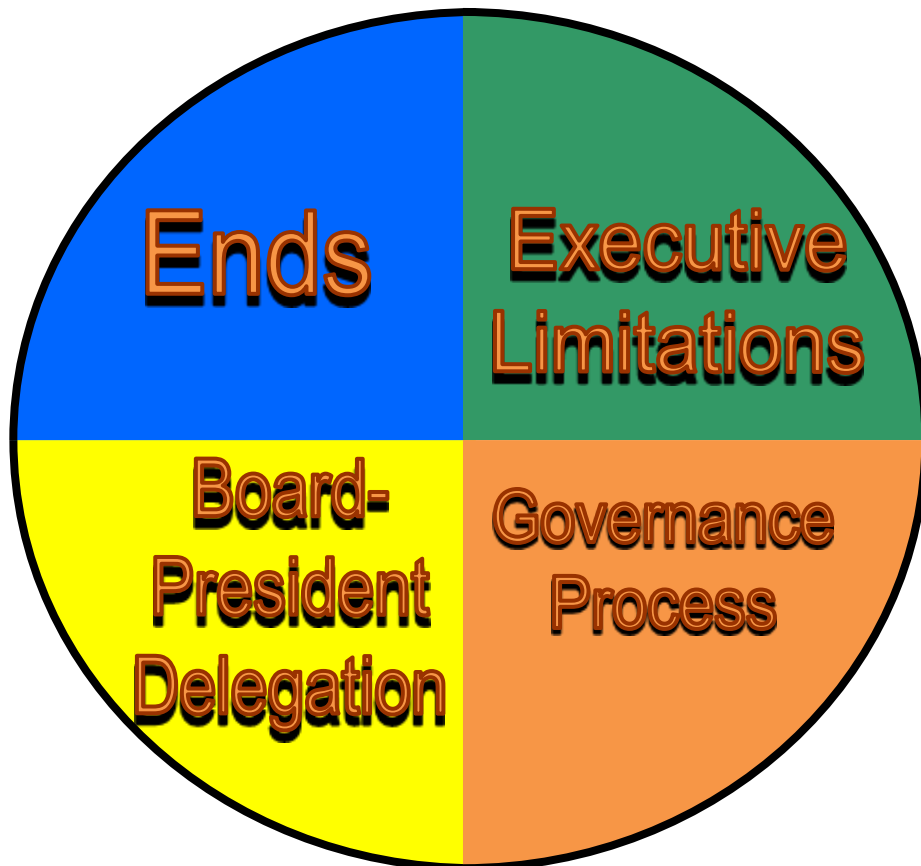




BOARD OF TRUSTEES POLICIES



Updated and Printed on November 30, 2018



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BOARD OF TRUSTEES POLICIES



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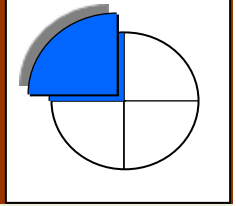
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BOARD OF TRUSTEES POLICY



Policy Name: Ends

Number:

E

Date Approved:

September 22, 2015

Policy Type: Ends

Date Last Reviewed:

November 27, 2018

Hawkeye Community College exists so there is a globally informed community of successful lifelong learners at a cost that demonstrates value for results.

1. Students have knowledge, skills and attitudes for success in their chosen field.

- 1.1. Students have the skills, courses and knowledge necessary to succeed at transfer institutions
- 1.2. Students have the skills and knowledge necessary for successful entry into the workplace.
- 1.3. Students have the skills and knowledge necessary to maintain, advance or change their employment or occupation.
- 1.4. Students with diverse basic needs obtain the skills and knowledge necessary for educational advancement and career goals.
- 1.5. Students have the work ethics, discipline, and collaborative and communication skills necessary to be successful in the workplace.

2. Students have affordable access to education.

- 2.1. Students with language, economic or other barriers have access to the education necessary for educational advancement and career goals.

3. The communities in our merged area have the highly skilled workers needed to meet the changing demands of the market.

- 3.1. Individuals can obtain training for highly skilled employment
- 3.2. Employers are able to obtain skills upgrading and continuing education for employees
- 3.3. Individuals can obtain retraining for career changes

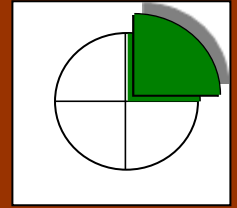
4. Enriched quality of life for community members and students.

- 4.1. Life-long learning opportunities are available to community members and students
- 4.2. Community members have access to cultural experiences and community events
- 4.3. Students have access to a range of extra-curricular activities

5. Students have the knowledge, skills and attitudes to become productive citizens.



BOARD OF TRUSTEES POLICY



Policy Name: General Executive Constraint

Number:

EL

Date Adopted:

September 22, 2015

Policy Type: Executive Limitations

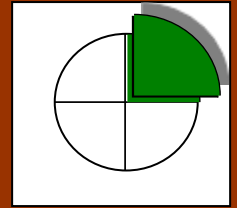
Date Last Reviewed:

November 24, 2015

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.



BOARD OF TRUSTEES POLICY



Policy Name: Treatment of Students

Number:

EL-1

Policy Type: Executive Limitations

Date Adopted:

September 22, 2015

Date Last Reviewed: February 28, 2017

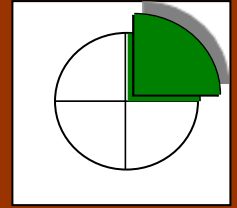
The President shall not cause or allow conditions, procedures or decisions related to the treatment of students or those applying to be students that are unsafe, unfair, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement, the President shall not:

1. Permit students to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow students to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
2. Permit violation of student confidentiality and privacy, except where specific disclosure is required by legislation.
 - 2.1. Use application forms or procedures that elicit information for which there is no clear necessity.
 - 2.2. Use methods of collecting, reviewing, storing or transmitting student information that inadequately protect against improper access to personal information.
3. Permit discrimination on the basis of sex, race, age, color, creed, national origin, religion, disability, sexual orientation, gender identity, or genetic information.
4. Permit students to be uninformed of student rights and responsibilities, including expectations for student behavior, and the consequences of failure to adhere to the expectations.
 - 4.1. Permit students to be uninformed of the process for registering a complaint or concern.



BOARD OF TRUSTEES POLICY



Policy Name: Treatment of Employees

Number: EL-2

Date Adopted: September 22, 2015

Policy Type: Executive Limitations

Date Last Reviewed: February 27, 2018

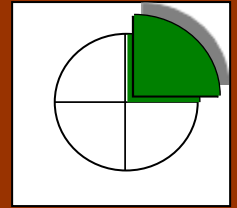
The President shall not cause or allow employee working conditions that are unfair, disrespectful, unsafe, disorganized, or unclear.

Further, without limiting the scope of the above statement, the President shall not:

1. Allow employees to be without written policies that: (1) clarify expectations and working conditions; (2) provide for effective handling of grievances; and (3) protect against wrongful conditions.
2. Allow employees to be unprepared to deal with emergency situations.
3. Permit discrimination on the basis of sex, race, age, color, creed, national origin, religion, disability, sexual orientation, gender identity, or genetic information.



BOARD OF TRUSTEES POLICY



Policy Name: Ethical Behavior

Number:

EL-3

Date Approved:

September 22, 2015

Policy Type: Executive Limitations

Date Last Reviewed:

November 27, 2018

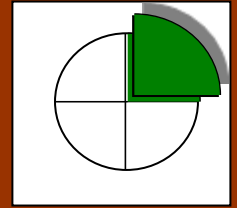
The President shall not permit lack of a high degree of integrity at all levels of the organization.

Further, without limiting the scope of the above statement, the President shall not:

1. Operate without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.
2. Permit employees and others to be without a mechanism for anonymous and confidential reporting of alleged or suspected improper activities, without fear of retaliation.



BOARD OF TRUSTEES POLICY



Policy Name: Planning

Number:

EL-4

Date Adopted:

September 22, 2015

Date Amended:

September 27, 2016

Policy Type: Executive Limitations

Date Last Reviewed: April 26, 2016

The President shall not permit planning that allocates resources in a way that deviates materially from Board-stated Ends priorities, risks fiscal jeopardy, or does not enable the longer-term ability of the organization to achieve Ends.

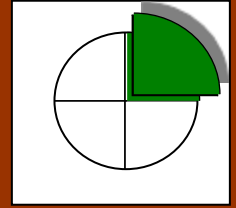
Further, without limiting the scope of the above statement, the President shall not:

1. Operate without a written, multi-year plan that can be expected to achieve a reasonable interpretation of the Ends.
 - 1.1. Permit planning that does not explain and justify assumptions, and identify relevant environmental factors.
2. Operate without an annual financial plan that can be expected to achieve a reasonable interpretation of a one-year segment of the Ends.
 - 2.1. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
 - 2.2. Permit financial planning that omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Permit planning the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period.
4. Permit budgeting that plans to reduce the balance in the General Unrestricted Fund to less than 12.5% of the previous year's expenditures.
5. Permit financial planning that does not provide funds for the Board's direct use during the year, including costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
6. Permit planning that does not include provision for long-term capital maintenance and improvements.
7. Plan construction of new facilities, or renovation of existing facilities, that do not include environmentally friendly features, unless financially prohibitive.

8. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.
 - 8.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the College over the long term.
 - 8.2. Permit the college to be without sufficient organizational capacity and current information about President and board issues and processes for the competent operation of the College to continue in the event of the sudden loss of President services.



BOARD OF TRUSTEES POLICY



Policy Name: Financial Condition and Activities

Number: EL-5

Policy Type: Executive Limitations

Date Adopted: September 22, 2015

Date Last Amended: June 28, 2016

Date Last Reviewed: October 25, 2016

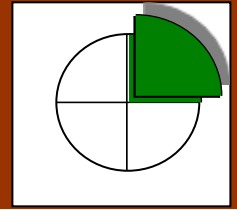
With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Further, without limiting the scope of the above statement, the President shall not:

1. Jeopardize the fiscal sustainability of the College by expending more funds in a fiscal year than are anticipated to be received or are available from fund balance.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered, revenues.
3. 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.
4. Allow the untimely settlement of payroll and debts.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.



BOARD OF TRUSTEES POLICY



Policy Name: Asset Protection

Number: EL-6

Date Adopted: September 22, 2015

Policy Type: Executive Limitations

Date Last Reviewed: June 26, 2018

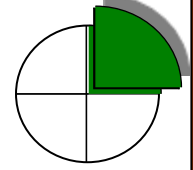
The President shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the above statement, the President shall not:

1. Permit the College to be without insurance against theft, fire and casualty losses to at least 80 percent of replacement value and without adequate insurance against liability losses to board members, employees, and others engaged in activities of the organization, and the organization itself.
2. Allow unbonded personnel access to material amounts of funds.
3. Cause or allow facilities and equipment to be subjected to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the college, governing board, administration, faculty, or staff to claims of liability.
5. Make any purchase (1) wherein normally prudent protection has not been given against conflict of interest; (2) Over \$5,000 without having obtained comparative prices and quality and without a stringent method of assuring the balance of long-term quality and cost.
6. Allow intellectual property, information, and files to be exposed to loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
 - 7.1. Receive, process or disburse the organization's assets under internal controls insufficient to detect, deter and prevent fraud or insufficient to prevent and detect significant deficiencies or material weaknesses.
 - 7.2. Compromise the independence of the Board's financial audit by engaging the financial auditor for internal consulting services without prior Board approval.
8. President shall not operate without an investment policy that follows the requirements of the current Code of Iowa.
9. Endanger the public image or credibility of the college, particularly in ways that would hinder its ability to accomplish Ends.



BOARD OF TRUSTEES POLICY



Policy Name: Compensation and Benefits

Number:

EL-7

Date Adopted:

September 22, 2015

Policy Type: Executive Limitations

Date Last Reviewed: July 24, 2018

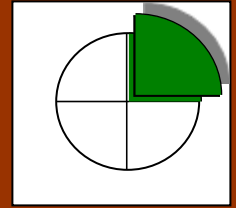
With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President shall not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the above statement, the President shall not:

1. Change the President's own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish compensation and benefits that deviate materially from the geographic or professional market for the skills required.
4. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - Incur unfunded liabilities.
 - Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - Allow any employee to lose benefits already accrued from any foregoing plan.



BOARD OF TRUSTEES POLICY



Policy Name: Communication and Support to the Board

Number: EL-8

Policy Type: Executive Limitations

Date Adopted: September 22, 2015

Date Last Amended: October 25, 2016

Date Last Reviewed: August 23, 2016

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

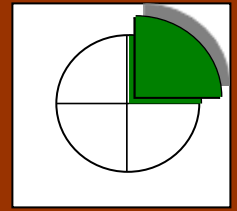
Further, without limiting the scope of the above statement, the President shall not:

1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.
 - 1.1. Allow the Board to be without decision information to support informed Board choices, including relevant environmental scanning data, a representative range of staff and external points of view, and significant issues or changes within the external environment, along with alternative choices and their respective implications.
 - 1.2. Let the Board be without monitoring data as required by the schedule in the policy on Monitoring Executive Performance, in a timely, accurate and understandable fashion, including President interpretations that include rationale, and evidence of compliance.
 - 1.3. Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.
 - 1.4. Let the Board be unaware of any incidental information it requires, including significant anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in executive personnel.
 - 1.5. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies, particularly in the case of board behavior which is detrimental to the work relationship between the Board and the President.
 - 1.5.1. Allow the Chair and/or Vice Chair to be unaware of an individual trustee who is not in compliance with the Board's policies.
 - 1.6. Present information in an untimely manner, in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.

2. Allow the Board to be without reasonable administrative support for Board activities.
 - 2.1. Allow the Board to be without a workable, user-friendly mechanism for official board, officer or Board committee communications.
 - 2.2. Allow the Board to be without Board Secretary services that meet all legal requirements and ensure the integrity of the Board's documents.
 - 2.3. Allow Board members to be without board meeting agenda and meeting information at least 6 days prior to a scheduled board meeting.
3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
 - 3.1. Deal with the Board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
 - 3.2. Neglect to supply for the Required Approvals agenda all items required by law, regulation or contract to be board-approved.



BOARD OF TRUSTEES POLICY



Policy Name: Naming of Facilities and Programs

Number:

EL-9

Policy Type: Executive Limitations

Date Adopted:

September 22, 2015

Date Last Reviewed: November 24, 2015

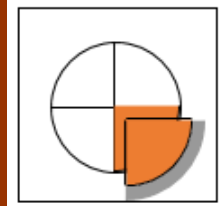
The President shall not permit College facilities or programs to be named for individuals or companies except in recognition of distinguished service and/or financial support of the College.

Further, without limiting the scope of the above statement, the President shall not:

1. Recognize service by naming facilities or programs unless the service has been distinguished, including contributions of time and talent that has had a significant positive impact on the College over an extended period of years.
2. Recognize financial support by naming facilities or programs unless the amount of the monetary gift is commensurate with the facility, program or fund being named.
3. Recognize financial support by naming facilities or programs unless such naming would maintain the public image and integrity of the College.
4. Provide recognition by naming in an inconsistent manner.
5. Finalize the naming of a facility or program prior to Board monitoring that confirms compliance with the criteria in this policy.



BOARD OF TRUSTEES POLICY



Policy Name: Global Governance Commitment

Number:

GP

Date Adopted:

September 22, 2015

Policy Type: Governance Process

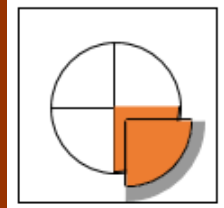
Date Last Reviewed:

November 24, 2015

The purpose of the Board, on behalf of the residents of Merged Area VII, is to see to it that Hawkeye Community College achieves appropriate results for the appropriate people at an appropriate cost (as specified in Board Ends polices), and avoids unacceptable actions and situations.



BOARD OF TRUSTEES POLICY



Policy Name: Governing Style

Number:

GP-1

Policy Type: Governance Process

Date Adopted:

September 22, 2015

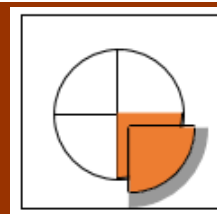
Date Last Reviewed:

The Board will govern lawfully with an emphasis on (1) outward, future-oriented vision rather than internal preoccupation, (2) commitment to obtaining ownership input, (3) encouragement of diversity in viewpoints, (4) strategic leadership more than administrative detail, (5) clear distinction of board and President executive roles, (6) collective rather than individual decisions, (7) future rather than past or present, and (8) proactivity rather than reactivity.

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will initiate policy, not merely react 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.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the owners' 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 results to be produced for beneficiaries outside the operational organization, not on the administrative or programmatic means of attaining those effects. Individual trustees are free to share information with the President but will never be construed as actual or implied instruction of the President.
3. The Board will exercise whatever self-discipline is needed to govern with excellence. Self-discipline will include such matters as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability.



BOARD OF TRUSTEES POLICY



Policy Name: Board Job Description

Number: GP-2

Policy Type: Governance Process

Date Adopted: September 22, 2015

Date Last Reviewed: October 24, 2017

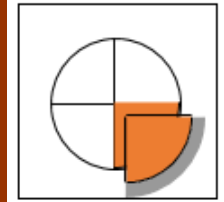
Date Last Amended: January 24, 2017

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 College employees the Board will concentrate its efforts on the following:

1. The Board will produce the link between the College and the residents of Merged Area VII.
2. The Board will produce written governing policies that, at the broadest levels, address:
 - *Ends*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - *Executive Limitations*: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - *Governance Process*: Specification of how the Board conceives, carries out, and monitors its own task.
 - *Board-President Delegation*: How power is delegated and its proper use monitored; the President's role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations through structured monitoring of the President as outlined in policies on Board-President Delegation.
4. Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.



BOARD OF TRUSTEES POLICY



Policy Name: Board Planning Cycle and Agenda Control	Number:	GP-3
Policy Type: Governance Process	Date Adopted:	September 22, 2015
	Date Last Reviewed:	
	Date Amended:	January 24, 2017; October 25, 2016

The Board will follow an annual agenda cycle, which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

1. The Board shall maintain control of its own agenda by developing a multi-year cycle and an *annual* schedule that includes all elements of the Board's work.
 - 1.1. Considered review of the Ends in a timely fashion which allows the President to build a budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ends.
 - 1.2 Linkage with the ownership to gain a representative mix of owner values, perceptions, and expectation, prior to the above review.
 - 1.3 Education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups, and staff).
 - 1.4 Regular review of the content of Executive Limitations, Governance Process and Board – President Delegation policies, consistent with a multi-year cycle that includes review of all policies.
 - 1.5 Self-evaluation of the Board's own compliance with its Governance Process and Board–President Delegation policies.
 - 1.6 Documentation of monitoring compliance by the President with Executive Limitations and Ends policies. Monitoring reports will be provided and read in advance of the board meeting, and discussion will occur only if reports show policy violations, if reports do not provide sufficient information for the Board to make a determination regarding compliance, or if policy criteria are to be debated.
 - 1.7. President remuneration will be decided in June after a review of monitoring reports received in the last year.
 - 1.8. Education about the process of governance.

2. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
 - Clarification as to whether the issue clearly belongs to the Board or the President.
 - Identification of what category an issue relates to - Ends, Executive Limitations, Governance Process, Board-President Delegation.
 - Review of what the Board has already said in this category, and how the current issue is related.
3. Throughout the year, the Board will attend to items requiring official board action as set out by state and federal requirements. When an item is brought to the Board via the Required Approvals Agenda, these motions will be handled as expeditiously as possible and in the proper format required by law.
4. Unless specified otherwise by the Board, meetings of the Board of Trustees will occur on the fourth Tuesday of each month.

MULTI-YEAR CYCLE FOR POLICY CONTENT REVIEW [4 year]

		Year 1	Year 2	Year 3	Year 4
Number	Policy Content Review	FY20	FY21	FY22	FY19
Ends	Ends	November	October	November	November
EL	General Executive Constraint	November			
EL-1	Treatment of Students		January		
EL-2	Treatment of Employees			February	
EL-3	Ethical Behavior				November
EL-4	Planning	April			
EL-5	Financial Condition and Activities		May		
EL-6	Asset Protection			June	
EL-7	Compensation & Benefits				July
EL-8	Communication and Support to the Board	August			
EL-9	Naming of Facilities and Programs		May		
GP	Global Governance Commitment		September		
GP-1	Governing Style	Every meeting			
GP-2	Board Job Description			October	
GP-3	Board Planning Cycle and Agenda Control				January
GP-4	Chair's Role		July		
GP-5	Board Members' Code of Conduct		February		
GP-6	Board Committee Principles			March	
GP-7	Board Committee Structure				April
GP-8	Investment in Governance	May			
GP-9	Board Linkage with Owners		June		
GP-10	Governance Succession Planning			July	
GP-11	Special Rules of Order				August
GP-12	Handling of Apparent Policy Violations			October	
GP-13	Adoption/Amendment of Policies			November	
BPD	Global Board-President Delegation			November	
BPD-1	Unity of Control		November		
BPD-2	Accountability of the President			January	
BPD-3	Delegation to the President				February
BPD-4	Monitoring President Performance		March		

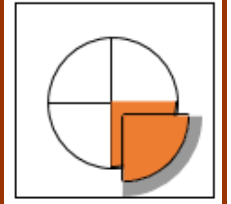
ANNUAL AGENDA CYCLE

2019	Planned Linkage with Owners	Board Education	Ends Decisions	Governance Process & Board-President Delegation Decisions	Executive Limitations Decisions	Monitoring President & Board Self-Evaluation**
January				Selection of Auditor Routine Content Review GP-3		EL-5 Financial Cond. & Act. EL-6 Asset Protection EL-7 Comp. & Benefits Ends 3
February				Routine Content Review BPD-3		EL-5 Financial Cond. & Act. EL-9 Naming of Facilities & Programs Board Self-Evaluation GP-8
March						EL-5 Financial Cond. & Act. Ends 4 Board Self-evaluation GP-1 & GP-3
April	Ownership Linkage with Advisory Committees			Routine Content Review GP-7 Routine Content Review GP-7.1		EL-5 Financial Cond. & Act. Board Self-evaluation GP, GP-2, and BPD-1
May	Discuss Insights from Ownership Linkage					EL-5 Financial Cond. & Act.
June				Develop orientation plan for new members joining board in October President compensation decision		Ends 5 EL-5 Financial Cond. & Act. Board Self-evaluation GP-5 & GP-6
July						EL General Executive Restraint EL-5 Financial Cond. & Act. EL-8 Comm. & Support to Bd. Board Self-evaluation GP-4
August					Routine content review EL-8	EL-2 Treatment of Employees EL-4 Planning EL-5 Financial Cond. & Act. Board Self-evaluation GP-7 & GP-7.1
September						EL-1 Treatment of Students EL-5 Financial Cond. & Act. Board Self-evaluation GP-9 & GP-10
October		New Board member orientation				EL-5 Financial Cond. & Act. Ends 1 Board Self-evaluation GP-11, GP-12, & GP-13
November				Routine content review Ends	Routine Content Review EL	EL-3 Ethical Behavior EL-5 Financial Cond. & Act. Ends 2 Self-evaluation BPD, BPD-2, BPD-3, & BPD-4

*Shaded columns should take majority of board meeting time. ** Include self-evaluation of meeting process at each meeting, which constitutes monitoring of GP-1



BOARD OF TRUSTEES POLICY



Policy Name: Chair's Role

Number:

GP-4

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

July 25, 2017

The Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

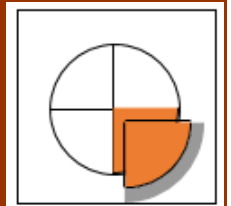
1. The job result of the Chair is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1 Meeting discussion content will be only those issues which, according to board policy, clearly belong to the Board to decide, not the President.
 - 1.2 Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3 Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-President Delegation, 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.
 - 2.1 The Chair is empowered to conduct board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
 - 2.2 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.)
 - 2.3 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 the Chair. The Board chair will keep the board members and the president informed of statements made.
 - 2.4 The Chair may delegate this authority but remains accountable for its use.

2.5 The Board Chair will seek input from fellow board members on appropriate topics.

2.6 The Board Chair will keep fellow board members fully informed on all topics relating to issues that fall within board governance.



BOARD OF TRUSTEES POLICY



Policy Name: Board Members' Code of Conduct	Number:	GP-5
	Date Adopted:	September 22, 2015
Policy Type: Governance Process	Date Amended:	July 24, 2018
	Date Last Reviewed:	February 28, 2017

The Board commits itself and its members to ethical, businesslike, and lawful conduct that is above reproach and inspires trust of the public, including proper use of authority and appropriate decorum in an atmosphere free of discrimination, harassment, exploitation, and/or intimidation.

1. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
2. When a Board member receives a question or concern directly or by electronic means, the process to be followed is:
 - Listen and acknowledge the concern immediately.
 - Do not offer any evaluative comments or solutions.
 - Explain the Board has delegated certain responsibilities to the President. Indicate the President will be asked to ensure that the matter is looked into and respond directly. Ask the individual to contact you again if the matter has not been addressed within a reasonable time period.
 - Channel the concern to the President.
 - Bring it forward for board attention if the expressed concern appears to be a violation of board policy or if you notice a pattern of similar concerns.
 - The Board will only discuss the matter if a majority determines that monitoring is required.
3. When a Board member receives communication directly or by electronic means from representatives of the media, the process to be followed is:
 - Channel the request for comment to the Chair of the Board of Trustees if available or then to the Vice Chair.
 - Bring it forward for board attention if the expressed question or statement causes you concern.
 - The Board will only discuss the matter if a majority of the board members share the concern.

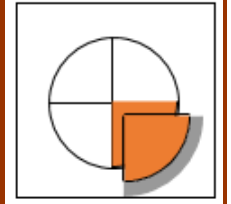
4. Board members must represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any loyalties to employees, other organizations or to any personal interest as a consumer.
5. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 5.1. 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.
 - 5.2. 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.
 - 5.3. 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.
 - 5.4. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
 - 5.5. If there is a question as to whether a conflict of interest exists, the decision of the Board shall be final.
6. Board members shall not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 6.1. Board members' interaction with the President or with employees must recognize that individual board members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 6.2. Board members' individual opinions of the President's performance shall be expressed only through the Board's monitoring process as described in policy BPD-4.
 - 6.3. Board members' interactions with public, media, 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. The Board Chair or designate is the only person authorized to speak to the media on behalf of the Board.
7. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

8. Board members shall be familiar with relevant legislation and regulations concerning the College, and governing policies of the Board as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
9. Board members will be properly prepared for board deliberation.
10. Board members will support the legitimacy and authority of board decisions, regardless of the member's personal position on the issue.
11. Board members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
12. Board members shall attend meetings on a regular and punctual basis.
13. A board member who is alleged to have violated the Code of Conduct shall meet with the Board Chair and Vice-Chair and shall be informed in writing of the alleged violation and given an opportunity to present their view of such alleged violation. If the Board Chair and Vice-Chair agree that there is insufficient proof of a violation of the Code of Conduct, the board member and the complaining party shall be orally informed of the decision. If the Board Chair and Vice-Chair agree that the board member has violated the Code of Conduct, a letter of reprimand, signed by the Board Chair, shall be given to the board member. The complaining party shall be orally informed by the Board Chair that the board member has been privately reprimanded.
 - 13.1. If the board member alleged to have violated the Code of Conduct is the Board Vice-Chair, then the Board Chair shall select another member of the Board to serve with them for purposes of the responsibilities set forth in this policy. If the board member alleged to have violated the Code of Conduct is the Board Chair, then the Vice-Chair shall select another member of the board to serve with them for purposes of the responsibilities set forth in this policy.
 - 13.2. If the complaining party is either the Board Chair or Vice-Chair, then they shall recuse themselves, and another board member, selected by the Board Chair or Vice-Chair, shall serve in their place.
 - 13.3. If the Board Chair and Vice-Chair are alleged to have violated the Code of Conduct, the remaining board shall select two members to serve for the purposes of the responsibilities set forth in this policy.
 - 13.4. If within a two (2) year period following the date of a letter of reprimand, issued pursuant to the preceding paragraph, a board member is alleged to have again violated the Code of Conduct, the following actions shall be taken:

- 13.4.1. The Board Chair and Vice-Chair, (or board members acting in that capacity if the matter involves the Board Chair or Vice-Chair) agree that the board member has again violated the Code of Conduct.
- 13.4.2. The matter shall be brought before the entire Board at the next regularly scheduled board meeting. The complaining party and the details of the complaint shall be identified.
- 13.4.3. The board member against whom the allegation was made shall be allowed to present their view of such matter and the Board shall be informed by the Board Chair and Vice-Chair (or board members acting in that capacity if the matter involves the Board Chair or Vice-Chair) of why they found a violation of the Code of Conduct.
- 13.4.4. Upon the conclusion of discussion, the board member against whom the complaint was issued, and the complaining party (if another board member) shall abstain from voting upon a resolution of public censure or other action deemed appropriate by the Board. Upon majority vote of the remaining board members present at the meeting, any board member found to have violated the Code of Conduct shall be subject to censure in the Board minutes or such other action as may be deemed appropriate by the Board.



BOARD OF TRUSTEES POLICY



Policy Name: Board Committee Principles

Number:

GP-6

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

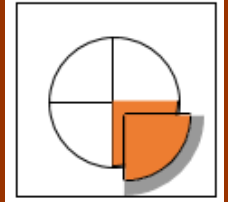
March 27, 2018

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.

1. Board committees are to help the Board do its job, never to help or advise the employees. 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 employee operations.
2. 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.
3. Board committees cannot exercise authority over employees. Because the President works for the full board, the President will not be required to obtain approval of a board committee before an executive action.
4. 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. The Board as a whole retains responsibility and authority to monitor organizational performance.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the President.



BOARD OF TRUSTEES POLICY



Policy Name: Board Committee Structure

Number:

GP-7

Date Adopted:

September 22, 2015

Policy Type: Governance Process

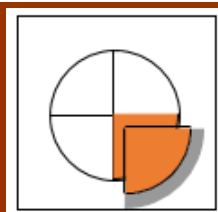
Date Last Reviewed:

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee.

1. The only Board committees are those which are set forth in lower level sections of this policy.
2. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.
3. The Board's expectations of a committee and the committee authority will be stated in writing.
4. Committee expenses will be reimbursed in accordance with Board Policy GP-8.



BOARD OF TRUSTEES POLICY



Policy Name: Finance Committee

Number:

GP-7.1

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

The Finance Committee allows the Board to fulfill legislated requirements, without interfering in delegated areas or using a significant amount of Board time to address issues that have been delegated to the President.

Purpose

1. The committee's purpose is to support the Board's job, never to decide for the Board unless explicitly stated below.
 - 1.1 Weekly authorization of College bills on an interim basis for Board approval at the next meeting.
 - 1.2 Review of board members' expense reimbursements.

Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with board holism.
 - 2.1. The committee has no authority to change board policies.
 - 2.2. The committee has authority to spend funds required for travel to meetings if meetings are required.
 - 2.3. The committee has authority to provide interim authorization of weekly spending, which is subject to ratification by the Board at the next meeting.

Committee Composition and Tenure:

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1 The Committee shall be composed of not more than four board members.
 - 3.2 Members shall be appointed for a one year term.



BOARD OF TRUSTEES POLICY



Policy Name: Investment in Governance

Number:

GP-8

Policy Type: Governance Process

Date Adopted:

September 22, 2015

Date Amended:

November 27, 2018

Date Last Reviewed:

May 24, 2016

Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

1. Candidates for Board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Board members.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.1 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.
 - 2.2 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.
 - 2.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
3. 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 the following guidelines:
 - 3.1 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.

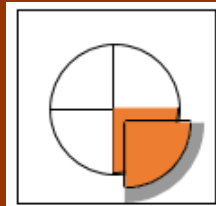
- 3.2 Air transportation, coach class. The Board Secretary may arrange and prepay for airline tickets. When Trustee arranges travel transportation, they will be reimbursed at lowest rate available to the college.
 - 3.3 Registration & Conference fees where possible will be arranged and prepaid by the Board Secretary.
 - 3.4 Lodging where possible will be arranged by the Board Secretary 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.
 - 3.5 Meals will be reimbursed for actual cost (receipt required).
 - 3.6 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 if needed.
 - 3.7 Taxi or other public transportation will be reimbursed at actual cost (receipt required).
 - 3.8 Trustees are welcome to have a spouse travel with them on college business. The Board Secretary can arrange spouse travel. Related expenses for the spouse will be identified and reimbursed by the Trustee.
4. The Board will use its Governance Process and Board – President Delegation policies as measurable standards against which the Board's performance can be evaluated.
 - 4.1 The Board will evaluate and discuss the Board's process and performance at each meeting.
 - 4.2 Under the leadership of the Chair, over the course of the calendar year, the Board will conduct a self-evaluation of its compliance with its Governance Process and Board-President Delegation policies as required by Board policy GP-3, subsection 1.5. This formal evaluation will be conducted by monthly reviewing and evaluating the Board's compliance with these policies according to the monthly/annual agenda cycle set forth at the end of the Board policy GP-3 for monitoring President and Board Self-Evaluation. The monthly Board meeting minutes will reflect the review and evaluation of the policies designated for review each month and whether the Board is in compliance with each policy. If any meeting minutes reflect that any member of the Board believes the Board is not in compliance with any such policy,

that policy shall be placed on the agenda for the next month's meeting for discussion of any needed improvement of identified areas. As a result of this evaluation, the Board will, if deemed necessary, establish a governance action plan for improvement of any identified areas.

4.2.1 In addition to the above scheduled review of such policies, upon the choice of the Board, any policy can be monitored at any time.



BOARD OF TRUSTEES POLICY



Policy Name: Board Linkage with Owners

Number:

GP-9

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

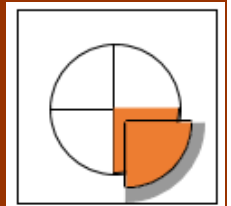
June 27, 2017

The owners of Hawkeye Community College are defined as residents of Merged Area VII. The Board shall be accountable for the organization to its owners as a whole. Board members shall act on behalf of the owners as a whole, rather than being advocates for specific geographic areas or interest groups.

1. When making governance decisions, Board members shall maintain a distinction between their personal interests as customers of the College's services, and their obligation to speak for others as a representative of the owners as a whole. As the agent of the owners, the Board is obligated to identify and know what the owners want and need.
2. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with owners in order to understand the diversity of their values and perspectives.
3. The Board will establish and maintain a three-year ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the owners, primarily around the organization's Ends. The plan will include selection of representative owners for dialogue, methods to be used, and questions to be asked of the owners. The information obtained from this dialogue with owners will be used to inform the Board's policy deliberations.
 - 3.1. All board members are accountable to the Board for participating in the linkage with owners as identified in the plan.
4. The Board will consider its ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership regarding what benefits the College should provide, for whom, and the relative priority of those benefits.
 - The owners are aware that the Board is interested in their perspective.
 - If asked, the owners would say that they have had opportunity to let the Board know their views.
 - The owners are aware of how the Board has used the information they provided.



BOARD OF TRUSTEES POLICY



Policy Name: Governance Succession Planning

Number:

GP-10

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

July 25, 2017

In keeping with the Board's commitment to excellence in governance, the Board shall encourage candidates to run for election for open positions who have characteristics that will enable them to govern, not to manage, the College.

1. These characteristics include:

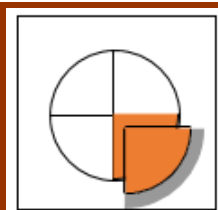
- Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse people; willing to actively seek to access and understand that diversity.
- Ability to think in terms of systems and context — to see the big picture.
- Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
- Willingness to delegate the operational detail to others.
- Ability and willingness to deal with vision and the long term, rather than day-to-day details.
- Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
- Willingness and commitment to honor board decisions.
- Commitment not to make judgments in the absence of previously stated criteria.
- Willingness to give priority to the time needed for board business.

2. When there is a vacancy on the Board, the Code of Iowa process will be followed:

- 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.
- The board will select the appointee at the next regular board meeting.
- The Board-appointed Trustee must stand for election at the next scheduled school election to fill the vacancy for the remainder of the vacant seat's term as per the Code of Iowa.



BOARD OF TRUSTEES POLICY



Policy Name: Special Rules of Order

Number:

GP-11

Date Adopted:

September 22, 2015

Policy Type: Governance Process

Date Last Reviewed:

August 28, 2018

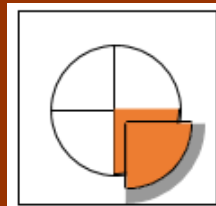
Board meetings will be conducted in an orderly, effective process, led and defined by the Chair.

1. All Code of Iowa obligations respecting board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
4. Board members must keep their comments relevant to the issue under consideration.
5. Board meetings will be conducted at a level of informality considered appropriate by the chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
6. Proposals that the Board take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a board member, discussed, and then voted on. Motions require a second to proceed to subsequent vote.
 - 6.1. The chair of the Board may to the same extent as any board member, make motions, engage in debate, or vote on any matter to be decided.
 - 6.2. A motion to amend a main motion may be amended but third level amendments are out of order.
 - 6.3. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.
7. Board members may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.

8. A vote on a motion shall be taken when discussion ends but any board member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
9. A majority vote will decide all motions before the Board excepting those matters in the Code of Iowa which oblige a higher level of approval.
10. A motion to adjourn a board meeting may be offered by any board member or, on the conclusion of all business, adjournment of the meeting may be declared by the Chair.
11. All board member's votes shall be listed on the record as required by the Code of Iowa.
12. When further rules of order are to be developed by the Board, the Board will consider the *most recent edition of Robert's Rules of Order* as a resource guide.



BOARD OF TRUSTEES POLICY



Policy Name: Handling of Apparent Policy Violations

Number: GP-12

Date Adopted: September 22, 2015

Policy Type: Governance Process

Date Last Reviewed: October 24, 2017

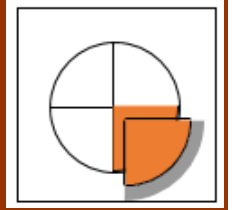
The Board as a whole has the responsibility to regularly monitor the performance of the President as outlined in the policies on Board-President Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.

1. Conditions which may trigger a request for monitoring beyond the normal schedule may include:
 - Board Member has been contacted regarding a complaint by a member of the ownership or a customer. After the Board Member has followed the procedure for handling complaints (see Board Code of Conduct), the individual again contacts the Board Member indicating that the complaint still exists, and in the Board Member's opinion the incident appears to be a potential policy violation.
 - One or more Board Members receive complaints or become aware of a pattern of similar instances that taken together raise questions of general policy violation.
 - A single incident of complaint is of a nature that regardless of how it is resolved, there is a serious question of policy violation.
2. If any of the above conditions exist:
 - The Board Member shall inform the Chair of the situation.
 - The Chair shall ascertain the facts with the President, and if the complaint was clearly unfounded, the Chair shall dismiss the matter, but verbally inform the Board.
 - If the facts do not clearly indicate the complaint was unfounded, in a closed session, the Chair shall request the President to provide to the Board his or her interpretation of the policy, rationale for why the interpretation should be considered reasonable, and evidence of policy compliance with reference to the situation(s) in question.

- The Board as a whole shall determine whether the President's interpretation falls within any reasonable interpretation of the policy.
3. If the President's interpretation is assessed by the Board to be reasonable and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. (The President will handle the issue directly with the complainant.)
 4. If the President's interpretation is assessed by the Board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and deal with the President regarding performance.
 5. If the incident(s) in question do(es) not appear to be a potential violation of policy:
 - Board member should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.
 - If the Board member considers that a policy amendment should be made, the Board member should ask the Chair to put the item on the next agenda.
 - The Board as a whole then shall debate whether or not the policy should be amended, making the reported event explicitly unacceptable in the future.



BOARD OF DIRECTORS POLICY



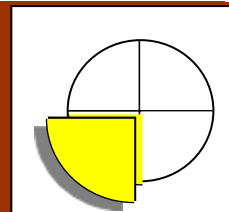
Policy Name: Adoption/Amendment of Policies	Number:	GP-13
	Date Adopted:	September 22, 2015
	Date Amended:	October 25, 2016
Policy Type: Governance Process	Date Last Reviewed:	November 28, 2017

Adoption of new Board policies or amendment of existing policies is solely the responsibility of the Board. Board policies will be adopted or amended only by the affirmative vote of a majority of the Board members present when such action has been scheduled on the agenda of a regular or special meeting.

1. The Board shall ensure that policies it develops are compliant with relevant legislation or regulations, and consistent with existing Board policies or agreements.
2. Any Board member, by a carried motion, may initiate the process leading to the preparation or amendment of a policy. The initiation motion shall include at least the main concerns that should be addressed in the subsequent policy statement.
3. The Board shall ensure that the necessary data is gathered to understand the issue and assure the integrity of the resultant policy statement. Depending on the nature of the issue, this data may be provided by the President, or a delegated Board Committee.
4. Based on the data above, a policy statement shall be prepared for first reading.
5. During the first reading, the Board may make modifications to be included in the statement before second reading at a subsequent meeting.
6. Second reading, which shall be the final approval step, shall occur not sooner than one Regular Board Meeting after first reading unless there is unanimous agreement of all of the Board members present that second reading should immediately follow the first reading.
7. The sequence in items 4 to 6 does not apply to minor revisions that do not alter the intent of a policy, such as grammatical corrections.
8. Unless an effective date in the future is specifically stated to allow for orderly implementation, all policies shall be effective upon adoption.
9. All policies shall show the date the policy was adopted and the date(s) of all amendments.



BOARD OF TRUSTEES POLICY

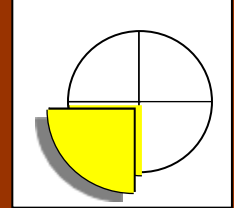


Policy Name: Global Board-President Delegation	Number: BPD
	Date Adopted: September 22, 2015
Policy Type: Board-President Delegation	Date Last Reviewed: Nov. 28, 2017

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



BOARD OF TRUSTEES POLICY



Policy Name: Unity of Control

Number: BPD-1

Date Adopted: September 22, 2015

Policy Type: Board-President Delegation

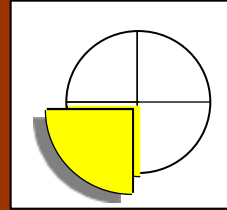
Date Last Reviewed: November 28, 2017

Only officially passed motions of the Board acting as a body are binding on the President.

1. 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.
2. 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.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the President.



BOARD OF TRUSTEES POLICY



Policy Name: Accountability of the President

Number: BPD-2

Date Adopted: September 22, 2015

Policy Type: Board-President Delegation

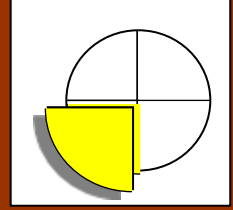
Date Last Reviewed: January 23, 2018

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

1. The Board will never give instructions to persons who report directly or indirectly to the President. Board members will channel their requests for College-related information through the President.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the President.
3. The Board will view President's performance as identical to organizational performance, so that organizational accomplishment of a reasonable interpretation of board-stated Ends and compliance with a reasonable interpretation of Executive Limitations will be viewed as successful President's performance. Therefore the President's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.



BOARD OF TRUSTEES POLICY



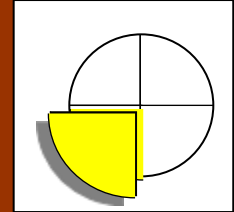
Policy Name: Delegation to the President	Number: BPD-3
	Date Adopted: June 28, 2005
	Date Amended: January 22, 2008, August 26, 2014
Policy Type: Board-President Delegation	Date Last Reviewed:

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:

1. The Board will develop policies instructing the President to achieve specified results for specified recipients at a specified cost. These policies will be called Ends policies. All issues that are not Ends issues as defined here are Means issues.
2. The Board will develop policies that limit the latitude the President may exercise in choosing the organizational means. These policies will be called Executive Limitations policies. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective. The Board will never prescribe organizational means delegated to the President.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. 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 including, but not limited to, all decisions relating to the employment of instructional and non-instructional staff.
5. 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. This does not prevent the Board from obtaining information from the President about the delegated areas, except for data protected by privacy legislation.



BOARD OF TRUSTEES POLICY



Policy Name: Monitoring President Performance

Number: BPD-4

Date Adopted: September 22, 2015

Policy Type: Board-President Delegation

Date Last Reviewed: March 28, 2017

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.

1. 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.
2. The Board will acquire monitoring data by one or more of three methods:
 - 2.1 By internal report, in which the President discloses compliance information to the Board,
 - 2.2 By external report, in which an external, disinterested third party selected by the Board inspects the evidence of compliance with board policies, and
 - 2.3 By direct board inspection, in which a board-designated member or members of the Board directly examine the evidence of compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable President interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretation favored by Board members, the disinterested third party, or even the Board as a whole.
4. 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, as shown below.
5. A formal evaluation of the President by the Board will occur annually, based on the achievement of the Board's *Ends Policies* and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.

By Policy:

No.	Policy	Frequency	Date
E	Ends, item 1	Annually	October
E	Ends, item 2	Annually	November
E	Ends, item 3	Annually	January
E	Ends, item 4	Annually	March
E	Ends, item 5	Annually	June
EL	General Executive Constraint	Annually	July
EL-1	Treatment of Students	Annually	September
EL-2	Treatment of Employees	Annually	August
EL-3	Ethical Behavior	Annually	November
EL-4	Planning	Annually	August
EL-5	Financial Condition and Activity	Monthly	Monthly
EL-6	Asset Protection	Annually	January
EL-7	Compensation and Benefits	Annually	January
EL-8	Communication and Support to the Board	Annually	July
EL-9	Naming of Facilities and Programs	Annually	February

By Month:

Date	No.	Policy	Frequency
January	E	Ends, item 3	Annually
January	EL-6	Asset Protection	Annually
January	EL-7	Compensation and Benefits	Annually
February	EL-9	Naming of Facilities and Programs	Annually
March	E	Ends, item 4	Annually
June	E	Ends, item 5	Annually
July	EL	General Executive Constraint	Annually
July	EL-8	Communication and Support to the Board	Annually
August	EL-2	Treatment of Employees	Annually
August	EL-4	Planning	Annually
September	EL-1	Treatment of Students	Annually
October	E	Ends, item 1	Annually
November	E	Ends, item 2	Annually
November	EL-3	Ethical Behavior	Annually
Monthly	EL-5	Financial Condition and Activity	Monthly