



## **BOARD OF EDUCATION GOVERNANCE POLICIES**

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## INTRODUCTION

*The Board of Education of the Blue Mountain Community College District (the Board) adopts policies to clarify the official College position on a variety of issues and to supplement existing state and federal laws governing community college districts and community colleges. Board policies follow the Policy Governance® Model developed by John Carver and are based on the policy categories of Ends, Governance Process, Board-Staff Relationship, and Executive Directions as defined in Policy II.C, Board Job Description. Appendix B discusses the underlying philosophy of the Policy Governance® Model.*

*The Board delegates to the President the function of implementing policy. Administrative procedures, as implemented under the President's jurisdiction, shall be consistent with the policies adopted by the Board. The Board of Education derives its authority from Chapter 341 of the Oregon Revised Statutes (Appendix A). The Board is subject to the provisions of the Constitution of the State of Oregon, Chapter 341 of the Oregon Revised Statutes, the Rules and Regulations of the Higher Education Coordinating Commission, its own policies, and the expressed will of the electorate.*

Adopted 05/19/99

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## ENDS

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### **POLICY I.A. BMCC Vision, Mission, Values, Strategic Plan Goals**

Blue Mountain Community College is a two-year public institution of higher education, whose district comprises Morrow, Umatilla, and Baker Counties, and serves constituents both in and out of the district.

**VISION** -- We endeavor to cultivate a diverse, united community of big dreams, bold innovations, and enduring connections.

**MISSION** -- We strive to empower our communities, promote excellence in education, energize our local workforce and uplift families.

### **VALUES**

- ***We believe in access.***
- Proudly committed to a philosophy of equal opportunity, honoring our mission to strengthen families and transform communities
- ***We're guided by integrity.***
- Driven by our core principles of reliability, transparency, and stewardship.
- ***We stand for Student Success.***
- Keenly focused on providing pathways to life changing higher education outcomes in the workforce and in the world.
- ***We are responsive, resourceful, and respectful.***
- Powered by the essential diversity of our unique community, we face the future prepared to adapt to the evolving needs of those we serve.

### **ANNUAL STRATEGIC PLAN GOALS**

1. Relevant and dynamic education in response to community and industry needs
2. Empower students on their educational path in a Student's First learning environment
3. Foster a culture of learning and growth in an environment of diversity, equity, and inclusion

### **STATEMENT OF STUDENT OUTCOMES**

Through the course offerings necessary to attain a degree, BMCC students will have achieved the following core competency skills:

- Written and oral communication
- Critical thinking and problem solving
- Quantitative analysis
- Community, cultural, and diversity awareness
- Information and technology literacy
- Workplace, wellness, and ethical responsibility

Adopted 5/19/99

Reviewed 11/1/23

Revised 10/24

**POLICY I.B. Educational Opportunities**

Educational opportunities provide the skills and experiences necessary for success in collegiate course work, entry into a four-year college or university program, entry into the job market, employment sustainability, career advancement, and being a contributing member of society.

Students will:

- have accessible, affordable, and current educational programming.
- have the opportunity to meet the requirements and gain the competencies to transfer to other institutions of higher education.
- have the opportunity to successfully complete certificate and degree programs with the knowledge, the skills, and the abilities sought by current and future employers.
- have access to comprehensive programs and services to support learning and to support educational and employment goals in a safe and accessible environment.
- have opportunity to value diversity and gain competence in communication, computation, human relations, teamwork, critical thinking, computer literacy, globalism, and the exploration of ethical dilemmas.

Adopted 05/19/99

Reviewed 11/15/23

Revised 03/17

**POLICY I.C. Personal and Professional Growth**

Community members will have access to affordable lifelong learning opportunities, which will result in personal and professional growth and enhanced quality of life.

Community members will:

- have access to BMCC’s libraries, information technology centers, and sports facilities.
- have the opportunity to develop analytical and problem-solving skills in reading, writing, math, and communication.
- have the opportunity to think critically and creatively about contemporary societal issues.
- have the opportunity to engage in experiences in the humanities and fine arts.
- have the opportunity to develop analytical and problem-solving skills in the sciences, technologies, and environmental studies.
- have the opportunity to engage in activities that promote mental, physical, and emotional wellness.

Adopted 05/19/99

Reviewed 11/15/23

Revised 03/17

**POLICY I.D. Strengthening Our Community**

BMCC strengthens the communities it serves by:

1. Providing post-secondary education and technical training and preparing individuals to be contributing members of society.

2. Networking with regional high schools.
3. Serving multiple communities throughout the region.
4. Providing local employment.
5. Purchasing from local suppliers.
6. Working with local organizations.
7. Providing community leadership.
8. Assisting in the economic development of the region.

Our communities view the College as:

- a local, affordable, and flexible resource of needed specialized training for employees and employers.
- a resource for technical assistance and business counseling services.
- an active, responsible partner in community and economic development and sustainability.
- receptive and responsive to input for improvement of programs and service.

Adopted 05/19/99

Reviewed 11/15/23

Revised 06/20

## **GOVERNANCE PROCESS**

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### **POLICY II.A. Governance Commitment**

#### **BOARD GOVERNANCE**

The Board will govern Blue Mountain Community College in accordance with the Constitution and laws of the United States and the State of Oregon. Specifically, the college functions under Chapter 341 of the Oregon Revised Statutes.

By Oregon statute, authority to govern Blue Mountain Community College is vested in the Board of Education. The Board, in turn, delegates authority for the general supervision and control of the College to the College President. The President, to achieve the College ends and priorities approved by the Board, delegates authority to College administration and the internal College governance system, while retaining final authority and responsibility for both.

The Board will govern by policy. It will establish appropriate ends and executive direction policies and ensure that accountability measures are clearly identified and reported to the Board on a frequency and method chosen by the Board. The Board will approve clear priorities for the President and reaffirm the means of evaluating the President's performance on goal attainment annually.

Blue Mountain Community College is governed by a system that is learning-centered and fulfills the vision, mission, core values and strategic directions of the College.

#### **INTERNAL COLLEGE GOVERNANCE**

The College Governance System shall recognize that the best decisions regarding policy and planning at the institutional level are made through the inclusion of many and diverse voices. The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matter in which each has a direct and reasonable interest.

The College Governance System recognizes the role and authority of the President of the College as being directly accountable and responsible to the Board of Education for the education leadership and effective management of the College's human, facilities and land and fiscal resources. Every effort will be made to reach a consensus acceptable to all stakeholders. In the event consensus is not timely reached at the governance table, the final decision will rest with the administrator with authority and responsibility for the matter under consideration. The final decision will be informed by the multiple perspectives voiced during consideration of the matter and by majority and minority reports submitted.

The focus of the College Governance System is at the institutional planning and policy level, not the operational or implementation level which are the responsibility of managers and administrators.



Timelines for policy and planning work will be established by the responsible administrator. Administrators will consult with the appropriate College body/committee on implementation of plans and policies.

The Board of Education shall evaluate the governance system based on its:

1. Clarity;
2. Wide and explicit communication;
3. Mission;
4. Effectiveness;
5. Efficiency and timeliness;
6. Processes that encourage employee and student participation in problem solving and decision making;
7. Processes that assure that decisions are made at the appropriate level, by the appropriate group with the needed expertise; and
8. Recognition of the support needed for employees and students to participate and contribute meaningfully.

The President shall present a monitoring report on the work of the governance system which is responsive to these criteria on an annual basis.

Adopted 05/19/99

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### **POLICY II.B. Governing Style**

The Board will govern with an emphasis on meeting community needs, respecting diverse viewpoints, leading strategically, clearly distinguishing Board and President roles, making collective decisions, being future-oriented, and being proactive.

More specifically, the Board will:

1. Operate in all ways mindful of its obligation to the people of its district.
2. Strive to govern with excellence, particularly in matters such as attendance, policy-making principles, respect of roles, speaking with one voice, and adherence to ethical practices.
3. Keep adequately informed about relevant global and local educational and other issues, actively gathering information to fulfill this role.
4. Direct, control, and inspire the organization through the careful establishment of the broadest organizational values and perspectives through written policies.
5. Focus chiefly on intended long-term impacts on the world outside the organization (Ends), not on the administrative or programmatic means of attaining those effects.
6. Be an initiator of policy. The Board will be responsible for Board performance.
7. Use the expertise of individual members to enhance the ability of the Board.
8. Monitor and regularly discuss the Board's own process and performance.
  - A. Self-monitoring will include an annual comparison of Board activity and discipline to its Governance Process and Board-Staff Relationship policies.

- B. Continual redevelopment will include orientation of new members in the Board's adopted governance process and periodic Board discussion of process improvement.
  - C. Conduct annual self-assessment.
9. Acting as a committee of the whole, perform the functions of the Audit Committee including:
- A. The appointment, compensation and oversight of the work of any public accounting firm employed by the College to audit its financial statements.
  - B. The appointment, compensation and oversight of independent counsel or other advisor as deemed necessary to carry out its audit duties.

Additionally, the President shall be responsible for establishing and reporting to the Board procedures for:

- 1. The receipt, retention and treatment of complaints received by the College regarding accounting, internal controls and auditing matters.
- 2. The confidential, anonymous submission by employees regarding questionable accounting or auditing matters.

Adopted 05/19/99

Reviewed 11/20/24

Revised 03/17

**POLICY II.C. Board-President Relationship**

The President is accountable to the full Board. The Board will instruct the President through written policies and approved priorities that prescribe the College Ends to be achieved and describe College situations and actions to be avoided, allowing the President to interpret these policies in a reasonable manner.

- 1. The Board’s official connection to the College, its achievements, and conduct will be through the President.
- 2. Ends policies direct the President to achieve certain results; Executive Directions policies constrain the President to act within acceptable boundaries of prudence and ethics. With respect to Ends and executive means, the President is authorized to establish all further policies in a collaborative manner, make all decisions, take all actions and develop all activities as long as they are consistent with the Board’s policies and approved priorities.
- 3. The Board may change its policies, thereby shifting the boundary between Board and Presidential 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 its members will respect and support the President’s choices. This does not prevent the Board from obtaining information in the delegated areas.
- 4. No individual board member, officer, or committee has authority over the President. Information or assistance may be requested by individual board members, but if such a request – in the President’s judgment – requires a material amount of staff time or funds, it may be refused, in which case the entire Board may take up the issue for consideration and decision.

5. Board members who have a concern or issue will first inform the President or designee, providing the administration an opportunity for response. Depending on the seriousness of the issue, the board member may request it be discussed in an Executive Session (if applicable) or placed on a future work session or Board agenda.

Adopted 05/05/21

Reviewed 05/05/21

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#### **Policy II.D. Communication and Counsel to the Board**

The President shall assure that the Board is informed and supported in its work. Accordingly, the President shall:

1. Submit monitoring data required by the Board (see policy on Evaluating Presidential Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Keep the Board aware of relevant trends, anticipated adverse media coverage, or material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Recommend to the Board changes in organizational structure.
4. Provide a monthly report to the Board on personnel changes – hires, promotions, transfers – and inform the Board of pending terminations or reductions in force in a timely way prior to the separation. Prior to opening a contracted vacant position, the President will consult with the Board regarding the needs of the college and the budget impact. The Board may at its discretion require the President to delay opening the position so that it can be reviewed as part of the budget development process.
5. Advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President.
6. Marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices
7. Provide a mechanism for official Board, officer, or committee communications.
8. Deal with the Board as a whole except when (a) fulfilling individual requests or providing information; or (b) responding officers or committees duly charged by the Board. As a general rule, information provided to one Board member should be provided to all.
9. Report in a timely manner known noncompliance with any policy of the Board.
10. Supply for the consent agenda all items delegated to the President yet required by law or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

11. On a quarterly basis, provide to the Board a high-level executive overview of the budget.
12. On a quarterly basis, provide to the Board updates on fulfillment of the college strategic plan.

Adopted 5/19/1999

Reviewed 05/05/21

Revised 05/21

### **POLICY II.E. Board Job Description**

The job of the Board is to represent the people of the College district in determining and assuring organizational performance.

The Board is legally vested with final decision making in all matters of Board policies, programs, facilities, budget, and personnel. The Board may delegate authority to the President as permitted by statute and may require certain conditions pertaining to the delegated authority.

The Board shall commit to fulfilling its responsibilities to:

1. Represent the public interest first and foremost;
2. Establish written and approved policies which, at the broadest levels, address:
  - A. Ends: Organizational expectations, impacts, benefits, results (what's good for which needs at what cost).
  - B. Executive Directions: Directions for executive authority, which establish the prudent and ethical boundaries within which all executive activity and decisions must take place.
  - C. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
  - D. Board-President Relationship: How accountability/authority and duties are delegated and monitored.
3. Select and hire the President, set annual priorities in consultation with the President, monitor and evaluate the President's performance, and monitor institutional performance as compared to Board policies;
4. Ensure the college is organized and staffed to reflect its mission, size and complexity
5. Approve an academic and administrative structure
6. Direct the President to inform the Board of all contracted position vacancies. The Board will be informed of all potential terminations prior to the separation.
7. Clearly delegate authority and responsibility to the President, where appropriate, through policy making, executive directions and priority setting;
8. Assure fiscal health and stability; adopt a balanced budget annually and review the annual audit.
9. Maintain a positive image for the College.
10. Monitor institutional performance and educational quality.
11. Appoint Budget Committee members in compliance with Oregon law but not to exceed two consecutive three-year terms.

12. Appoint Board representatives or liaisons annually, including but not limited to
  - a) The Oregon Community College Association Board.
  - b) BMCC Foundation.
13. Advocate for, and protect, Blue Mountain Community College
14. By Board policy, the Associated Student Government (ASG) President may serve as a non-voting ex-officio member of the Board, if the ASG President so desires. Executive Sessions are closed to ex-officio members.

Adopted 05/19/99

Reviewed 05/05/21

Revised 05/21

#### **POLICY II.F. Role of the Board Chair**

The responsibilities of the Chair are: (a) to assure the integrity of the Board's process and (b) occasional representation of the Board to outside parties. The Chair is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions) other than in rare and specifically authorized instances.

1. The Chair shall ensure that the Board and individual Board members consistently act in accordance with the Board's own rules and policies and those legitimately imposed upon the Board from outside the college.
  - a) At Board meetings, the Chair shall preside in an efficient and effective manner and shall set the general tone through positive leadership.
  - b) The Chair will facilitate discussion at the Board meetings on those issues, which, according to Board policy, belong to the Board, not to the President, to decide.
  - c) Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
  - d) The Chair will stimulate discussion among the Board members and will attempt to arrive at Board decisions through consensus.
  - e) The Chair will assure that the board's policies concerning individual and group conduct will be adhered to
  - f) The Chair will confirm accuracy of transcribed, approved minutes, will sign the minutes of all special and regular meetings of the Board, and will sign other documents as required by law.
2. The Chair has the authority to make decisions that fall within the topics covered by Board policies on Governance Process and Board-Staff Relationship, 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.
3. The Chair has no individual authority to make decisions about policies created by the Board within Outcomes and Executive Direction policy areas.
4. The Chair has no individual authority to supervise or direct the President.
5. The Chair shall ensure that the other Board members are informed of current and pending Board issues and processes, including issues and concerns presented by community members.

6. The Chair will prepare the agenda for all Board meetings after consultation with the President and with other Board members.
7. The Chair shall call special meetings as required.
8. The Chair shall appoint members of committees established by the Board.
9. In general, the chair position will rotate among board members on an annual basis except in extenuating circumstances.
10. The Vice-Chair will preside at Board meetings in the absence of the Chair or to fulfill the duties of the Chair as needed.
11. The Chair and Vice-Chair will be elected by the Board on an annual basis in the July meeting.

Adopted 05/19/99

Reviewed 05/05/21

Revised 05/21

### **POLICY II.G. Board Planning and Agenda**

The Board will carry out its responsibilities using a governance style consistent with Board policies by: (a) re-examining the College mission, vision, values, goals, and priorities annually; and (b) continually improving its performance through Board education, enriching input, and deliberation.

1. The Board shall establish, at the annual organizational meeting, a Board meeting calendar listing the dates and places for the regular monthly Board meetings for the ensuing year; meeting dates may be changed by the Board with proper notice.
2. The agenda for each Board meeting will be emailed to the Board at least six (6) days before the meeting.
3. Education, input, and deliberation will be paramount in structuring meetings and other Board activities.
4. All meetings of the Board, with the exception of executive sessions, will be open to the public. The Board invites community members to attend Board meetings to become acquainted with the program and operation of the College. The public has a right to attend public meetings held in open session and may be invited to share comments, ideas and opinions with the Board during designated times on the agenda, or through written input prior to the meeting. The Board may conduct a meeting without public comment. The Board will not hear public comment at Board work sessions. The Board adopted a Resolution on Public Input to Board Meetings on April 24, 2004, limiting oral input to thirty (30) minutes at the beginning of each regularly scheduled Board meeting, with a limit of three (3) minutes for each presenter. The Chair will explain at the outset of Public Comment that the Board may not respond directly to any issues raised but will refer those issues to the President for appropriate action.
5. At Board meetings, Board members will not present an item for action that is not on the agenda, without consensus of the Board.
6. An annual planning session will be held prior to September of each year and will include the following actions:
  - a) Review the College Mission.
  - b) Establish priorities and budget parameters.
  - c) Develop subjects for Board discussion and action during the ensuing year.

- d) Conduct a Board self-evaluation.
- e) Establish Board Policy review schedule (Appendix C)
- 7. The Board will approve the College budget each June. The College will submit revised budgets to the Board for approval as necessary during the fiscal year but not more often than quarterly.
- 8. The Board normally will not adopt policies and policy revisions until they have been considered at a minimum of two meetings.
- 9. Unless otherwise provided in Chapter 341 of the Oregon Revised Statutes, the Board shall conduct all of its meetings in accordance with Robert's Rules of Order, Revised, with the following exceptions:
  - a) The Chair shall have the same voting rights as all other members of the Board.
  - b) The Chair may speak in limited discussions without relinquishing the Chair.

Adopted 05/19/99

Reviewed 12/01/21

Revised 12/21

**POLICY II.H. Board Committee Principles**

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 the 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. The Board shall not have standing committees. When necessary, the Board shall form an *ad-hoc* committee. Committees shall never consist of more than three Board members.

Adopted 05/19/99

Reviewed 10/06/21

Revised 03/17

**POLICY II.I. Board Vacancies**

Board resignations must be made in writing. When a vacancy occurs on the Board, the remaining members shall meet in regular session and appoint a person to fill the vacancy from any of the qualified voters within the geographic boundary from which the vacancy occurs. The Board shall request applications from interested parties and shall prescribe the format in which the applications are to be reviewed. Notification will include the legal requirements for the position and the period of time for the application to be submitted to the Board. The member so appointed shall serve until the next Board election (in odd-numbered years) at which time a successor shall be elected to fill the remainder of the unexpired term, or a new four-year term.

Adopted 03/01/17

Reviewed 10/05/22

Revised 01/09/19

## **POLICY II.J. Board Members' Code of Conduct**

The Board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly,

1. Board members must maintain unconflicted loyalty to the interests of the public and the College. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or organizations. This accountability supersedes the personal interest of any Board member acting as an individual consumer of College services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility in accordance with ORS Chapter 244.
  - a) There must be no self-dealing or any conduct of private business or personal services between any Board member and the College except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
  - b) Board members must not use their positions to obtain employment by the College or to furnish services or goods to the College on behalf of themselves, family members, friends, or associates.
  - c) Should a Board member be hired by the College; the Board member must resign.
3. Board members must not attempt to exercise individual authority over the College or the President, or on behalf of the Board as a whole, except as explicitly set forth in Board policies. The authority of the Board resides in the Board in its entirety
  - a) In interaction with the President or with College employees, Board members must recognize the lack of authority in any individual Board member or group of Board members except as noted above in Board Policies II.A through II.F.
  - b) In interaction with the public, press, or other entities, Board members must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.
4. Board members will strive to participate in educational activities, including local, state, regional, and national meetings, to enhance their ability to serve effectively as members of the College's governing Board.
5. Board members will not permit themselves to be used to circumvent established lines of authority or to interfere in normal procedures for the handling of complaints or grievances.
6. Board members will not violate confidentiality, including discussions that occur at legally held closed meetings of the Board.
7. Board members will recognize that the Board must comply with the Public Meetings Law and only has authority to make decisions at properly noticed Board meetings. Decisions made by quorum vote are the final decisions of the Board. Such decisions should be supported by all members.
8. Board members will use appropriate channels of communications, working with and through the President except in extenuating circumstances.



9. Board members act with civility and respect for each other, college staff, and the community. Board members will treat fellow Board members, staff, students and the public with respect while posting online or to social media and will adhere to Oregon Public Meetings Laws, including when communicating with other Board members via websites or other electronic means.
10. Board members serve without remuneration, except that the College provides actual and necessary expenses incurred by the Board members for authorized travel, College business at conferences, and professional materials.
11. Nothing in this policy shall restrict a Board member from communicating informally with the President, College staff, the public, or other entities about College educational services or activities.
12. Board members individually and the Board as a public entity must comply with the ethics laws for public officials.

Adopted 5/19/99

Reviewed 05/05/21

Revised 05/21

**POLICY II.K. Board Meetings and Executive Sessions**

The Board of Education shall liberally construe the section in Oregon Revised Statute [ORS 192.610-690] which declares all meetings are to be held in public; the exceptions are those defined in the statute that may infringe on personal or public rights. Where authorized by statute, an employee may request consideration in executive session of those matters set forth in Oregon Revised Statute [ORS 192.660].

The Board shall determine whether in having the discussion in open session: (a) the public interest actually would be harmed, or (b) the rights of an individual would be adversely affected or violated by disclosure of personnel records.

Adopted 03/01/17

Reviewed 10/05/22

Revised

**POLICY II.L. Membership on the Board of Education**

The Board of Education of the Blue Mountain Community College District shall consist of seven members, each member elected to a four-year term by the qualified voters of the district. A member shall reside in the zone from which elected and shall not be employed by the College during the term of office. One member shall be elected to represent each zone as follows:

Zone 1 represents all of Morrow County.

Zone 2 represents Baker County precincts 1, 2, 3, 4, 5, 13, 14, 15, 17, 18, 20, 21, 22, 24, 25, 26

Zone 3 represents South Pendleton, South County, including Umatilla County precincts 107, 110, 112,

113, 114, 115, 117, 137, 141, 142, and 143.

Zone 4 represents West Hermiston, including Umatilla County precincts 101, 102, 104, 105, 129, and 130.

Zone 5 represents East Hermiston, including Umatilla County precincts 103, 126, 127, and 128.

Zone 6 represents Milton-Freewater, Northeast County, including Umatilla County precincts 119, 120, 121, 123, 124, 125, 131, 132, and 133.

Zone 7 represents North Pendleton, North-Central County, including Umatilla County precincts 106, 108, 109, 111, 115, 116, 136, 138, and 139.

Adopted 03/01/17

Reviewed 10/05/22

Revised

**POLICY II.M. New Board Member Orientation**

All new Board members will receive an orientation to Blue Mountain Community College and the role and responsibilities of the BMCC Board of Education within the first three months of election and/or appointment. The orientation will be conducted by the Board Chair or designee in collaboration with the President and include topics in: Governing by policy model, Board policies, statutory responsibilities, institutional financial status and the roles of the Board and the President.

Adopted 03/01/17

Reviewed 05/05/21

Revised 05/21

**POLICY II.N. Officers of the Board of Education**

The Board of Education shall have as officers a Chair and a Vice-Chair to be elected by the Board at its annual organizational meeting. The Board shall then appoint the College President as the clerk of the district. Deputy clerks may also be appointed at this time to perform such duties as recommended by the President.

Adopted 03/01/17

Reviewed 11/09/22

Revised

## **BOARD-STAFF RELATIONSHIPS**

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### **POLICY III.A. President's Job Description**

The President is accountable to the full Board. The Board will instruct the President through written policies that prescribe the College Ends to be achieved and describe College situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.

1. The Board's sole official connection to the College, its achievements, and conduct will be through the President.
2. Ends policies direct the President to achieve certain results; Executive Directions policies constrain the President to act within acceptable boundaries of prudence and ethics. Annual priorities constitute the President's work plan. With respect to Ends and executive means, the President is authorized to establish all further policies (utilizing the College Governance System), make or delegate decisions appropriately, take or delegate actions and develop all activities as long as they are consistent with the Board's policies and the priorities set by the Board.
3. The Board may change its policies, thereby shifting the boundary between Board and Presidential 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 its members will respect and support the President's choices. This does not prevent the Board from obtaining information in the delegated areas.
4. No individual Board member, officer, or committee has authority over the President.
5. Board members who have a concern or issue will first inform the Board Chair and the President or designee, providing the administration an opportunity for response.

Adopted 5/19/99

Reviewed 11/15/23

Revised 05/21

### **POLICY III.B. Evaluating Presidential Performance**

On an annual basis the Board, in consultation with the President, will review and affirm the process for the President's performance evaluation. Components of the evaluation will include the President's self-assessment, a report on priority attainment and feedback from Board members. The Board, at its discretion, may include a 360 evaluation if decided upon by the Board during the process review.

The President's performance will be evaluated in the following areas:

1. College accomplishment of the provisions of Board policies on Ends.
2. Development of an effective senior leadership team with clearly assigned responsibilities and decision-making authority.
3. College operation within the boundaries established in Board policies, Executive Directions and state mandated policies.
4. Achievement of annual priorities approved by the Board.
5. Adherence to requirements of job description.

Adopted 5/19/99

Reviewed 01/17/24

Revised 05/21

**POLICY III.C. Monitoring Institutional Performance**

Any evaluation of the Institutional performance, formal or informal, may be derived only from the criteria established within Board Ends and Executive Directions.

Accordingly,

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Information that does not do this will not be considered monitoring.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. The standard for compliance shall be any reasonable interpretation of the Board policy being monitored.
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.

<b><u>Policy</u></b>	<b><u>Method</u></b>	<b><u>Frequency</u></b>
Leadership/Strategic Direction (Policy I.A.)	Internal	Annually
Board Relations (Policy IV.I.)	Internal	Annually
Financial Management (Policy IV.F.G.H.)	Internal	Annually
Strengthening Community (Policy I.C.)	Internal	Annually
Educational Opportunities (Policy I.B.)	Internal	Annually
Staff Development/Supervision (Policy IV.B,C,D,E.)	Internal	Annually

Adopted 5/19/99

Reviewed 01/17/24

Revised 05/21

**POLICY III.D. Emergency Presidential Succession**

To protect the Board from sudden loss of Presidential services, the President shall have at least one other executive familiar with Board and Presidential issues and processes. The President shall periodically furnish the Board with the current name or names of the executive or executives' familiar with the Board and Presidential issues and processes. In the event of a sudden loss of Presidential services, the Board shall appoint an acting President of the College in accordance with Board Policy II. C.

Adopted 03/01/17

Reviewed 01/17/24

Revised

## **EXECUTIVE DIRECTIONS**

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### **POLICY IV.A. General Executive Direction**

The President shall assure that every activity, decision, or organizational circumstance shall be lawful, prudent, and in accord with commonly accepted business and professional ethics.

Adopted 5/19/99

Reviewed 01/17/24

Revised 03/17

### **POLICY IV.B. Human Resources Direction**

College employees are an asset and an investment to help achieve organizational goals. The College is committed to developing a highly competent work force in which each employee abides by the policies and procedures of the College and to offering equal opportunity to all. To those ends, the President is responsible for developing policies and procedures which are consistent, fair, and equitably applied.

Human Resources policies and procedures must comply with federal, state and local laws and statutes, be consistent with College labor agreements, and be based upon generally accepted human resource management principles. Human Resources policies are intended to satisfy the standards of regional and national accrediting organizations, and to promote a work environment of collegiality, respect and professionalism.

Human Resources policies and procedures must include, but are not limited to the following matters:

1. staff recruitment and selection;
2. staff development and evaluation;
3. code of professional conduct;
4. conditions of employment;
5. security and appropriate confidentiality of human resources records;
6. risk management; and
7. employee discipline and termination

Accordingly, the President shall execute human resources practices that:

1. Actively seek personnel with the outstanding potential for contributions to the College and with the motivation and desire to work with the demographics of the District.
2. Encourage the advancement of the College's faculty and staff.
3. Encourage and maintain the standards of professional growth.
4. Encourage innovations in educational delivery.
5. Base evaluations on the individual's efforts toward the Mission and Vision of the College.

Adopted 5/19/99

Reviewed 11/20/24

Revised 03/17

**POLICY IV.C. Equality of Opportunity**

The Board directs strict adherence to the principles embodied in Oregon and Federal "Equal Employment" legislation.

Blue Mountain Community College shall provide employment opportunity to all qualified persons and prohibit discrimination on the basis of age, sex, race, color, religion, physical or mental disability, national origin, marital status, sexual orientation, gender identity, pregnancy, veteran's status, familial relationship, expunged record, or association with any member of these protected groups, or because of an individual's opposition to safety and health hazards or application for Worker's Compensation benefits.

Adopted 03/01/17

Reviewed 11/20/24

Revised

**POLICY IV.D. Professional Development**

To insure that the Blue Mountain Community College Mission and Vision are achieved, qualified faculty and staff will be recruited and retained. Professional development learning opportunities will be provided to keep personnel in compliance with the needs of the communities and students they serve as well as with the professional, academic, and/or technical state of the art.

Adopted 03/01/17

Reviewed 03/03/21

Revised

**POLICY IV.E. Compensation and Benefits**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President shall assure fiscal integrity and public image.

Accordingly, the President shall:

1. Not change his or her own compensations and benefits.
2. Not promise permanent or guaranteed employment.
3. Establish current compensation and benefits which:
  - a. Do not deviate materially from the professional market for the skills employed, are competitive, and are consistent with Board-approved collective bargaining agreements.
  - b. Not create obligations over a longer period than prudent.
4. Not establish deferred or long-term compensation and benefits which cause any employee to lose benefits already accrued under any forgoing plan.

Adopted 5/19/99

Reviewed 03/03/21

Revised 06/06/07

**POLICY IV.F. Budgeting/Forecasting**

Financial planning for any fiscal year or the remaining part of any fiscal year shall reflect the Board's end priorities, avoid fiscal jeopardy, and shall be derived from a multi-year plan. The Board will direct the President to develop annual budget recommendations that are in accordance with the College's strategic plan and conform to the requirements of Local Budget Law. Annually, the President will recommend to the Board for approval a budget development process that includes assumptions, principles, criteria, timelines, and communication methods.

Accordingly, the President shall assure budgeting that:

1. Complies with Oregon Local Budget Law.
2. Contains sufficient information to enable credible projections of resources and expenditures as presented in the Budget Document in accordance with Oregon Local Budget Law.
3. Limits expenditures in any fiscal year to conservatively projected resources for that period.
4. Maintains current assets at any time to at least twice current liabilities.
5. Complies with budget and financial policies.

Adopted 5/19/99

Reviewed 05/05/21

Revised 05/21

**POLICY IV.G. Financial Condition**

The President shall assure that actual expenditures reflect Board priorities as established in Ends policies and the President's Annual Work Plan.

Accordingly, the President shall:

1. Make recommendations that stabilize the budget in its entirety (operating budget, reserves, contingencies and ending fund balances) taking into account potential changes in available recurring resources.
2. Not expend more funds than have been received in the fiscal year to date, except as approved by the Board.
3. Not use any long-term reserves that are not budgeted and appropriated for expenditure.
4. Require an operating reserve based on 10% of the College operating budgeted expenditures, with a minimum reserve of \$1,500,000. When the Long Term reserves fall to 9% or less, the College shall adopt a plan to replenish the Reserves to 10% within three years. When the Reserves exceed 10%, balances in excess may be set aside for reserves or investment in one-time expenditures. If the total Long Term Reserves (including restricted) falls to levels that require short-term borrowing, the levels set by this policy shall be automatically reviewed and adjusted as necessary.
5. Settle payroll and debts in a timely manner.
6. Assure that tax payments or other government-ordered payments or filings be on time and accurately filed.
7. Make no single purchase or commitment of greater than \$100,000 for goods and services, or personal services contracts that deviates from the adopted budget, unless Board approval has been obtained.

8. Make no purchases:
  - a) Of over \$10,000 for goods and services, or \$100,000 for personal services contracts without having obtained at least three competitive quotes, if available.
  - b) Of over \$150,000 without receipt of three sealed bids, if available, submitted according to prepared specifications.
9. Acquire, encumber, or dispose of real property only with Board approval, except in extreme emergencies.
10. Pursue receivables aggressively after a reasonable grace period.
11. Comply with budget and financial policies contained in Policy IV. F.
12. Not contract with the College's independent auditors for non-audit services without prior approval of the Board.
13. Provide the following annual certifications, by the President and by the Director Business Services/BURSAR, to the Board upon receipt of the audited financial statements:
  - a. He/she has reviewed the annual audit report;
  - b. Based on his/her knowledge, the report does not contain any untrue statement of a material fact or omission of a material fact that makes the financial statements misleading;
  - c. Based on his/her knowledge, the financial statements present in all material respects the financial condition and results of operations.
14. Establish and maintain an adequate internal control structure and procedures for financial operations and reporting.

**Board Contingency Fund and Innovation Fund**

The annual budget shall set aside approximately two percent (2.0%) of the operating budgeted expenditures in a Contingency Fund. The Board may also choose as part of the budget process annually to set aside an additional one-half percent of the operating budgeted expenditures (.5%) in an Innovation Fund. The Contingency Fund is to cover revenue shortfalls, unplanned but necessary expenditures, or operating changes that occur outside of the planned annual budget. Use of Board Contingency shall be at the discretion of the Board of Education and shall be allocated by formal approval of the Board according to its policies.

The Innovation Fund will be dedicated for innovative and strategic initiatives that support the BMCC Strategic Plan. Use of the Innovation Fund shall be at the discretion of the Budget Committee.

Adopted 5/19/99

Reviewed 05/10/21

Revised 05/21

**POLICY IV.H. Asset Protection**

The President shall assure that assets are protected, adequately maintained, and not placed at risk.



Accordingly, the President shall:

1. Insure against theft and casualty losses and against liability losses to Board members, staff, and the organization itself in an amount similar to the average for comparable organizations.
2. Prevent uninsured personnel from access to material amounts of funds.
3. Assure that plant and equipment are not subjected to improper wear and tear or insufficient maintenance.
4. Assure that the organization, its Board, or staff, are not unnecessarily exposed to claims of liability.
5. Assure that every purchase meets the criteria in Policy IV.G. Financial Condition and:
  - a. includes normally prudent protection against conflict of interest; and
  - b. of over \$100,000 for goods and services contracts, or \$150,000 for public improvements contracts includes a stringent method of assuring the balance of long-term quality and cost.
6. Protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under sufficient controls to meet the Board-appointed auditor's standards.
8. Invest or hold operating capital in excess of daily requirements in accordance with ORS 294.035.
9. Not endanger the organization's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
10. Not name a building, substantial parts of buildings, or significant landscape features of Blue Mountain Community College without prior approval of the Board; and, when a building has substantial support from a donor, without prior involvement of the Foundation.

Adopted 5/19/99

Reviewed 11/09/22

Revised 03/22

## **APPENDIX A**

Website for Oregon Revised Statutes, Chapter 341

The complete text of Chapter 341 of the Oregon Revised Statutes is available online at:

<http://www.leg.state.or.us/ors/341.html>.

Revised 06/06/07

## APPENDIX B

### The Policy Governance® Model

Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver, is a groundbreaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. As a generic system, it is applicable to the governing body of any enterprise. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.

In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

The board's own Means are defined in accordance with the roles of the board, its members, the chair and other officers, and any committees the board may need to help it accomplish its job. This includes the necessity to "speak with one voice". Dissent is expressed during the discussion preceding a vote. Once taken, the board's decisions may subsequently be changed, but are never to be undermined. The board's expectations for itself also set out self-imposed rules regarding the delegation of authority to the staff and the method by which board-stated criteria will be used for evaluation. Policy Governance boards delegate with care. There is no confusion about who is responsible to the board or for what board expectations they are responsible. Double delegation (for example, to a board committee as well as to the CEO) is eliminated. Furthermore, boards that decide to utilize a CEO function are able to hold this one position exclusively accountable.

Evaluation, with such carefully stated expectations, is nothing more than seeking an answer to the question, "Have our expectations been met?" The board, having clarified its expectations, can assess performance in that light. This focused approach reduces the mountains of paperwork boards often feel obliged to review. Moreover, those boards which worry that they are only furnished the data management wants to give them find that, in stating their expectations and demanding a relevant and credible accounting of performance, they have effectively taken over control of their major information needs. Their staff no longer has to read their minds.

Policy Governance is a radical and effective change in the way boards conceive of and do their job. It allows greater accountability. Board leadership isn't just rhetoric. It's a reality.

For further information: [www.carvergovernance.com](http://www.carvergovernance.com)

**APPENDIX C**

**Board Policy Review Schedule**

**I. ENDS**

**Reviewed**

Policy I.A.	BMCC Mission, Vision, Goals and Core Themes .....	11/15/23
Policy I.B.	Educational Opportunities .....	11/15/23
Policy I.C.	Personal & Professional Growth .....	11/15/23
Policy I.D.	Strengthening our Community .....	11/15/23

**II. GOVERNANCE PROCESS**

Policy II.A.	Governance Commitment .....	05/05/21
Policy II.B.	Governing Style .....	11/12/20
Policy II.C.	Board President Relationship .....	05/05/21
Policy II.D.	Communication and Counsel to the Board.....	05/05/21
Policy II.E.	Board Job Description .....	05/05/21
Policy II.F.	Role of the Board Chair .....	05/05/21
Policy II.G.	Board Planning and Agenda.....	12/01/21
Policy II.H.	Board Committee Principles .....	01/06/21
Policy II.I.	Board Vacancies.....	10/05/22
Policy II.J.	Board Members' Code of Conduct .....	05/05/21
Policy II.K.	Board Meetings and Executive Sessions.....	10/25/22
Policy II.L.	Membership on the Board of Education .....	10/05/22
Policy II.M.	New Board Member Orientation.....	05/05/21
Policy II.N.	Officers of the Board of Education .....	11/09/22

**III. BOARD-STAFF RELATIONSHIP**

Policy III.A.	President's Job Description.....	11/15/23
Policy III.B.	Evaluating Presidential Performance.....	01/17/24
Policy III.C.	Monitoring Institutional Performance.....	01/17/24
Policy III.D.	Emergency Presidential Succession .....	01/17/24

**IV. EXECUTIVE DIRECTIONS**

Policy IV.A.	General Executive Direction .....	01/17/24
Policy IV.B.	Human Resources Direction .....	01/06/21
Policy IV.C.	Equality of Opportunity .....	01/06/21
Policy IV.D.	Professional Development.....	03/03/21
Policy IV.E.	Compensation and Benefits.....	03/03/21
Policy IV.F.	Budgeting/Forecasting.....	05/05/21
Policy IV.G.	Financial Condition .....	05/05/21
Policy IV.H.	Asset Protection.....	11/09/22

Adopted 03/17

## **ANNUAL REVIEW SCHEDULE (ROLLING 3-YEAR PROCESS)**

<b><u>2021 / 2024</u></b>		<b><u>Last Review</u></b>
Policy II.A.	Governance Commitment	05/05/21
Policy II.B.	Governing Style	11/12/20
Policy III.C.	Monitoring Institutional Performance	01/17/24
Policy IV.B.	Human Resources Direction	01/06/21
Policy IV.C.	Equality of Opportunity	01/06/21
Policy IV.D.	Professional Development	03/03/21
Policy IV.E.	Compensation and Benefits	03/03/21
Policy IV.F.	Budgeting/Forecasting	05/05/21
Policy IV.G.	Financial Condition	05/05/21
<b><u>2022 / 2025</u></b>		
Policy II.C.	Board-President Relationship	05/05/21
Policy II.D.	Communication and Counsel to the Board	05/05/21
Policy II.E.	Board Job Description	05/05/21
Policy II.F.	Role of the Board Chair	05/05/21
Policy II.G.	Board Planning and Agenda	12/01/21
Policy II.H.	Board Committee Principles	10/06/21
Policy II.I.	Board Vacancies	10/05/22
Policy II.J.	Board Members' Code of Conduct	05/05/21
Policy II. K.	Board Meetings and Executive Sessions	10/25/22
Policy II.L.	Membership on the Board of Education	10/25/22
Policy II.M.	New Board Member Orientation	05/05/21
Policy II.N.	Officers of the Board of Education	11/09/22
Policy IV.H.	Asset Protection	11/09/22
<b><u>2023 / 2026</u></b>		
Policy I.A.	BMCC Mission, Vision, Values, Core Themes, Goals	05/05/21
Policy I.B.	Educational Opportunities	11/13/19
Policy I.C.	Personal & Professional Growth	11/13/19
Policy I.D.	Strengthening our Community	06/03/20
Policy III.A.	President's Job Description	11/15/23
Policy III.B.	Evaluating Presidential Performance	01/17/24
Policy III.D.	Emergency Presidential Succession	01/17/24
Policy IV.A.	General Executive Direction	01/17/24

Adopted 03/17