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MUSKEGON COMMUNITY COLLEGE

Board of Trustees Policy Governance Manual

TABLE OF CONTENTS

I. Introduction.....	3
1.01 Governance Process	3
1.02 Board-Management Delegation	3
1.03 Executive Limitations	3
1.04 Ends.....	3
II. Governance Process	4
2.01 Global Governance Process.....	4
2.02 Governing Style.....	4
2.03 Board Job Description	5
2.04 Agenda Planning	5
2.05 Selection and Duties of Board Officers	5
2.06 Chairperson's Role.....	6
2.07 Vice Chairperson's Role.....	6
2.08 Treasurer's Role.....	6
2.09 Secretary's Role.....	7
2.10 Board Vacancies	7
2.11 Board Members' Code of Conduct.....	7
2.12 Board Committee Principles	8
2.13 Cost of Governance.....	9
2.14 Meetings	9
2.15 Policy Governance Manual Amendments.....	12
III. Board Management Delegation.....	12
3.01 Global Board Management Delegation	12
3.02 Unity of Control	12
3.03 Accountability of the President	13
3.04 Delegation to the President	13
3.05 Monitoring President Performance.....	14
3.05 Monitoring President Performance.....	14
IV. Executive Limitations.....	14
4.01 Treatment of People	14
4.02 Financial Conditions	15
4.03 Financial Planning/Budgeting	15
4.04 Communication and Support to the Board	16
4.05 Compensation and Benefits.....	17
4.06 Vision/Future/Succession.....	17
4.07 Asset Protection	17

4.08	Alcohol, Recreational Marijuana, Non-Prescription Drugs, Illegal Substances on Campus	18
V. ENDS POLICIES.....		19
5.01	Student Success/Highly Educated Community	19
5.02	Financial Stability	19
5.03	Community Impact / Engagement/Leadership.....	19
5.04	Resource Development.....	19
5.05	Master/Strategic Plan(s).....	19

I. INTRODUCTION

Muskegon Community College's Board of Trustees Policies require, above all, that the Board provide vision. To do so, the Board must first have an adequate vision of its own job. That role is best conceived as trustee-owner.

The Board hereby adopts policy governance as its approach to the job of governing as it emphasizes values, vision, and empowerment of both Board and staff, and assists in developing the strategic ability to lead leaders. Observing the principles of the policy governance model, the Board crafts its values into policies of the four policy types below.

I.01 Governance Process

The Board outlines policies with which it instructs itself and subparts of itself, such as officers and committees, about its own job.

I.02 Board-Management Delegation

The Board clarifies how it transfers a large portion of its authority to management and how the proper use of delegated authority is monitored.

I.03 Executive Limitations

The Board details minimal but specific limitations on management's power to govern, which then enables the Board to withdraw safely from most details of operation.

I.04 Ends

The Board defines which needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the Board's portion of long-range planning.

II. GOVERNANCE PROCESS

2.01 Global Governance Process

The purpose of the Board, on behalf of the residents of the Muskegon Community College district and Muskegon Community College students, is to ensure that Muskegon Community College (a) achieves appropriate results for appropriate persons at the appropriate cost (as specified in the Board's Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in the Board's Executive Limitations policies).

2.02 Governing Style

The Board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly,

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 be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
2. The Board will direct, control, and inspire the organization through the careful establishment of Board written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling group obligations.
6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board Management Delegation categories.

2.03 Board Job Description

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will provide:

1. Authoritative linkage between the ownership and the operational organization.
2. Written governing policies that realistically address the broadest levels of all organizational decisions and situations. These policies will be organized into four categories:
 - a. **Governance Process:** Specification of how the Board conceives, carries out, and monitors its own task.
 - b. **Board-Management Delegation:** How power is delegated, and its proper use monitored; the President's role, authority and accountability.
 - c. **Executive Limitations:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - d. **Ends:** Organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative worth in cost or priority.
3. Assurance of successful organizational performance on Ends and Executive Limitations.

2.04 Agenda Planning

To accomplish its responsibilities with a governance style consistent with Board policies, the Board will follow monthly agendas crafted by the president and Board Chair (with on-going input from Trustees) that (a) address current/developing issues, (b) continually improve Board performance through Board education, enriched input, and deliberation, and (c) encompass a re-exploration of Ends policies at least annually.

1. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
3. The President's remuneration will be decided during the month in which the President's evaluation is completed, after a review of monitoring reports received in the last year.

2.05 Selection and Duties of Board Officers

The Board shall elect a Chairperson, Vice-Chairperson, Secretary and Treasurer at the Biennial Organizational Meeting called for the purpose according to the law. (The biennial meeting of the Board will be held on the first regularly scheduled meeting in January following the biennial community college Trustee election.) The officers shall be elected for a term of two years, subject to change of officers by resolution of the Board. Said officers shall perform the duties provided by law, described in the By-Laws of the Board and described herein.

2.06 Chairperson's Role

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

- I. The assigned result of the Chairperson's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues, which, according to the Board policy, clearly belong to the Board to decide or to monitor.
 - b. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - c. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chairperson consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President and (b) where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Chairperson is empowered to chair Board meetings with all the commonly accepted power of that position.
 - b. The Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. 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-stated positions and in stating Chairperson decisions and interpretations within the area delegated to that role.

The Chairperson may delegate this authority but remains accountable for its use.

2.07 Vice Chairperson's Role

In the absence of the Chairperson, the Vice Chairperson shall assume the responsibilities of the Chairperson.

2.08 Treasurer's Role

The Treasurer shall be responsible for overseeing the budget, signing checks, reviewing the President's expenses, arranging for the audit, and performing other duties as assigned by the Board.

2.09 Secretary's Role

The Secretary shall ensure the integrity/accuracy of the Board's documents and ensure filings are timely. The Secretary shall have access to and control over Board documents, and use of staff time necessary to maintain the Board Records.

1. Minutes will be current in their reflection of Board decisions.
2. Bylaws necessary for legal compliance and for consistency with the principles of Policy Governance will be known to the Board.
3. Requirements for format, brevity, and accuracy of Board minutes will be known to the Secretary.

2.10 Board Vacancies

1. The office of a member of the Board shall become vacant immediately without declaration of any officer or any acceptance of the Board or its members, upon the death of the incumbent being found to be mentally incompetent by the proper court, resignation, removal from office, conviction of a felony, election or appointment being declared void by a competent tribunal, or refusal or neglect to take and subscribe to the constitutional oath of office and deposit the same in the manner and within the time prescribed for holding office including residence qualification.
2. Whenever a vacancy on the Board occurs, the remaining members of the Board by majority vote shall fill the vacancy immediately with a qualified elector of the community college district. Any person so appointed shall hold office until the next regular Muskegon Community College election.

2.11 Board Members' Code of Conduct

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

1. Members must have loyalty to the ownership, not conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. A trustee shall not have any direct pecuniary interest in a contract with the college, nor shall he or she furnish directly any labor, equipment, or supplies to the college. In the event a trustee is employed by a corporation or business or has a secondary interest in a corporation or business that furnishes goods or services to the college, or has an unavoidable conflict of interest, the trustee shall declare his/her interest and refrain from debating or voting upon the question of contracting with the company. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as a conflict. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment, not only from the vote, but also from deliberation. It is not the intent of this policy to prevent the college from contracting with

corporations or businesses because a trustee is an employee of the firm. The policy is designed to prevent placing a trustee in a position where his/her interest in the college and his/her interest in his/her place of employment (or other indirect interest) might conflict and to avoid appearances of conflict of interest even though such conflict may not exist.

- b. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. A Board member who applies for employment must first resign from the Board.
- 3. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the President or with staff must recognize the lack of authority vested in individual members except when explicitly Board authorized.
 - b. Members' interaction with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Except for participation in Board deliberation about whether the President has achieved any reasonable interpretation of Board policy, members will not express individual judgment of performance of employees or the President.
- 4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 5. Members will be properly prepared for Board deliberation.
- 6. Members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the members' personal position on the issue.
- 7. Members will be supportive of activities of the college and its foundation.
- 8. Members will sign an acknowledgement of agreement with this code of conduct on or before the February Board of Trustees public meeting each calendar year.

2.12 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 President.

- 1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for the Board. Committees will normally not have direct dealings with current staff operations.
- 2. 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.
- 3. Board committees cannot exercise authority over staff. The President works for the full Board, and will therefore 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 subject.

5. Committees will be used sparingly and ordinarily in an ad hoc capacity, except for a Finance Committee. After the Finance Committee meetings, a written summary from their meeting will be given to the Board of Trustees before each Board meeting.
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.

2.13 Cost of Governance

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

- I. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
 - a. Training and retraining will be used liberally to orient new members, as well as to maintain and increase existing members' skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, financial audit.
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. Up to \$ 4,000 per Board member in each fiscal year shall be provided for training, including attendance at conferences and workshops.
 - b. Each fiscal year the Board will approve a specific amount for audit and other third party monitoring of organizational performance.

2.14 Meetings

The Board will conduct its meetings consistent with State law and at such time and place within the boundaries of the College district, and in such a manner as it may deem appropriate.

- I. Regular meetings of the Board shall be held on the appointed time and day and place as determined annually in December and that notice shall be provided in accordance with PA 2679 of 1976 as amended (The Open Meetings Act) and in accordance with Act 331 of 1966 as amended (The Community College Act).
2. Special meetings of the Board may be called by the Chairperson, or any two members thereof, with written notice of the time, place and purposes of such special meetings and in compliance with PA 267 of 1976 (sections 4 and 5) and posted at least 48 hours prior to said meeting time. The notice herein may be waived in writing by any member.
3. The order of business/agenda for regular Board meetings shall be as follows:
 - I. Approval of Agenda/modifications as necessary
 - II. Public Agenda-Related Comments (see 4 a & c below)

- III. Presentations
- IV. Consent Agenda (*Board Action Required – Vote*)
 - A. Minutes
 - B. Budget/Finance
 - C. Required Approvals
 - D. Personnel Report
- V. Administrative Reports
 - A. President's Report
 - B. Student Success Report
 - I. Enrollment
 - 2. Student Success Completion Agenda
- VI. Business Non-Operational
 - A. MCCA Report
 - B. Foundation Update
- VII. Old Business
- VIII. New Business
- IX. Board of Trustees Policy Governance
 - A. Policy Updates
 - B. Future Agenda Items
- X. Public General Comments (see 4 b & c below)
- XI. Board Comments/Announcements
- XII. 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. The Public may participate at Board meetings at the time allotted for Public Agenda-Related Comments and at the time allotted for Public General Comments subject to the following guidelines which the Chairperson, if circumstances warrant, will read prior to the comments.

- a. Public Agenda-Related Comments: The public may now address the Board on issues relevant to the Agenda. Consistent with Michigan law, the College's By-laws, and the Board's need to accomplish our responsibilities today, prior to your comments please state your name and your municipality. Also, your comments must:
 - Be limited to one appearance no longer than three minutes (optional: shorter time if many participants);

- Be directed to the Board in general, not particular members;
- Be avoidant of personal attacks;
- Again, be relevant to issues on the agenda;
- (Optional if many participants) And be non-repetitious in the points made and/or the rationale used to make your points. The Chairperson may limit your time if positions and/or rationale are repetitious.

b. **Public General Comments:** The public may now address the Board on College-related issues not related to the Agenda. We will use the same limitations previously noted for Public Agenda-Related Comments but, because we are not required by law to accept general comments, we will now limit comments to five participants, three minutes each. While making your comments, please keep in mind the College's published "Guiding Values" of "learning, integrity, excellence, collaboration, and kindness."

c. From time to time, special circumstances may arise where members of the public wish to address the Board for more than the times allotted above and where the Chairperson believes the added time would be beneficial to the Board's considerations. In such cases, the Chairperson can grant more time so long as the members of the public request more time at least 24 hours before the meeting.

5. Any legal meeting of the Board may be adjourned to a specific time and place in accordance with the Open Meetings Act, Paragraph 5, Section 5, of AP 267 of 1976. Only problems on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.

6. The Board shall conduct business according to the procedures outlined in Robert's Rules of Order, Newly Revised, for Small Boards, with the following modifications/clarifications:

- a. Members are not required to obtain the floor before speaking, which they can do while seated.
- b. Motions must be seconded.
- c. There is no limit to the number of times a member can speak to a question, and motions to limit or close debate should generally not be entertained.
- d. The Chairperson shall stop any discussion that does not apply to the motion last made. He/she may also stop the discussion of a matter if the Board has previously agreed to confine discussion to a definite period of time, and that period has been used up. Aside from such limitations, the Chairperson shall not interfere with debate as long as a member wishes to speak. Discussions by trustees shall be made to the entire Board in audible voice. The Chairperson shall ask for discussion of motions before proceeding to call the vote. With appropriate restraint, the Chairperson may join in discussion and debate.
- e. 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 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).

- f. The Chairperson may vote on any issue.
7. Minutes of all the proceedings of the Board at the previous meetings shall be prepared by the Secretary and delivered to the members at least 48 hours before the time of the next regular meeting. At the next regular meeting, the Board shall approve the minutes of the previous meetings. Motions shall be carefully 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 kept in the administrative offices of the College. Records of the Board shall be available to citizens for inspection at the College in accordance with Act 442 of the Public Act of 1976 as amended (The Michigan Freedom of Information Act) and any other applicable statute.

2.15 Policy Governance Manual Amendments

1. Policies may be revised, added or amended at a regular meeting of the Board by a majority vote of the elected members provided that the revision, addition or amendment has been presented during at least one previous Board meeting.
2. To protect the Board and the College, and to assist in the handling of unusual circumstances, the operation of any section or sections of these policies, not established by law, may be temporarily suspended by a majority vote of the Board at a regular or special meeting.
3. The Board shall publish any revisions, additions, amendments or deletions of these policies.
4. The Board shall continually review existing policies.

III. BOARD MANAGEMENT DELEGATION

3.01 Global Board Management Delegation

The Board's sole official connection to the operational organization, its achievements and conducts will be through a chief executive officer, titled President.

3.02 Unity of Control

Only officially passed motions of the Board are binding on the President.

1. 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.
2. In the case of Board members or 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.

3.03 Accountability of the President

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

1. The Board will never give instructions to persons who report directly or indirectly to the President.
2. The Board will not evaluate, either formally or informally, any staff other than the President.
3. The Board will view the President's performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-prescribed means will be viewed as successful Presidential performance.

3.04 Delegation to the President

The Board will instruct the President through written policies that prescribe the organizational Ends to be achieved, and prescribe organizational situation 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 developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not ends issues 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 limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the President.
3. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
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, and develop all activities. Such decisions of the President shall have full force and authority as decided by the Board.
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 the President. But as long as any particular delegation is in place, the Board will respect and support the President's choices.

3.05 Monitoring President Performance

Monitoring executive performance is synonymous with monitoring organizational performance 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. Information that does not do this will not be considered to be monitoring information. Monitoring will be as automatic as possible, using a minimum of Board time so that the meeting can be used to create the future rather than review the past.
2. The Board will acquire monitoring information by one or more of three methods:
 - a. By internal report, in which the President discloses interpretations and 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.
 - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with appropriate policy criteria.
3. In every case, the Board will judge (a) the reasonableness of the President's interpretation and (b) whether data demonstrates accomplishment of the interpretation.

3.05 Monitoring President Performance

4. The standard for compliance shall be any reasonable interpretation by the President of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
5. All policies that instruct the President will be monitored at a frequency and 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.

IV. EXECUTIVE LIMITATIONS

4.01 Treatment of People

With respect to treatment of all students, staff and citizens from the community, the President may not cause or allow conditions that are inhumane, unfair, undignified, discriminatory or illegal.

Accordingly, the President may not:

1. Operate without personnel procedures that clarify personnel rules, provide for effective handling of grievances and protect against improper implementation of personnel rules.
2. Discriminate against any staff member for appropriately expressing an ethical or professional dissent.
3. Prevent students and employees from using established grievance procedures..

4. Fail to acquaint staff, students and citizens with their rights under this policy.
5. Allow the day-to-day operations to impede the vision or prevent the achievement of the ends of the institution.
6. Fail to take prompt and appropriate action when the President becomes aware of any violation of State or Federal laws, rules, or regulations or of Board policies.
7. Fail to seek solutions that meet students' needs.
8. Fail to provide appropriate facilities and services that meet student's needs.
9. Fail to provide opportunities for learners to develop the skills they need to succeed in the world of changing technologies.
10. Fail to maintain a constant process of assessment and evaluation leading to improvement.
11. Fail to provide each employee with opportunities for meaningful professional/personal development based on his or her needs.
12. Fail to support academic freedom.
13. Fail to comply with the Americans with Disabilities Act (ADA) of 1990.

4.02 Financial Conditions

With respect to the actual ongoing conditions of the College's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in the ends policies.

Accordingly, the President shall not:

1. Expend more funds than have been authorized in the fiscal year.
2. Use any long-term reserves that are not included in the annual budget.
3. Conduct inter-fund shifting in amounts greater than can be restored by certain otherwise unencumbered revenues within 180 days. Notice of funds shifts without restoration within 90 days are to be reported to the Board.
4. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Fail to provide a monthly report to the Board of the College's current financial condition.
7. Allow MCC property taxes to be captured by local governmental units for economic development purposes without prior notice to the Board.

4.03 Financial Planning/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 achieve 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 during that period.
3. Proposes a budget that does not provide the annual operating fund for Board prerogatives, such as costs of fiscal audit, Board development and training and Board professional fees.
4. Proposes a budget that does not have a broad base of input.
5. Proposes a budget that fails to include reasonable needs of the institution, including written rationale for underfunding.
6. Infringes on the Board's authority to adopt or amend an annual operating budget.
7. Includes tuition and fee revenues at rates that differ from those approved by the Board.

4.04 Communication and Support to the Board

The President may not permit the Board to be inadequately informed regarding the College or its interests.

Accordingly, the President may not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, information that might have political consequences, material external and internal changes, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationships, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President.
4. Present information in unnecessarily complex or lengthy form or that is knowingly inaccurate or incomplete.
5. Fail to deal with the Board as a whole, except when responding to officers or committees duly charged by the Board.
6. Fail to provide information to all trustees when such information deals with matters before the Board or is intended to secure action by the Board.
7. Fail to provide a mechanism for official Board, officer, or committee communications.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

9. Permit the Board to be uninformed about the value that programs add to lives of students, the cost of each program, and the recommended priority for the development of each new program given its costs and benefits.

4.05 Compensation and Benefits

The President may not cause or allow compensation and benefits to employees, consultants, contract workers or volunteers to jeopardize fiscal integrity or public image.

Accordingly, the President may not:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Employ administrators under a contract for longer than one year's duration without Board approval.
4. Grant fringe benefits to employees not approved by the Board.
5. Provide for or change the compensation and benefits of employees that are:
 - a. Outside Board approved monetary guidelines;
 - b. Approved by the Board in collective bargaining and Meet and Confer agreements; or
 - c. In salary schedules and plans adopted by the Board.

4.06 Vision/Future/Succession

In today's fast-paced society, a major responsibility of the President is to assure the College is well positioned for the future.

Accordingly, the President shall not:

1. Fail to lead the Board in relevant discussion and work to assure a clear five-year vision.
2. Fail to position the organization to be successful and sustainable.
3. Fail to aid the Board in the succession planning for the future President of the College.
4. Fail to plan for an emergency executive succession. In order to protect the Board from sudden loss of chief executive services, the President may not have fewer than two senior staff members that are familiar with Board and President issues and processes.

4.07 Asset Protection

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

Accordingly, the President may not:

1. Fail to insure adequately against theft and casualty and against liability losses to Board members, staff, and the organization itself.

2. Allow unbounded personnel access to material amounts of funds.
3. Unnecessarily expose the College, the Board, or staff to claims of liability.
4. Make any purchase or commit the organization to any expenditure greater than \$49,999 without prior Board authorization.
5. Unless a sole source item or exceptional circumstances, make any purchases over \$49,999 without soliciting formal quotations (sealed bids) nor make purchases between \$10,000 to \$49,999 without evaluating at least three quotations. A summary report on transactions from \$10,000 and above will be presented to the Board monthly.
6. Make any purchase or award any contract where a conflict of interest exists.
7. Receive, process, or disburse funds under controls that are not sufficient to meet the auditor's standards.
8. Acquire, encumber or dispose of real property without Board approval.
9. Invest funds in high-risk investments or invest funds without input from a Board approved investment advisor.
10. Fail to protect property, information and files from loss or damage.

4.08 Alcohol, Recreational Marijuana, Non-Prescription Drugs, Illegal Substances on Campus

The President may not approve of alcohol, recreational marijuana, non-prescription drugs or any illegal substances on campus with the following exception. The College Administration may occasionally organize and conduct events that complement fund-raising initiatives or other endeavors considered important to the institution. If deemed appropriate by the President, beer, wine and spirits may be served at these specific events only. It is implicit in this policy that all laws governing the consumption of alcoholic beverages shall be observed at all times and that events be limited to attendance by those of legal drinking age only. No special events serving alcohol shall in any way negatively impact the academic environment.

V. ENDS POLICIES

5.01 Student Success/Highly Educated Community

1. The College will prepare students to pursue higher-level degree opportunities including transferring to four-year colleges and universities.
2. The College will prepare students with the skills necessary to enter and/or advance in the technologically sophisticated local and global workplace.
3. The College will prepare students to meet the unique educational, cultural, and societal needs in the community.
4. The College will provide classes and/or programs that allow students to achieve their specific educational goals.

5.02 Financial Stability

The College will manage its operating and capital financial affairs in a responsible manner. Indicators shall include:

1. The College will submit a balanced budget to the Board of Trustees prior to the beginning of the upcoming fiscal year.
2. The College will end each fiscal year with a balanced budget as confirmed by the College's audit firm and the Board of Trustees.
3. The College will present to the Board of Trustees any significant change to operational expense or the scope, cost, or timeline of capital projects.
4. The College will maintain the reserve fund at a level pre-determined by the Board of Trustees.

5.03 Community Impact / Engagement/Leadership

The College will be a visible and recognized leader in enhancing the profile of the local and regional community by engaging in partnerships with local businesses and community organizations. The College will also provide leadership as a role model by ensuring equal opportunities for, and equal treatment of all individuals regardless of race, sex, sexual orientation, color, ethnicity, national origin, or any other characteristics protected by law.

5.04 Resource Development

The College will enhance resource development. Indicators may include:

1. Continued long term upward trending in private donations to the college.
2. Strategically enhanced Foundation for Muskegon Community College board membership.
3. Creative alternative revenue sources.

5.05 Master/Strategic Plan(s)

The College will develop and successfully execute ongoing Master/Strategic Plan(s) to ensure the long-term success of the institution.