



**SOUTHARK**  
*South Arkansas Community College*

## **Board Policy Governance Manual**

**Adopted November 30, 1999**  
**Effective January 1, 2000**  
**Revised February 15, 2005**  
**Revised March 20, 2007**  
**Revised August 24, 2012**  
**Revised March, May 2018**

**Revised/Approved March 19, 2019**  
**(Effective July 1, 2019)**

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## **Legal Basis for the College**

Amendment Number 52 to the Arkansas Constitution provides the constitutional authority for the establishment of state-supported community colleges in Arkansas. Arkansas Statutes Sections 6-61-501 through 6-61-612 provide the statutory authority for the establishment and operation of the college. Under the provisions of these statutes, a Steering Committee was formed to gather signatures calling for a special election to merge Oil Belt Technical College, a state-supported technical college governed by the State Board of Higher Education and Southern Arkansas University - El Dorado Branch, a two-year state-supported branch governed by the Southern Arkansas University Board of Trustees. Both boards endorsed holding the election and on March 31, 1992, the majority of the electors voting in the special election in Union County established the Union County Community College District and authorized a one-half mill levy on the real and personal property of Union County to support the operating or capital needs of the college. The Governor appointed the first Board of Trustees and it named the college the South Arkansas Community College. The Board was officially sworn in by The Honorable George VanHook, Jr., on April 14, 1992. The college had a transition period until July 1, 1992, when the predecessor colleges were officially abolished and the new college began operation under its own budgetary authority and the new Board of Trustees.

## **MISSION STATEMENT**

South Arkansas Community College

Promotes excellence in learning, teaching and service;  
provides lifelong educational opportunities;  
and serves as a cultural, intellectual,  
and economic resource for the community.

**By-Laws  
of  
South Arkansas Community College Board of  
Trustees**

**Article I**

**Appointment of Board of Trustees Members Approved:  
February 18, 2021**

Board of Trustees of South Arkansas Community College shall be composed of nine members. The present positions on the Board of Trustees shall expire as shown below:

<u>Position</u>	<u>Board Member</u>	<u>Term Expiration</u>
1	Kerri Brown	December 31, 2022
2	Gary Griffis	December 31, 2022
3	Melissa Jerry	December 31, 2022
4	José Covas	December 31, 2024
5	Wayne Gibson	December 31, 2024
6	Crystal Yeager	December 31, 2024
7	Steve Cousins	December 31, 2026
8	Courtney Crotty	December 31, 2026
9	Scott Street	December 31, 2026

Under the option selected by the Board of Trustees as provided by Act 1349 of 1995, the positions on the Board shall become vacant as current terms expire and persons who are residents and qualified electors of the community college district shall be appointed by the Governor for a term of six (6) years. To the extent possible, the Governor shall assure equitable representation on the Board with regard to race and geographic distribution from throughout the district. Vacancies on the appointed Board due to death, resignation, or other causes shall be filled by appointment of the Governor to serve the remainder of an unexpired term. A person so appointed is eligible for appointment to a subsequent full term on the Board.

**Article II**  
**Powers and Duties of the Board of Trustees**  
**Approved: January 18, 2000**

The powers and duties of the South Arkansas Community College Board of Trustees are established by Arkansas Code Section 6-61-521 which was reviewed and endorsed by the Board of Trustees in its organizational meeting. The powers and duties of the local board shall be as follows:

- (1) To select its own chairman and such other officers as it may deem desirable from among its own membership;
- (2) To adopt and use a seal;
- (3) To determine, with the advice of the Arkansas Higher Education Coordinating Board, educational programs of the community college;
- (4) To appoint and fix the compensation and the term of office of a president of the community college, who shall be the executive officer for the local board and for the community college;
- (5) To appoint, upon the nomination of the president, members of the administrative and teaching staffs and to fix their compensation and terms of employment;
- (6) Upon the recommendation of the president, to appoint or employ such other officers, agents, and employees of the community college as may be required to carry out the provisions of §§ 6-61-101—6-61-103, 6-61-201—6-61-209, 6-61-212—6-61-216, 6-61-301—6-61-305, 6-61-401, 6-61-402, 6-61-501—6-61-524, and 6-61-601—6-61-603 and to fix and determine their qualifications, duties, compensation, and terms and conditions of employment;
- (7) To grant diplomas and certificates;
- (8) To enter into contracts;
- (9) (a) To accept from any government or governmental agency, from any other public or private body, or from any other source, grants or contributions of money or property, which the local board may use for or in aid of any of its purposes.  
(b) If acceptance of a grant is conditioned upon the local board's obtaining interim financing from a local financial institution and if the grant makes a provision for the repayment of the interim loan from the grant itself, then the local board is authorized to contract for the required interim financing;
- (10) To acquire, own, lease, use, and operate property, whether real, personal, mixed, which is necessary for purposes of the community college;

- (11) To dispose of property owned by the community college which is no longer necessary for purposes of the community college upon such terms and conditions as shall meet the requirements for state agencies;
- (12) To exercise the right of eminent domain to condemn property necessary for the use of the community college. The procedure to be followed in the exercise of the right of eminent domain by a local board shall be that prescribed for the boards of trustees of certain state colleges by Section 6-62-201;
- (13) To make rules and regulations not inconsistent with the provisions of the Arkansas Code (statutes not listed) or with the rules and regulations of the state board as are necessary for the proper administration and operation of the community college; and
- (14) To exercise all other powers not inconsistent with the provisions of the Arkansas Code (statutes not listed) which may be reasonably necessary to the establishment, maintenance, and operation of a community college.



**Article III**  
**Officers--Election and Duties**  
**Approved: January 18, 2000**

The officers of the South Arkansas Community College Board of Trustees shall be a chair, a vice-chair, and a secretary. The officers shall be elected in January of each even-numbered year, shall assume office immediately upon election, and shall hold office until their successors have been elected. (Note: The Board of Trustees approved a revision in the time schedule of the election of officers in their January 1999 meeting. Officers were elected at that time for a two-year term ending in December 2000. The next election of officers will be for a one-year term only ending in December 2001. This schedule will provide for the election of officers in even-numbered years.)

In the September Board meeting preceding the expiration of terms of officers, a Nominating Committee of three members shall be elected by the membership of the Board. Nominations to the Nominating Committee shall be made from the floor and if more than three persons are nominated, election to the Nominating Committee shall be by a show of hands and the three members receiving the highest number of votes shall be elected to the Nominating Committee.

The committee shall nominate the following Board of Trustees Officers: a chair, a vice-chair, and a secretary. The committee shall have the responsibility of obtaining the agreement of each nominee to serve if elected. The report of the Nominating Committee shall be made to the Board of Trustees in the November meeting of the Board.

The election of officers shall be held during the January meeting of the Board. The chair shall call for nominations from the floor for each of the positions to be filled. Prior to being nominated, a Board member must have agreed to serve if elected. If there are no nominations from the floor, the chair shall ask for a vote to accept the report of the Nominating Committee and elect the officers by acclamation. If there are two or more nominees for any office, election shall be by a show of hands. The nominee receiving the highest number of votes shall be elected.

In the event that a vacancy occurs among the officers of the Board of Trustees, a Nominating Committee shall be formed in the next regularly scheduled Board meeting using the process outlined above. The Nominating Committee shall report its nominee in the next regularly scheduled Board meeting after its formation and the election shall be held in that meeting using the process outlined above.

It shall be the duty of the chair to preside at all meetings of the Board, to appoint or provide for the election of all Board committees, to call special meetings as required,

to sign such financial and legal documents as may be appropriate or required by law or by action of the Board, to act as the official spokesperson for the Board, and to consult with the President in the preparation of the agendas for Board meetings. The chair shall be eligible to join in all discussions and vote on all questions without relinquishing the gavel. The chairperson serves as an ex-officio member on all Board committees. As a member, the chairperson is eligible to vote.

The vice-chair shall serve in the absence of the chair.

The secretary shall be responsible for insuring that accurate and complete minutes of the meetings of the Board are maintained and contain a record of all actions of the Board, shall sign all legal documents as may be appropriate or required by law or by action of the Board, and shall perform such other duties as may be assigned by the Board. The secretary shall assume responsibilities of the chair in the absence of the chair and vice-chair.

In the event that all three officers of the Board are absent, the Board shall elect a temporary presiding officer.

Revised & approved by Board 11/27/2018

**Article IV**  
**Board Meetings**  
**Approved: January 18, 2000**

The Board of Trustees shall meet at 3:45 p.m. on the third Tuesday in the months of January, March, May, September, and November, at a location to be determined by the Board. The Board will not meet in December. The Board will hold a retreat in July. A meeting may be cancelled or re-scheduled at the request of the Board Chair. All members of the press and other interested parties will be notified. The college president, in consultation with the chairperson of the Board, will prepare and deliver an agenda for each regular meeting to each Board member and to the news media at least two days prior to the date of the regular meeting. The Board may, upon the affirmative vote of the majority of the entire Board, consider and act upon matters not included in the agenda.

Trustees may attend board meetings electronically by phone or video conference as available. The following apply to electronic participation in board meetings: 1) electronic participant trustees may vote and may count toward a quorum; 2) electronic participant trustees will not participate in the board meeting while operating a motor vehicle; 3) electronic participant trustees must have ready access to their board packets; 4) trustees are restricted to electronic participation in board meetings to 50% or less of the total annual meetings; 5) when votes are held, the trustees participating in the meeting electronically will be individually polled but the vote will not be recorded individually except in cases of a roll call.

Special meetings of the Board of Trustees may be called by the Chairperson of the Board or by a majority of the members of the Board. When a special meeting is required, each member of the Board will be notified of the time and place of the meeting and the purpose for which it is called. Only matters related to the purpose of the call shall be considered in a special meeting. Notice of the meeting must be given to members of the Board and the news media at least two hours before the meeting convenes.

All board meetings are subject to the “Arkansas Freedom of Information Act”.

A quorum shall consist of a majority of the membership of the Board of Trustees. A majority of a quorum shall be sufficient to transact business unless a larger number is specifically required by Board policy. The Board shall follow Robert's Rules of Order, Revised, in conducting its business.

Revised: 11.15.2005, 2.21.2012, 8.24.2012, 3/21/2017, 5/15/2018

**Board Revised & Approved-September 15, 2020**

**South Arkansas Community College  
Board of Trustees Meeting Schedule/Calendar**

*Meets third Tuesday in the months of Jan., Mar., May, Sept., Nov. at 3:45 p.m., and Board Retreat in July. Started July 2017.*

Month	Regular Agenda	Monitoring Reports	Consent Agenda
January	Election of Officers (Even numbered years) Board Process & Performance Monitoring Send board chair a reminder of Board Evaluation of own performance in March Reminder Statement of Financial Interest due end of Jan. January	Student Experience (Policy #23 ENDS 5)	Personnel Report Financial Report College Activities (reported, as necessary) Example: Approval of promotional items. Approval of Board expense reimbursement Election of Officers (even numbered years)
March	Board Evaluation of own performance initiated vis-à-vis Policy Governance Model Board Process & Performance Monitoring Determine Date for July Board Retreat  President advised to prepare Annual Goals Report 3rd Party Presidential Evaluation scheduled	Emergency CEO Succession (Policy #6) Communication and Support to the Board (Policy #9) Direct Inspection by Board Policy Governance Review (Policy #17) Direct Inspection by Board Strategic Planning and Budget (Policy #23 ENDS 6)	Personnel Report Financial Report Approval of Tuition and Fees Approval of Board Calendar
April/May - Personnel and Planning Committee: No later than 10 days prior to May board meeting should meet to review and discuss: 1) 3rd party presidential evaluation; 2) presidential annual goals report; 3) President's contract; 4) President's compensation adjustment May - Personnel Planning Committee make recommendations to the full Board: 1) President's contract renewal/extension; 2) President's compensation adjustment			
<b>April</b>	<b>Board Workshop - Student Success/Productivity Funding, Budget and Planning</b>		
May	Presidential Contract Review Graduation Validate Mission Statement Budget Presentation Board Process & Performance Monitoring Board Evaluation of own performance reviewed Presidential Evaluation	Financial Planning/Budgeting (Policy #4) Financial Condition and Activities (Policy #5) Asset Protection (Policy #7) Compensation and Benefits (Policy #8) Campus Culture (Policy #23 ENDS 4) Mission Statement (Policy #23 ENDS 1)	Personnel Report Financial Report Approval of Annual Operating Budget Approval of Provisional Positions Approval of Holiday and Vacation Schedule Approval of Administrative Procedures Manual (APM)
<b>July</b>	<b>Board Retreat/Workshop - no formal meeting</b> President's Annual Goals presented to Board Review of "ENDS" of College		
September	Appointment of Nominating Committee for Officers Odd numbered years Board Process & Performance Monitoring Board review & approve President's Annual Goals	Student Success/Pathways (Policy #23 ENDS 2)	Personnel Report Financial Report
<b>October</b>	<b>Board Workshop - Review of Board Orientation, Budget and Planning</b>		
November	Board Process & Performance Monitoring Reminder Statement of Financial Interest due January	Treatment of Students (Policy #2) Treatment of Employees (Policy #3) Financial Planning/Budgeting (Policy #4) Financial Condition and Activities (Policy #5) Asset Protection (Policy #7) Connections (Policy #23 ENDS 3)	Personnel Report Financial Report End of Fiscal Year Financial Statements Nomination of Officers (odd numbered years)
December	No formal meeting		
NOTE: Board of Trustees Educational Events, as scheduled			

\*\*\*BOT Revised & Approved 9/15/2020\*\*\*

**Board Approved - September 15, 2020**

## Board Policy Guide

Policy #	Policy	Method	Monitoring Report Due	
<b><i>Policy Type: Executive Limitations - President</i></b>				
Policy 1	Global Executive Limitations			
Policy 2	Treatment of Students	Internal	Annually-November	
Policy 3	Treatment of Employees	Internal	Annually-November	
Policy 4	Financial Planning	Internal	May, November	
		External	Annual Audit	
Policy 5	Actual Financial Condition and Activities	Internal	May, November	
		External	Annual Audit	
Policy 6	Emergency President Succession	Internal	Annually/March	
Policy 7	Asset Protection	Internal	May, November	
		External	Annual Audit	
Policy 8	Compensation & Benefits	Internal	Annually-May	
	Personnel Report	Internal	Monthly	
Policy 9	Communication & Support	Direct Inspection	Annually-March	
	Financial Statements	Internal	Monthly	
<b><i>Policy Type: Governance Process - Board</i></b>				
Policy 10	Global Governance Commitment			
Policy 11	Governing Style			
Policy 12	Board Job Description			
Policy 13	Agenda Planning			
Policy 14	Chairperson's Role			
Policy 15	Board Members' Code of Conduct			
Policy 16	Board Committee Principles			
Policy 17	Policy Governance Review	Direct Inspection	Annually-March	
<b><i>Policy Type: Board-President Delegation</i></b>				
Policy 18	Global Governance Management Connection			
Policy 19	Unity of Control			
Policy 20	Accountability of the President			
Policy 21	Delegation to the President			
Policy 22	Monitoring the President's Performance			
Policy 23	ENDS			

ENDS #	Policy	Method	Monitoring Report Due	
<b>ENDS</b>				<b>Key Performance Measures</b>
ENDS 1	Mission Statement	Internal External	Annually- May	Board Review Noel-Levitz Employee Survey
ENDS 2	<b>Student Success/Pathways</b> <ul style="list-style-type: none"> <li>• Developmental course success</li> <li>• Retention - fall to fall</li> <li>• Progression (15 hour)</li> <li>• Gateway Course success</li> <li>• Secondary/ABE to Post-secondary</li> <li>• Completion/Graduation rate</li> <li>• Student Transfer (National Student Clearinghouse)</li> <li>• Licensure/certifications</li> </ul>	Internal External	Annually- September	IPEDS, VFA, ADHE, National Student Clearing House reports
ENDS 3	<b>Connections</b> <ul style="list-style-type: none"> <li>• Lifelong Learning, cultural and intellectual enrichment (community)</li> <li>• Partnerships</li> <li>• Accreditation (regional and programmatic)</li> </ul>	Internal External	Annually- November	Internal reports
ENDS 4	<b>Campus Culture</b> <ul style="list-style-type: none"> <li>• Student community service (hours)</li> <li>• Cultural enrichment activities and events (for students)</li> <li>• Campus diversity (CCSSE items)</li> <li>• Student and staff diversity (i.e., race, ethnicity, age, gender) data</li> <li>• Employee professional development</li> <li>• Employee participation in community service (hours)</li> <li>• Employee recognition</li> </ul>	Internal External	Annually- May	IPEDS, CCSSE, Noel-Levitz Employee survey internal reports
ENDS 5	<b>Student Experience</b> <ul style="list-style-type: none"> <li>• Active and Collaborative learning (CCSSE)</li> <li>• Support for Learners (CCSSE)</li> <li>• Student-Faculty Interaction (CCSSE)</li> <li>• Student Activities report</li> <li>• Tuition/fees comparison</li> <li>• Financial aid participation</li> <li>• Online courses completion</li> </ul>	Internal External	Annually- January	CCSSE, Internal reports, IPEDS
ENDS 6	<b>Strategic Planning and Budget</b> <ul style="list-style-type: none"> <li>• Strategic Plan report</li> <li>• Strategic Budgeting report <ul style="list-style-type: none"> <li>○ Operational budget allocations - IPEDS Cohort</li> <li>○ Financial ratios</li> <li>○ Annual Foundation corpus value, investment return, college supported activities</li> <li>○ Facilities updates</li> </ul> </li> <li>• Employee survey related to strategic planning</li> <li>• Resources allocated to strategic initiatives (grants, operational, Foundation) <ul style="list-style-type: none"> <li>○ Grants</li> <li>○ Operational budget allocations to Strategic Initiatives</li> </ul> </li> </ul>	Internal External	Annually- March	IPEDS, ADHE, Foundation reports, Facilities report, Noel- Levitz employee survey

# **SOUTH ARKANSAS COMMUNITY COLLEGE**

## **BOARD POLICY NO. 1**

### **POLICY TYPE: EXECUTIVE LIMITATIONS**

#### **POLICY TITLE: *GLOBAL EXECUTIVE LIMITATIONS***

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The President shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics, or which would cause South Arkansas Community College to fail to achieve vital accreditation standards.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 2**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *TREATMENT OF STUDENTS***

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With respect to interactions with current or prospective students (and/or individuals receiving instruction/services from the college), the President shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Fail to establish with current or prospective students (and/or individuals receiving instruction/services from the college) a clear understanding of what may be expected from the programs offered by the college.
2. Fail to inform current or prospective students (and/or individuals receiving instruction/services from the college) of this policy, or to provide a way for persons to be heard who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Monitoring Report due:        November (*Internal Report*)

Revised & approved by Board 3/27/2018



# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 3**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *TREATMENT OF EMPLOYEES***

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With respect to the treatment of paid employees, the President may not cause or allow conditions which are discriminatory, unfair, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

- (1) Operate without written and communicated personnel rules and fail to provide evidence of compliance.
- (2) Operate without grievance procedure that is fair and reasonable.

Monitoring Report due:        November (*Internal Report*)

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 4**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *FINANCIAL PLANNING/BUDGETING***

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Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board's ENDS priorities, risk fiscal jeopardy as defined in the Board's Financial Condition and Activities Policy (#5), or fail to be derived from a multi-year budget plan.

1. The President shall not plan the expenditure in any fiscal year of more funds than are reasonably projected to be received in that period.

Monitoring Report due:

May (*Internal Report*)  
Annual Audit (*External Report*)  
November (*Internal Report*)

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 5**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES***

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With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in ENDS policies.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Expend more unrestricted funds than have been received in the fiscal year or biennium unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain otherwise unencumbered revenues within six (6) months or above \$250,000.
3. Use any uncommitted/unused State appropriated unrestricted funds from previous years.
4. Fail 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. Acquire, encumber or dispose of real property. The Board has recommended that the administration establish a budget line item not to exceed \$250,000 in any year for the purpose of acquiring select area properties for expansion of the West Campus. Priority will be given to: (1) properties within a perimeter of the West Campus bounded by Cedar Street, Hardy Avenue, Hillsboro Street, and Washington Street; (2) properties contiguous to existing college properties; and (3) properties which have an assessed or appraised value of no more than \$50,000 per parcel. This plan gives the administration the authority to proceed with purchasing property (costing no more than \$50,000), assuming the funds are available.
7. Fail to aggressively pursue receivables after a reasonable grace period.

Monitoring Report due:           Annual Audit (*External Report*)  
  May (*Internal Report*)  
  November (*Internal Report*)

**SOUTH ARKANSAS COMMUNITY COLLEGE  
BOARD POLICY NO. 6**

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *EMERGENCY PRESIDENT SUCCESSION***

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In order to protect the Board from sudden loss of President's services, the President may have no fewer than two other executives familiar with Board and President's issues and processes.

Monitoring Report due:      March (*Internal Report*)

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 7**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *ASSET PROTECTION***

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

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Unnecessarily expose the organization, its Board or staff to claims of liability.
2. Fail to protect intellectual property, information and files from loss or significant damage.
3. Receive, process or disburse funds under controls which are insufficient to meet the state auditor's standards.
4. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
5. Fail to provide adequate insurance for plant facilities and assets according to requirements of prevailing state agencies.
6. Fail to provide a safe physical and cyber environment for students, faculty, staff, and visitors, following applicable federal, state, and local regulations.

Monitoring Report due:

May (*Internal Report*)  
November (*Internal Report*)  
Annual Audit (*External*)

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 8**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *COMPENSATION AND BENEFITS***

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With respect to employment, compensation, and benefits to classified, unclassified, faculty employees, the President shall not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Change his or her personal compensation and benefits.
2. Promise or imply permanent or guaranteed employment to faculty or unclassified staff hired after December 31, 1999.
3. Establish current compensation and benefits for non-classified staff and faculty which deviate materially from the geographic or professional market for the skills employed.
4. Establish or change pension benefits.
5. Fail to present a personnel report to the Board which includes recommended new hires of full-time employees since the last Board meeting.

Monitoring Report due:      May (*Internal Report*)

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 9**

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD***

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The President shall not permit the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring President's Performance #22) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes including any senior staff changes.
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-President Linkage (Policies #18, #19, #20, #21, #22), particularly in the case of Board behavior which is detrimental to the relationship between the Board and the President.
4. Fail to provide for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
6. Fail to provide a mechanism for official board, officer or committee communications.
7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
9. Fail to 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.
10. Fail to provide a monthly financial statement unless an exception is so requested.

Monitoring Report due:            March (*Direct Inspection by Board*)  
   Monthly for Policy #9, Part #10, Financial Statements



**SOUTH ARKANSAS COMMUNITY COLLEGE  
BOARD POLICY NO. 10**

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: *GLOBAL GOVERNANCE COMMITMENT***

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The purpose of the Board, on behalf of the persons in its service area, is to make sure South Arkansas Community College (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 11**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *GOVERNING STYLE***

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The Board will govern with an emphasis on (a) a balance between outward and internal visions, (b) encouragement of diversity, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future based upon a clear understanding of the past and present, and (g) proactivity rather than reactivity.

Accordingly:

1. The Board will maintain a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board may use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values.
2. The Board will direct, control and inspire the organization through the careful establishment of broad 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 organization.
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, policymaking 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 observe them scrupulously while in force.
  - a. Board absenteeism will be dealt with according to state statutes and governor's directives.
4. Board development will include orientation of new Board members in the Board's governance process and compliance with state mandated continuing education.

5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
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-President Linkage policies (#18, #19, #20, #21, #22).

Revised & approved by Board 5/15/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 12**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *BOARD JOB DESCRIPTION***

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Specific job outputs of the Board, as the informed agent of the ownership, are those that ensure appropriate President or organizational performance. The outputs are the bedrock on which the agenda is built. There should be nothing on the agenda that does not produce these outputs.

Accordingly, the Board has direct responsibility to create:

1. The link between the ownership and the operational organization.
2. Written governing policies which address the broadest levels of all organizational decisions and situations.
  - A. ENDS: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - B. Executive Limitations: Constraints on executive authority which establish the prudence and ethics 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 Linkage: How power is delegated and its proper use monitored; the President role, authority and accountability.
3. Assurance of successful President's performance.
4. Use and care of unused state appropriated funds from previous years.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 13**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *AGENDA PLANNING***

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To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of ENDS policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. Administrative planning and budgeting will be based on accomplishing a one year segment of the Board's most recent statement of long term ENDS.
2. The Board will develop its agenda for the next year.
  - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
  - B. Governance education, and education related to ENDS determination, (e.g. presentations by futurists, demographers, advocacy groups, staff etc.) will be arranged in the first quarter, to be held during the balance of the year.
1. Throughout the year, the Board will attend to the consent agenda.
2. Monitoring of the President's performance will be included on the agenda for an executive session if monitoring reports show policy violations, or if policy criteria are to be debated.

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 14**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *CHAIRPERSON'S ROLE***

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

Accordingly:

1. The job result of the chairperson 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 Board policy, clearly belong to the Board to decide, not the President.
  - B. 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-President Linkage, 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 a 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 (e.g., ruling, recognizing).
  - B. The chairperson has no authority to make decisions about policies created by the Board within ENDS and Executive Limitations policy area.

- C. The chairperson may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- D. The chairperson may delegate this authority, but remains accountable for its use.
- E. The chairperson serves as an ex-officio member on all Board committees. As a member, the chairperson is eligible to vote.

Revised & approved by Board 11/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 15**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT***

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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, un-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. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.
  - B. When the Board is to decide upon an issue, about which a member has an unavoidable conflict or interest, that member shall recuse herself or himself without comment from not only the vote, but also from the deliberation.
  - C. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she 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 individuals 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 reasonable interpretation of Board policy has been achieved by the President, members will not express individual judgments of performance of employees of the College.
- 4. Members will respect the confidentiality appropriate to issues of a sensitive nature, and agree to observe the confidentiality of all executive sessions.
  - 5. Members will be properly prepared for Board deliberation.
  - 6. Progressive Trustee Discipline Procedures:
    - A. Verbal discussion with the Trustee by the Board Chair.
    - B. Written letter to the Trustee from the Board Chair.
    - C. Public Censure by the Board of Trustees.
    - D. Matter referred to the Governor by the Board of Trustees.

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 16**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *BOARD COMMITTEE PRINCIPLES***

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Board committees, will be assigned to improve Board performance.

Accordingly:

1. Board committees are to help the Board do its job, Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees cannot exercise authority over staff. Because the President works for the full Board, the President will not be required to obtain approval of a Board committee before an executive action.
3. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
4. This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the President.

Revised & approved by Board 3/27/2018

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 17**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *POLICY GOVERNANCE REVIEW***

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The South Arkansas Community College Board of Trustees and administration will operate within the principles of Policy Governance and regularly review performance against expectations.

Accordingly:

- 1. Operation under the principles of policy governance**  
The Board and Administration will operate within the principles of Policy Governance and annually review performance against expectations.
- 2. Outcome Measure**  
The Board and President (with input from senior administrators) will review and assess the adherence to Policy Governance Principles by both the Board and the Administration.

Monitoring Report due:                      March (*Direct Inspection by Board*)

**SOUTH ARKANSAS COMMUNITY COLLEGE  
BOARD POLICY NO. 18**

**POLICY TYPE: BOARD-PRESIDENT LINKAGE**

**POLICY TITLE: *GLOBAL GOVERNANCE-MANAGEMENT CONNECTION***

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The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled President.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 19**

## **POLICY TYPE: BOARD-PRESIDENT LINKAGE**

### **POLICY TITLE: *UNITY OF CONTROL***

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

Accordingly:

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.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 20**

## **POLICY TYPE: BOARD-PRESIDENT LINKAGE**

### **POLICY TITLE: *ACCOUNTABILITY OF THE PRESIDENT***

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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 President.

Accordingly:

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 President's performance as identical to organizational performance, so that organizational accomplishment of Board stated ENDS and avoidance of Board proscribed means will be viewed as successful performance of the President.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 21**

## **POLICY TYPE: BOARD-PRESIDENT LINKAGE**

### **POLICY TITLE: *DELEGATION TO THE PRESIDENT***

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The Board will instruct the President through written policies which prescribe the organizational ENDS to be achieved, and describe organizational situations and actions to be avoided, allowing the President to use a reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the President to achieve certain results, for certain 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.
2. The Board will develop policies which limit the latitude the President may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the President uses *a 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, establish all practices and develop all activities.
4. The Board may change its ENDS and Executive Limitations policies, thereby shifting the boundary between Board and President's domains. By doing so, the Board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the Board will respect and support the President's choices.

# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 22**

## **POLICY TYPE: BOARD-PRESIDENT LINKAGE**

### **POLICY TITLE: *MONITORING PRESIDENT PERFORMANCE***

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Systematic and rigorous monitoring of the President's job performance will be solely against the expected President's job outputs: organizational accomplishment of Board policies on ENDS and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Data which do not do this will not be considered to be monitoring data.
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. In every case, the standard for compliance shall be *a reasonable interpretation* of the Board policy being monitored.
4. All policies which 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.



# **SOUTH ARKANSAS COMMUNITY COLLEGE BOARD POLICY NO. 23**

## **POLICY TYPE: ENDS**

### **POLICY TITLE: *BOARDS ENDS AND FORMAL INSTITUTIONAL MONITORING***

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**Policy Statement:** To assure accountability and transparency of college performance, the Board has established specific ENDS requirements for the College. These ENDS exemplify the College mission, vision, values, and strategic initiatives. Monitoring reports are used by the Board to inform planning and opportunities for performance improvement.

In order to provide residents in the region with “excellence in learning, teaching, and service” and to “serve as a cultural, intellectual, and economic resource”, the South Arkansas Community College Board shall set forth ENDS, of which outcomes achievement shall be reviewed at least annually.

Performance or “Monitoring” reports shall be prepared and presented to the Board for each of the ENDS as outlined below. Where possible, data and college cohort comparisons will be provided. In most cases, data will be compiled from the previous academic year.

#### **1. Mission Statement (presented in May)**

- Board Review
- Noel-Levitz employee data

#### **2. Student Success/Pathways (presented in September)**

This ENDS performance area focuses on the success of students. From college readiness, to retention, completion of certificates and degrees, employment or transfer, SouthArk’s strategic initiatives measure student success at many levels. The college will utilize IPEDS, VFA and ADHE data and compare to other similar colleges or nation/state data in these key areas:

- Developmental course success
- Retention - fall to fall
- Progression (15 hour)
- Gateway Course success
- Secondary/ABE to Post-secondary
- Completion/Graduation rate
- Student Transfer (National Student Clearinghouse)
- Licensure/certifications

### **3. Connections (presented in November)**

This ENDS performance area focuses on the connections the institution and employees have with the community. The College's involvement in offering lifelong learning, training, and workforce development activities for area employers and community members is measured. The connections of the institution with other partners for mutual goals will be quantitated. The quality and integrity of the institution through regional and programmatic accreditation will be monitored. Key measures:

- Lifelong Learning, cultural and intellectual enrichment (community)
- Partnerships
- Accreditation (regional and programmatic)

### **4. Campus Culture (presented in May)**

This ENDS considers the campus culture for the students and for the employees by demonstrating how the College has created a productive, respectful, and caring learning and working environment. The College recognizes the uniqueness of employees, students, and community members and values these differences, providing a safe and positive educational setting.

- Student community service (volunteer hours)
- Cultural enrichment activities and events (for students)
- Campus diversity (CCSSE items)
- Student and staff diversity (i.e., race, ethnicity, age, gender) data
- Employee professional development
- Employee participation in community service (hours)
- Employee recognition

### **5. Student Experience (presented in January)**

This ENDS is focused on the holistic student experience which includes the instructional process and the student support services which enable students to succeed. Key measures:

- Active and Collaborative learning (CCSSE)
- Support for Learners (CCSSE)
- Student-Faculty Interaction (CCSSE)
- Student Activities report
- Tuition/fees comparison
- Financial aid participation
- Online courses (% of all courses and comparison of completion)

### **6. Strategic Planning and Budget (presented in March)**

This ENDS seeks to monitor the College's initiatives related to innovative practices, improvements, and changes to achieve the desired College outcomes.

- Strategic Plan report
- Strategic Budgeting report
  - Operational budget allocations - IPEDS Cohort

- Financial ratios
  - Annual Foundation corpus value, investment return, college supported activities
  - Facilities updates
- Employee survey related to strategic planning
- Resources allocated to strategic initiatives (grants, operational, Foundation)
  - Grants
  - Operational budget allocations to Strategic Initiatives