

Section 3 - Board-Staff Relationship

POLICY 3.01 - DELEGATION TO THE PRESIDENT.....2
POLICY 3.02 - PRESIDENT'S JOB DESCRIPTION..... 2
POLICY 3.03 - MONITORING PRESIDENTIAL PERFORMANCE.....3

Policy 3.01 - Delegation to the President

All Board authority delegated to staff is delegated through the President. All authority and accountability of staff is considered to be the authority and accountability of the President.

1. The Board will direct the President to achieve certain results through the establishment of Mission and Objectives policies and specific statutory delegations. The Board will limit the latitude the President may exercise in practices, methods, conduct, and other "means" through establishment of Executive Limitations policies.
2. As long as the President uses any reasonable interpretation of the Board's Mission and Objectives and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
3. The Board may change its Mission and Objectives and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude choice given to the President. However, as long as a policy is in effect, the Board will respect and support the President's decisions that conform to that policy.
4. Only decisions of the Board acting as a body are binding upon the President.
 - a. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. If Board members or committees request information or assistance without Board authorization, the President can refuse such requests that, in the President's judgment, require a material amount of staff time or funds or are disruptive.
5. The President shall apply to the Board for a waiver of a Board Policy if the President deems a waiver is in the best interest of the College.

Historic Information

- Revised: October 18, 2023
- Reviewed: January 15, 2003

Policy 3.02 - President's Job Description

The President is the chief executive officer of the College. The President is the Board's single official link with the operating organization. The President is accountable to the Board acting as a body. The Board will instruct the President through written policies delegating implementation to the President. The President's performance will be considered synonymous with the organizational performance of the College as a whole.

The President's responsibilities can be stated as performance in two areas:

1. Organizational accomplishment of the Boards' policies on Mission and Objectives.
2. Organizational operation within the boundaries established in Board policies on Executive Limitations.

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Policy 3.03 - Monitoring Presidential Performance

Monitoring executive performance is synonymous with monitoring organizational performance against Board policies on Mission and Objectives and on Executive Limitations. The Board will monitor performance in a manner as to have systematic assurance of policy compliance, including accomplishments of Mission and Objectives.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information that does not do this will not be considered to be monitoring. Monitoring will be done in a way to permit the Board to use most of its time to create the future rather than review the past.
2. A given policy may be monitored in one or more of three ways:
 - a. Internal Reports: Disclosure of compliance information to the Board from the Internal reports include:
 - Institutional data collection
 - Community surveys
 - Wage and employment data
 - Assessment of student learning
 - System and other peer comparison data
 - Financial reports
 - Monitoring Reports on Mission and Objectives: Workforce and Economic Development; Academic Transfer; Preparation for College Level Studies; Student Access, Support and Completion; Institutional Excellence and Community Enrichment.
 - b. External Reports: Disclosure of compliance information by an external auditor or other persons or entities external to the External reports include:
 - Audit reports
 - Licensing examination results
 - Accreditation reports
 - Transfer data
 - c. Direct Board Inspection: Discovery of compliance information by a Board member, a committee, or the Board as a whole. This is an

- inspection of documents, activities, or circumstances directed by the Board, which allows a test of policy compliance.
3. Policies can be monitored by any method at any time. Mission and Objectives and Executive Limitations policies will be monitored by the Board no less than annually.
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- Revised: October 18, 2023
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