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POLICY TYPE: ENDS  
POLICY TITLE: ENDS STATEMENT S

## THE VISION

Community inspiration. Exceptional education. Personal empowerment.

## THE MISSION

Transforming lives through quality education.

## THE VALUES

Student Success

Empowerment

Relationships

Visionary

Inclusion

Community

Excellence

It is the policy and practice of Montcalm Community College to provide equal educational and employment opportunities regardless of race, sex, pregnancy, color, religion, national origin or ancestry, age, marital status, height, weight, disability, veteran status, or genetics in all programs, activities, services, employment and advancement including access to, access to, treatment in, or compensation in employment as required by state and federal law. In addition, no person, on the basis of sexual orientation, gender identity, or gender expression shall be discriminated against in educational programs, activities, or admissions. Arrangements can be made to ensure that the lack of English language skills is not a barrier to admission or participation.

Revised 12/03, 11/09, 10/14, 10/17, 07/18, 01/21



POLICY TYPE: GOVERNANCE PROCESS  
POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT



POLICY TYPE: GOVERNANCE PROCESS  
POLICY TITLE: CHAIRPERSON'S ROLE

The job product of the chairperson is, primarily, the integrity of the board's process and, secondarily, occasional representation of the board to outside parties. The chairperson is the only board member authorized to speak for the board (beyond simply reporting board events) other than in rare and specifically authorized instances.

1. The job output of the chairperson is that the board behaves consistent with its own governance process and board-staff relationship policies and those legitimately imposed upon it from outside the organization.
  - A. Meeting discussion content will only be those issues which, according to board policy, clearly belong to the board to decide, not the president.
  - B. Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The authority of the chairperson consists in making decisions on behalf of the board. This authority extends to all decisions which fall within and are consistent with a reasonable interpretation of board policies on governance process and on the president relationship, except where the board specifically delegates portions of this authority to others.
  - A. The chairperson is empowered to chair board meetings with all the only accepted power of that position (e.g., ruling, recognizing).
  - B. The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policies. Therefore, the chairperson has no authority to supervise or direct the president.
  - C. The chairperson may represent the board to outside parties in announcing board positions and in stating chairperson's decisions and interpretations within the area delegated to him or her.
  - D. The chairperson is responsible for board discipline.

POLICY TYPE: GOVERNANCE PROCESS  
POLICY TITLE: BOARD COMMITTEE PRINCIPLES

The board may establish committees to help carry out its responsibilities. To preserve the integrity of the board, committees will be used sparingly. Committees will be used so as to minimally interfere with the wholeness of the board's job and so as never to interfere with delegation from board to president.

1. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the president.
2. Board committees are to help the board do its job, not to help or advise the staff in its job. Committees ordinarily will assist the board by preparing policy alternatives and recommendations for board deliberation.
3. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
4. Board committees cannot exercise authority over staff. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations. 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, unless such approval is established at the time the committee is formed or later enacted by the board.
5. This policy applies only to committees that are formed by board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the president.
6. A committee is a board committee only if its existence and charge come from the board.

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POLICY TYPE: GOVERNANCE PROCESS  
POLICY TITLE: ANNUAL BOARD PLANNING CYCLE

To accomplish its job outputs with a governance style consistent with board policies, the board will follow an annual agenda which completes exploration of ends policies at the fall retreat and continually improves its performance through attention to board education and to enriched input and deliberation.

1. In early fall, the board will begin planning for the fiscal year which begins the following July 1.
2. By early winter, the board will complete its planning for the coming fiscal year and will forward this information to the president for use in administrative planning and budgeting.



POLICY TYPE: GOVERNANCE PROCESS  
POLICY TITLE: MEETINGS

The board will conduct its meetings consistent with state law and at such time and place, and in such a manner as it may deem appropriate.

1. Regular meetings of the board shall be held on the appointed time and day and place designated by resolution of the board, and that notice shall be provided in accordance with PA 267 of 1976.
2. Special meetings of the board may be called by the chairperson or any two board members, by serving on the other members a written notice of the day, time and place of such special meetings and in compliance with PA 267 of 1976 (Sections 4 and 5) and at least 30 hours prior to said meeting time.
3. The agenda for regular board meetings shall be as follows: I. Call to Order, II. Roll Call, III. Approval of Minutes of Last Meeting(s), IV. Financial Reports, V. Public Comment, VI. Approval of Remaining Items and Order of Consideration, VII. Report of the President, VIII. Unfinished Business, IX. New Business, X. Miscellaneous, XI. Adjournment
4. The board shall solicit the advice and counsel of citizens in planning and operating the college. Meetings of the board shall be open to the public. All citizen communications to the board shall be addressed to the board. Citizens who wish to present any matter of concern to the college are requested to make written request identifying the topic to the secretary of the board at least 24 hours prior to the meeting. This

shall be made to the entire board in audible voice. The chairperson shall discuss of motions before proceeding to call the vote.

9. A motion shall be reduced to writing at the request of any member of the board. When a motion has been made, the same may be withdrawn by the movant at any time before the vote has been taken. A new motion is out of order while another motion is being discussed unless it is an amendment to or a substitute for the motion under consideration. Exceptions are that the motion to adjourn, motion to table a previous motion, motion to refer the motion being discussed, and the motion to vote immediately (on the previous question) are always in order.
10. Minutes of all the proceedings of the board at their previous meeting(s) shall be prepared by the secretary and mailed, or delivered, to the members at least 48 hours before the time of the next regular meeting. The minutes of the preceding meeting(s) shall be approved by the board as the first act of the regular meeting. A copy of all motions shall be carefully recorded. The names of those who make motions and those who vote yeas and nays shall be recorded. Minutes shall show both the original entry and the corrections. The minutes will include all resolutions, policies, and references to documents on file approved by the board. The official minutes shall be bound and kept in the administrative offices of the college. Records of the board shall be available to citizens for inspection at the offices of the board in accordance with legal requirements.
11. Policies may be revised, added to, or amended at a regular meeting of the board by a majority vote of the members provided that the revision, addition, or amendment has been presented at least one previous board meeting. The board shall meet as a committee of the whole at the fall retreat to review and appraise existing policies. The operation of any section or sections of these policies, not established by law, may be suspended by a majority vote of the board at a regular or special meeting. The board shall publish any revisions, additions, amendments, or deletions to these policies.
12. An annual audit of all financial records of the community college district is required by law (Section 143, 3, P A 331 of 1966). The board shall annually appoint a competent auditor to conduct such an audit. The president will complete an annual review of the audit services by the appointed firm. The president will make a recommendation to the board at its regular April meeting to continue the firm for another year, or to make a change.
13. Appointment of Legal Counsel
  - A. Appointment of any legal counsel will be made by the board.
  - B. The administration will complete an annual review of the legal services of the appointed firms. The president will make a recommendation to the board prior to the June meeting whether to continue the firm for another year or to make a change.



acknowledgement at, written invitation to, and reserved seating for the annual Commencement ceremony; invitation to appropriate staff gatherings; inclusion on appropriate mailing lists.

Other Types of Recognition: From time to time there may be other recognition opportunities that are not tied to the naming of a facility, related to the bestowing of the Distinguished Service Award or the granting of an honorary degree or emeritus status. The President shall recommend to the Board special honors or recognition.

POLICY TYPE: BOARDPRESIDENT RELATIONSHIP  
POLICY TITLE: PRESID ENT'S JOB DESCRIPTION

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

Consequently, the president's job contributions can be measured as performance in only two areas:

1. Organizational accomplishment of the provisions of board policies on ends.
2. Organization operation within the boundaries of prudence and ethics established in board policies on executive limitations.

POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP  
POLICY TITLE: DELEGATION TO THE PRESIDENT

The president is accountable to the board. The board will establish the broadest policies, delegating implementation and more detailed job development to the president.

1. Only decisions of the full board are binding on the president. Decisions or instructions of individual board members, officers, or committees are not binding on the president, except when the board has specifically authorized such exercise of authority.
2. All board authority delegated to staff is delegated through the president, so that all authority and accountability of staff -- as far as the board is concerned -- is considered to be the authority and accountability of the president.
3. Ends policies direct the president to achieve certain results; executive limitation policies constrain the president to act within acceptable boundaries of prudence, legality and ethics. With respect to ends and executive means, the president is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with a reasonable interpretation of the board's policies.
4. The board may change its ends or executive limitation policies, thereby shifting the boundary between board and president domains. By so doing, the board changes the latitude of choice given to the president. But so long as any particular delegation is in place, the board and president will respect and support the president's choices. This does not prevent the board from obtaining information in the delegated areas, except legally restricted data.
5. Information or assistance may be requested by individual board members, officers, or committees, but if such request in the president's judgment requires a material amount of staff time or funds or is disruptive, it may be refused.
6. In accordance with section 124 of the Community College Act, P.A. 331 of 1966, as amended, the board delegates to the president the board's authority to:
  - A. Select and employ personnel of the community college, except in the positions of chief academic officer and chief business officer.
  - B. Pay claims and demands against the community college.
  - C. Purchase, lease or otherwise acquire personal property for the community college.
  - D. Invest community funds

POLICY TYPE: BOARD/PRESIDENT RELATIONSHIP  
POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on ends and on executive limitations. Any evaluation of the president's performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which policies are being fulfilled. Information that does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
  - A. Internal report: Disclosure of compliance information to the board from the president
  - B. External report: Discovery of compliance information by a disinterested, external audit inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, those of the external party unless the board has previously indicated that party's opinion to be the standard
  - C. Direct board inspection: Discovery of compliance information by a board member, a committee or the board as a whole. This is a board inspection of documents, activities or circumstances directed by the board that allows a prudent test of policy compliance.
3. Upon the choice of the board, any policy can be monitored by any method at any time.
4. Executive limitations: The president will report at least once annually to the board on each item listed under general executive constraints
5. Organizational performance against board policies on ends: The board will annually consider organizational performance against board policies on ends including annual institutional plans.

Revised 1/12/19

POLICY TYPE: EXECUTIVE LIMITATIONS  
POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the board, the president may not permit the board to be uninformed.

Accordingly, he or she may not:

1. 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.
2. Fail to submit the required monitoring data (see the policy on monitoring executive performance) in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.
3. Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide a mechanism for official board, officer or committee communications.
6. Fail to deal with the board as a whole except when (A) fulfilling individual requests for information or (B) responding to officers or committees duly charged by the board.
7. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.



POLICY TYPE: EXECUTIVE LIMITATIONS  
POLICY TITLE: STAFF TREATMENT

With respect to treatment of paid and volunteer staff, the president may not cause or allow conditions that are arbitrary or capricious.

Accordingly, he or she may not:

1. Operate without personnel procedures that conform to personnel rules for staff, p

POLICY TYPE: EXECUTIVE LIMITATIONS  
POLICY TITLE: COMPENSATION AND BENEFITS

The board will be responsible for contracts with each recognized organized bargaining unit. With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the president may not use or abate jeopardy to fiscal integrity or public image.

Accordingly, he or she may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which:
  - A. Deviate from the compensation and benefits schedule established by the board.

POLICY TYPE: EXECUTIVE LIMITATIONS  
POLICY TITLE: BUDGETING

Budgeting is derived from long-term planning. Budgeting any fiscal year or the remaining part of any fiscal year shall not deviate materially from board ends priorities, risk fiscal jeopardy or fail to show a generally acceptable level of foresight.

Accordingly, the president may not cause or allow budgeting which:

1. Contains too little information to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduces the current assets at any time to less than twice current liabilities or allows cash to drop below a safety reserve 100% of annual expenditures
4. Provides less than \$50,000 per annum for board prerogatives, such as costs of fiscal audit, board development, board and committee meetings, and board legal fees.
5. Infringes on the board's authority to adopt or amend an annual operating budget.
6. Includes tuition and fee revenues at rates that differ from those approved by the board.





POLICY TYPE: EXECUTIVE LIMITATIONS  
POLICY TITLE: EMERGENCY EXECUTIVE SUCCESSION

In order to protect the board from sudden loss of chief executive services, the president may not have fewer than two other executives familiar with board and president issues and processes.