

# Board Policy Manual

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## **1.10 Mission, Vision. Core Themes, Core Values**

### **1.11 Mission Defined**

The Mission is to: Create quality educational opportunities for a diverse community of learners to thrive in an evolving world.

The Vision is: Possibilities realized: Innovation and engaged learners enriching our local and global communities.

Core Themes are: Access; Excellence; Contribution to Community; Positive and Diverse College Environment; and Student Learning and Success.

Core Values are: Learning; Integrity; Respect; Accountability; and Sustainability.

### **1.12 Monitoring Mission Fulfillment**

Mission shall be considered fulfilled when a minimum of 70% of Core Theme performance indicators are met. The Board shall regularly monitor mission fulfillment through monthly and annual analyses of metrics measuring the Core Themes.

## **1.20 Governance**

### **1.21 Introduction**

The Pierce College Board of Trustees, under law, is charged with the responsibility of Pierce College. It shall be the responsibility of the Board of Trustees to establish policy and to evaluate the total college program. The Board of Trustees shall appoint a district chancellor to administer the college and shall delegate to him/her the authority and responsibility for implementation of Board policy.

### **1.22 Statutory Authority**

The Board operates under statutory authority generally contained in the Community College Act of 1967, as amended, Chapter 28B.50.RCW

### **1.23 Governance and Board-Chancellor Relationship**

#### **Introduction**

The Community College Act of 1967, as amended, creates a Board of Trustees for each community college district, and grants certain powers and defines certain duties for the board to operate the district. One of these powers is the authority to delegate any of these powers or duties to a college president or district chancellor.

## **Governance Model**

The Board chooses to govern according to the principles of a Policy Governance model. Under this model, the Board maintains responsibility for defining the college's mission, vision, core themes and values; governing through broad policy; delegating authority to carry out the administration and operations of the college to the chancellor; and establishing and monitoring performance measures against policy criteria. The chancellor may create the administrative, operations, and recommending processes needed to meet mission, vision, core themes and values.

## **Delegation of Authority**

The Board has delegated by resolution 2005-02, or other subsequent resolution, some of the powers and duties listed in RCW 28B.50.140 to the chancellor, with the limitations and expectations listed therein.

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In addition to such other specific authority as has been or may be delegated to the chancellor, the Board of Trustees has delegated to the chancellor all express or implied authority to carry out the administration and operation of the college. The exercise of any and all delegated authority delegated herein shall be subject to review by the Board.

## **Administrative Limitations and Expectations**

The chancellor is responsible for ensuring that no violation of legal, contract, district policy, or policy governance occurs, nor shall the chancellor through action or inaction allow Pierce College's continued positive public image or and credibility to fall into disrespect or ill repute. The chancellor shall incorporate Pierce's values of learning, integrity, respect, accountability, and sustainability in all aspects of managing and overseeing Pierce's work.

The chancellor shall take reasonable and prudent actions with respect to Pierce College management and oversight that are typical for similar and highly effective organizations; the chancellor is responsible for ensuring Pierce is in compliance with applicable federal, state, and local laws and regulations.

## **Chancellor Evaluation**

The Board will conduct an annual evaluation of the chancellor. Each Board member will be provided an opportunity to review the chancellor's performance using pre-determined metrics. When the review period ends, the Board will jointly discuss performance on these functions and objectives with the chancellor.

At a minimum, the Board will evaluate the chancellor's performance in these categories:

1. Community, Legislative, and External Constituent Relations
2. Educational Planning
3. Financial Stewardship
4. Personnel, Labor, and Internal Constituent Relations
5. Management Activities and Strategic Planning
6. Board Relations
7. Achieving Core Themes
8. Professional Growth

### **1.24 Chancellor Search**

One of the major responsibilities of the Board is the recruitment and selection of a chancellor. The chancellor search process will include input from district and community constituents. The Board will consider carefully the leadership and management competencies needed to accomplish the strategic goals and mission of the district. An executive search consultant may be used to assist in the process.

### **1.30 By Laws**

#### **1.31 Official Seal**

The Board shall maintain an official seal for use upon any and all official documents of the Board. The seal shall have inscribed upon it the name of the college, which shall be: Community College District No. 11, Pierce College, State of Washington.

#### **1.32 Office of the Board**

The Board shall maintain an office at the Puyallup College, 1601 39th Avenue SE, Puyallup, Washington 98374-2222. This address is the official mailing address for the Board, board records and meeting minutes. The office shall be open during normal business office hours.

### 1.33 Board Organization and Responsibilities

The Board consists of five members appointed by the Governor, each for a term of five years. The Board, at the September meeting, shall elect officers to serve from the first day of October through the last day of September of each year. In the event that this does not occur, officers shall be elected during the next scheduled regular meeting. These officers shall be a Board Chair and a Board vice chair. The chancellor shall serve as the Board secretary without a vote. The Board shall appoint a treasurer to the Board.

#### **Board Chair**

The Board Chair, in addition to any duties imposed by the State Board for Community and Technical Colleges, shall preside at all regular and special meetings of the board, authenticate all legal and official documents of the Board. The Board Chair is the board spokesperson unless, in individual instances, this authority is delegated to another board member by Board action. The Board chair will:

- Preside at all meetings of the Board in an efficient and effective manner and set the general tone for each meeting.
- Participate jointly with other members of the Board in the conduct of appropriate organizational affairs, yet being careful to mediate and not dominate the board by virtue of the position of the board chair.
- Appoint Board committees in accordance with the bylaws and call for performance reports on a timely basis.
- Stimulate the Board and extract the opinion of each individual, where appropriate, and serve as a catalyst for encouraging the members to ask discerning questions.
- Expedite decision-making and voting of the Board after due deliberation.
- Advise and consult with the chancellor on major issues.
- Consult with the chancellor on the content and order of the trustee's meeting agenda.
- Establish and maintain on behalf of the Board, good relationships with the press, governmental units, and the public.
- Carry out special assignments on behalf of the Board and act as spokesperson for the Board.

- Channel to the administration requests made by citizens and other Board members for special information about the district.
- Provide leadership and recommend appropriate in-service training such as attendance at trustee conferences, the utilization of outside resource consultants, and the planning of special trustees' programs.
- Consult with other trustees, on a timely basis, who are not carrying out their agreed upon responsibilities or who are violating board bylaws, policies, and practices.
- Serve as a catalyst in initiating evaluation of the chancellor.
- Ensure that the Board has adequate advance information and sufficient lead time for deliberation of a topic prior to decision-making.
- Provide leadership in causing the board to deliberate appropriate Board topics as opposed to matters that should be delegated, or receive recommendations from, the chancellor.

### **Board Vice Chair**

The Board vice-chair shall preside in the absence of the Board chair and is vested with the same power and duties as the board chair in those instances.

### **Secretary of the Board**

The secretary of the Board shall be the chancellor who shall maintain records of all meetings and other official actions, and correspondence of the board. S/he shall serve public notice of all meetings of the Board as required by these bylaws and state law. The secretary shall prepare the meeting agenda, ensure pre-meeting distribution of the agenda to board members and other authorized recipients, and distribute the minutes of meetings and related reports. The secretary shall also ensure distribution of available documentation to Board members concerning action items appearing on a given agenda in sufficient time to allow Board members adequate study time of the items.

### **Treasurer**

The treasurer shall be appointed to serve at the pleasure of the Board. The treasurer shall render a true and faithful account of all monies received and paid out and comply with the provisions of RCW 28B.50.143. The treasurer shall give bond for the faithful performance of the duties of his or her office in such amount, as the trustees require: Provided, that the district shall pay the fees for any such bonds. The treasurer shall be supervised by the Chancellor.

### **Board Members**

Board members are expected to attend all board meetings, be absent only when necessary, and arrive on time.

Board members are expected to:

- Actively participate in the Board search and selection of the chancellor.
- Cooperate with other Board members in making policy decisions.
- Accept committee assignments or ad hoc tasks as may be assigned by the Board Chair.
- Become acquainted with Pierce College, its programs, and its people. However, care must be taken that the trustee does not interfere in the administration of the college, or undermine the chancellor's authority.
- Make a continuing impression of the chancellor's performance so that s/he can assist in making an accurate annual evaluation of the chancellor.
- Represent the college to the public, making clear the goals and needs of the institution.
- Conform to the Board of Trustees bylaws and the addenda thereto.

### **Individual Authority and Responsibilities**

Legal authority is vested in the Board of Trustees and may be exercised only through Board action taken in regular or special meetings. No individual member may speak or act on behalf of the board unless specifically authorized by board approval. Every member of the Board shall be under obligation to support any decision or policy adopted by the majority (a minimum of three concurring votes) and shall not publicly oppose such decision or policy after it has been adopted.

### **1.34 Board Ethics and Conflict of Interest**

Chapter 42.52 RCW, Ethics in Public Service applies to each member of the Board of Trustees. It governs the actions and working relationships of members of the Board.

When there are questions with regard to the application of the Washington Ethics Law, Board members are expected to resolve them in favor of good, ethical judgment and in keeping with the basic principle that their position of trust may not be used for personal gain or private advantage.

In resolving questions regarding conflicts of interest, the following statements from state law shall be considered:

- Board members may not have a financial interest or engage in any activity that is in conflict with the proper discharge of their official duties.

- Board members may not use their official position to secure special privileges for themselves or any other person.
- Board members may not receive compensation from any person, except the State of Washington, for performing their official duties.

If a matter comes before the Board which presents a conflict of interest or other ethics law violation for a Board member, if the conflict or violation cannot be otherwise resolved, the Board member must recuse him/herself from taking any action on that matter.

### 1.35 Board Performance Review

The Board is committed to assessing its own performance as a Board in order to identify its strengths and areas in which it may improve its function. The self-assessment process each year will include the completion of a self-assessment instrument by each member of the Board, a discussion of the compilation of the results and development of a set of goals for the next year.

Board self-assessment categories:

1. Board Organization
2. Policy Role
3. Community Relations
4. Policy Direction
5. Advocating for the College
6. Board- Chancellor Relations
7. Standards for College Operation
8. Institutional Performance
9. Board Leadership
10. Board Education

### 1.36 Board Meetings

#### **Opening Meetings Act**

The Board will comply with the spirit and letter of the Open Public Meeting Act.

#### **Regular Meetings**

Regular meetings will customarily be held on the second Wednesday of each month.

- Regular meetings normally will be held at: Pierce College Fort Steilacoom, 9401 Farwest Drive Southwest, Lakewood, Washington 98498-1999 OR Pierce College Puyallup Campus, 1601 39th Avenue SE, Puyallup, Washington 98374-2222
- From time to time, regular meetings may be held at other locations within the District. At no time will a meeting be held in a private home.

- All regular meetings of the Board are open to the public and will be advertised publicly at least ten days in advance.
- Robert's Rules of Order shall be followed except where contrary to state law or regulations of the State Board for Community and Technical Colleges.
- Three members of the Board constitute a quorum, and Board adoption of any action shall require approval by at least three members.
- Normally, voting shall be via voice. Any member of the Board, for purposes of record, may ask for a roll call vote.

### **Special Meetings**

Special meetings other than regular meetings may be called at any time by the Board chair or a majority vote of the Board. These meetings will be publicly advertised at least twenty-four (24) hours prior to being convened, and are open to the public.

### **Meeting Agenda**

The agenda is prepared by the Secretary and approved by the board chair. Items for the agenda must be submitted to the Secretary in a timely manner to be included on the agenda.

### **Study Sessions**

Study sessions are scheduled on the agenda as part of the meeting and are open to the public. This is a gathering of the Board and Secretary for the purpose of receiving presentations, reviewing programs and proposals, or studying information relative to issues or actions.

### **Executive Sessions**

While all official business must be conducted in open meetings, the Board may hold an executive session during a regular or special meeting, which shall be closed. The following subjects may be considered in executive session:

- Matters affecting national security.
- REAL ESTATE: Selection or sale of real estate when public knowledge would likely affect price.
- CONTRACT NEGOTIATIONS: To review negotiations on the performance of publicly bid contracts when public knowledge would likely increase cost.
- EVALUATION OF CHARGES AGAINST EMPLOYEES: To receive and evaluate complaints or charges brought against a public officer or employee,

provided a public hearing shall be conducted at the request of each officer or employee.

- **EVALUATE QUALIFICATIONS OF APPLICANTS OR REVIEW EMPLOYEE PERFORMANCE:** To evaluate the qualification of an applicant for public employment or to review the performance of a public employee.
- **LEGAL COUNSEL:** Discussion with legal counsel representing the agency on matters relating to agency enforcement actions, litigation or potential litigation if public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency.

### **Minutes of Meetings**

The Secretary shall ensure the accurate and faithful reporting of Board meeting activities through a system of written minutes. The recording of notes and production of minutes may be done by a member of the staff selected by the Secretary. In each case, the minutes will be approved and authenticated by the Secretary or, in his/her absence, a specific designee, prior to final publication and distribution. Minutes will be distributed to each Board member and others holding records of board meetings.

### **1.37 Policy Manual**

The Secretary of the Board shall ensure that a Board Policy Manual is maintained which shall contain those policy decisions taken by the Board that are designated for inclusion.

### **1.38 Administrative Policies and Procedures manuals**

The Chancellor shall ensure that administrative policy and procedure manuals are maintained. These manuals will contain directives implementing Board policy and administrative decisions.

## **1.40 General Board Policies**

### **1.41 Degrees, Certificates, And Diplomas**

The Board of Trustees authorizes the issuance of the following degrees, certificates and diplomas:

- Professional/Technical Certificates
- Associate of Arts
- Associate of Science

- Bachelor of Applied Science
- High School Diploma

### 1.42 Academic Freedom

The Board recognizes and will act to support traditional academic freedom as it applies to members of the college community carrying out their assigned duties, responsibilities and obligations, including the professional presentation or study of what might be considered by some to be controversial.

### 1.43 Civility

Pierce College is committed to every individual's expectation of civility in the workplace while preserving the right to freedom of expression in addressing matters of public concern. All members of the college community must embrace the inherent elements of learning: challenging ideas, debate and expression of thought and accept the responsibility of challenging ideas, debate and expression of thought within a framework of mutual respect and professionalism.

### 1.44 Tenure

The Board, as the appointing authority of tenure, shall promulgate rules and regulations implementing RCW [28B.50.850](#) through [28B.50.869](#). The Board will consider for tenure appointments probationary tenure-track faculty who have satisfactorily completed a tenure process in accordance with RCW and the district's tenure manual. Tenure will be granted to faculty members of such character and scholarly ability that the district can justifiably undertake to employ them for the rest of their academic careers.

### 1.45 Financial Oversight

#### **Financial Planning**

The chancellor shall oversee ongoing financial planning that includes forecasts of enrollment, revenue, and expenditures. Such planning will be used in the process of developing an annual operating budget and presented to the Board as part of the budget approval process.

#### **Budget Approval and Monitoring**

The Board of Trustees shall annually approve an operating budget no later than the beginning of the Fiscal Year. In extenuating circumstances, the Board may approve a resolution for continuing expenditure authorization as a temporary measure until an annual budget can be presented and approved.

The treasurer shall provide a report to the Board on the operating budget status at least quarterly. Such report shall include a summary of expenditures to date for major budget divisions, divided as may be reasonable to monitor.

### **Reserves and Cash Management**

The chancellor shall ensure that Pierce College maintains cash reserves within its fund balance accounts for all funds in an amount necessary to allow for prudent cash management of District operations, to ensure sufficient funds are available for working capital, accommodate fluctuations in revenue or expenditures, allow for contract program discontinuance and other unforeseen circumstances, properly manage reimbursable funding requirements, and provide flexibility on non-recurring expenses, such as program start-up costs or equipment purchases.

Under regular operating conditions, the district's goal is to maintain unrestricted reserves of at least 10% and sufficient to repay the principal on debts. The Board may approve spending resulting in lower reserve balances in an emergency situation or when they believe it to be in the best interests of the college's immediate or long-term needs.

Authorization for legally allowable short term transfers and loans between funds to manage the cash balances of funds is delegated to the chancellor.

For transfers and loans between funds that are reasonably expected to last longer than one year, the Board authorizes the chancellor to manage or delegate such transfers and loans with notice to the Board no later than the next scheduled regular meeting.

### **Investments**

The Board of Trustees authorizes the chancellor to oversee the investment of surplus local fund cash balances in any legally approved investments.

The Board further authorizes the deposit and withdrawal of Pierce College monies in the Local Government Investment Pool in the State Treasury in accordance with Chapter 294, Laws of 1996. The Board delegates signature authority for deposit or withdrawals of monies in the Local Government Investment Pool to the chancellor or the chancellor's designee.

### **Debt Management**

All debt must be pre-approved by the Board, except for operating capital leases for equipment or facilities of terms no more than 60 months and less than \$1,000,000 in total outlay.

The chancellor or designee may refund, renegotiate, or otherwise change the terms of any debt issue of the college in order to lower total borrowing costs. The amount of debt and debt service shall be reported annually as part of the budget approval process.

### **Tuition, Fees, and Waivers**

The Pierce College Board of Trustees has the authority under RCW 28B.15 to establish certain categories of and charges for tuition and fees as well as tuition and fee waiver provisions. Revisions to any of these charges and/or provisions must be approved by the board. The specific tuition and fee rates, special fees, tuition and fee waiver provisions, and tuition and fee refund policy shall be outlined in the college catalog.

The Board will generally approve modifications and adoption of tuition, course fees, Student and Activities Fees, and other fees related to direct instruction at the same time as the Board approves the Annual Budget. In extenuating circumstances, the Board may approve a resolution to delegate to the chancellor the authority to modify existing course fees other than tuition throughout the year. Such modifications shall be reported to the Board at the next scheduled regular meeting.

The Board may approve a resolution to delegate to the chancellor the authority to adopt or modify fees for local activities unrelated to direct instruction. These fees include but are not limited to facilities rental fees; admission fees for plays, music, athletic, and other events; continuing and community education fees; and fees charged to the general public for services or activities provided by the college. The Board may approve a resolution to delegate to the chancellor the authority to administer the charging and collection of such fees in the best interest of the college. Those fees that are reasonable expected to be ongoing will be reported to the Board on an annual basis.

### **Tuition and Fee Refunds**

Refunds are limited to Fees and Charges that are deemed by the college or state law to be refundable. To be eligible for a refund, a student must officially withdraw from classes. For official withdrawal, refunds are given according to a schedule. The chancellor is delegated the authority to establish and publish this schedule and associated procedures.

### **Fundraising**

The Board of Trustees encourages the implementation of a comprehensive development program and delegates oversight of the program to the chancellor. The development program will include, but not be limited to, the Pierce College Foundation, the cultivation of donor prospects, the marketing of Pierce College, and the solicitation of private gifts from individuals, corporations, and foundations.

Pierce College Foundation is the fundraising arm of the college, operating as a 501(c)3 with an independent Board. Pierce College shall maintain a Memorandum of Understanding with the Foundation outlining the expectations and goals of each entity.