. He or she shall not present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
April	Quarterly	Exec. Limitations: Communication and Support to the Board	F. He or she shall not fail to provide a mechanism for official board, officer, or committee communications.
April	Quarterly	Exec. Limitations: Communication And Support To The Board	G. He or she shall not fail to deal with the board as a whole except when 1. Fulfilling individual requests for information approved by the board or 2. Responding to officers or committees duly charged by the board.
April	Quarterly	Exec. Limitations: Communication And Support To The Board	H. He or she shall not fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
April	Quarterly	Exec. Limitations: Communication And Support To The Board	I. He or she shall not fail to supply for the consent agenda all items delegated to the President yet required by law or contract to be board-approved.
April	Annual	Exec. Limitations: Financial Planning And Budgeting	F. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not endanger the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
April	Annual	Exec. Limitations: Financial Planning And Budgeting	G. Further, without limiting the scope of the foregoing by this enumeration, he or she

Schedule	Frequency	Policy Title	Level
			shall not fail to provide for a long-term capital maintenance and improvements fund.
April	Annual	Exec. Limitations: Financial Condition And Activities	E. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
April	Annual	Exec. Limitations: Asset Protection	B. He or she shall not allow unbonded personnel access to material amounts of funds.
April	Annual	Exec. Limitations: Asset Protection	G. He or she shall not receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards. Local audits must conform to state standards.
June	Annual	Delegation to the President	The Board of Trustee will instruct the President, through written policies that prescribe the organizational ends to be achieved, and the board will describe organizational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies:
June	Annual	Ends: E. Our communities will have citizens who interact effectively with state, regional, national, and global communities because of HCC and its collaborative relationships.	E 1. Students will develop into citizens who welcome diversity and encourage tolerance.
June	Annual	Ends: E. Our communities will have citizens who interact effectively with state, regional, national, and global communities because of HCC and its collaborative relationships.	E 2. Students will develop into involved citizens and effective leaders.
June	Annual	Exec. Limitations: Financial Audit	1. The President did not contract with the Board's audit firm for other non-audit financial services without the pre-approval of the board.
June	Annual	Exec. Limitations: Financial Audit	2. The President has reviewed the final annual audit report.
June	Annual	Exec. Limitations: Financial Audit	3. Based on his/her knowledge, the annual audit report does not contain any untrue statement of a material fact or omission of a material fact necessary in order to make the statements misleading.
June	Annual	Exec. Limitations: Financial	4. Based on his/her knowledge, the

Schedule	Frequency	Policy Title	Level
		Audit	financial statements present, in all material respects, the financial condition and results of operations.
June	Annual	Exec. Limitations: Financial Audit	5. The President has disclosed to the auditors and the Board (audit committee) all significant deficiencies in the design or operation of internal controls that could adversely affect the company's ability to record, process, summarize, and report financial data and have identified for the auditors any material weaknesses in internal controls.

## **POLICY 27.0 ENDS**

The Mission of Hawkeye Community College is a Globally Informed Community of Successful Lifelong Learners. (Annual January)

- A. Students will have the skills, courses, and knowledge necessary to succeed at transfer institutions. (Annual March)
- B. Our communities will have the highly skilled workers needed to meet the demands of a changing economy. (Annual November)
  - 1. Students will pass appropriate licensing and/or certification examinations. (Annual November)
  - 2. Students will have the skills and knowledge required for successful entry into the workplace. (Annual November )
  - 3. Students will have the work ethics, discipline, and collaborative skills necessary to be successful in the workplace. (Annual November )
  - 4. Students will have the skills and knowledge necessary to maintain, advance or change their employment or occupation.
    - a. Students will have the necessary skills in reading, writing, and mathematics to advance in their educational and career goals. (Annual November )
    - b. Students will have thinking skills such as creative thinking, decision-making skills, problem solving skills and the knowledge of how to learn. (Annual November)
    - c. Students will achieve interpersonal skills such as teamwork skills, how to teach others, how to exercise leadership, and how to negotiate. (Annual November)
    - d. Students will have personal skills such as responsibility, self-esteem, sociability, and self-management. (Annual November)
- C. Students will attain the knowledge and skills needed for lifelong career goals and personal enrichment at a reasonable price. (Annual October)
- D. Students with diverse basic needs will achieve the learning necessary for them to be successful in their educational and career goals. (Annual January)
- E. Our communities will have citizens who interact effectively with state, regional, national, and global communities.
  - 1. Students will develop into citizens who welcome diversity and encourage tolerance. (Annual June)
  - 2. Students will develop into involved citizens and effective leaders. (Annual June)

Adopted: October 23, 2001  
Amended: April 27, 2004 & May 25, 2004  
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