

**District Governing Board Policy Review  
Evaluation of Governance Process Policies  
Compilation - August 2017**

<b>Governance Process 3.0</b>	The purpose of the Yavapai College District Governing Board, on behalf of the taxpayers of Yavapai County and the State of Arizona, shall be to ensure that Yavapai College achieves appropriate results at a justifiable cost, and avoids unacceptable actions and situations.	
<b>Interpretation</b> – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.		
<b>Data</b> – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES <b>3</b>	NO <b>1</b>
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO <b>1</b>
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO <b>1</b>
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO
Comments: <b>McCasland: Needs slight revision to focus on serving the owners needs (comment on #4). I suggest we add the words "...that Yavapai COMMUNITY College achieves appropriate results for APPROPRIATE PERSONS FOR AN APPROPRIATE COST TO THE ORGANZATION, and avoids unacceptable actions and situations.</b>		

**SHADED ITEMS** should be raised for discussion at the meeting.

**District Governing Board Policy Review  
Evaluation of Board Policies  
Policy 3.2 Board Job Description  
Compilation - August 2017**

<b>3.2 Board Job Description</b>	As an informed agent of the ownership, the Board's specific job outputs are those that are unique to its trusteeship role and necessary to ensure appropriate organizational performance. Accordingly, the Board:	
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<b>Data</b> – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES <b>3</b>	NO <b>1</b>
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO <b>1</b>
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO
Comments: <b>McCasland: Change to The Board shall work toward establishing clarity in its values. Those values that have been explored, discerned and represented here shall influence the thinking of all other policies created by the board. These are the values that we believe:</b>		
<b>3.2.1 Ownership Linkage</b>	And its ownership link shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.	
<b>Interpretation</b> – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.		
<b>Data</b> – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES <b>3</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO

Comments:

**McCasland: Needs to focus on owners' needs and using that information in developing the Ends, Board Means Policies and Executive Limitations Policies. Suggest change to: Governance is a function of ownership, not of management. The Board exists to act as the informed voice and agent of the owners. It is the link in the chain of command between the ownership and management. Ends Policies prescribe organizational results, beneficiaries and worth. The board should go out and talk to owners. The administration can help set up the meetings, but not attend or be part of the information gathering process. Board members receive information in a variety of ways from the owners, synthesize this information as a group and provide direction to the CEO through the Ends and Executive limitations policies.**

<p><b>3.2.1.1 Commitment to Arizona Community Colleges</b></p>	<p>Shall strive to appropriately balance the importance of local responsiveness and control within the context of statewide needs and issues and commits to cooperating with all other Arizona community colleges through meaningful dialogue and open sharing of information in order to:</p> <ul style="list-style-type: none"> <li>a) Align the Ends of Yavapai College with efforts to meet the learning needs of all Arizona's communities efficiently and effectively;</li> <li>b) Assist one another in meeting high standards of public accountability; and</li> <li>c) Build the capacities of all our institutions.</li> </ul>
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**Interpretation** – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.

**Data** – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.

Is the interpretation reasonable?	YES <b>3</b>	NO <b>1</b>
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO <b>1</b>
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO <b>1</b>

Comments:

**McCasland: How is number 3 measured? Review to assess how this achieved. How is it measured? What is the Boards role? Is it relevant and achievable?**

<p><b>3.2.1.2 Governing Policies</b></p>	<p>Shall produce written governing policies which address the broadest levels of all organizational decisions and situations via the following:</p> <ul style="list-style-type: none"> <li>a) Ends: Define which organizational products/impacts/benefits/outcomes, Yavapai College should be producing for which recipients/beneficiaries, and their relative worth in cost or priority.</li> </ul>
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	<p>b) Executive Limitations: Constrain executive authority within boundaries of ethics and prudence.</p> <p>c) Governance Process: Specify how the Board conceives, carries out and monitors its own tasks.</p> <p>d) Board-President Linkage: Determine how the Board delegates power to the President and monitors its proper use.</p>
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**Interpretation** – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.

**Data** – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.

Is the interpretation reasonable?	YES <b>3</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO

Comments:

**Harris: Comment on #3: Is a work in progress.**

**McCasland: Policy needs revision: Board sets policy that defines all work of the organization. The board decides its policies in each category first at the broadest, most inclusive level. It further defines each policy in descending level of detail until reaching the level of detail at which it is willing to accept any reasonable interpretation by the CEO.**

**Suggest inclusion and consideration of:**

**The Board will govern with an emphasis on (a) the best interests of the entirety of the ownership and stewardship of the agency, (b) outward vision rather than internal preoccupation, (c) encouragement of diversity in viewpoints, (d) strategic leadership more than administrative detail, (e) clear distinction of board and chief executive roles, (f) collective rather than individual decisions, (g) future rather than past or present, and (h) proactivity rather than reactivity. On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single position. The Board shall work toward establishing clarity in its values. Those values that have been explored, discerned and represented here shall influence the thinking of all other policies created by the board. Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.**

<b>3.2.1.3 Assurance</b>	Shall monitor the President’s performance in order to ensure successful fulfillment of Ends.
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**Data** – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.

Is the interpretation reasonable?	YES <b>4</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO <b>1</b>
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO

Comments:

**Harris: Comment on #4: Absolutely**

**McCasland: Add more definition. The board must establish ends that are objectively measurable, verifiable, aligned with board policy and provide appropriate results for our beneficiaries - the customers and owners. Ends Policies should prescribe organizational results, beneficiaries, and worth. The board must monitor organizational performance against previously stated Ends policies and through Executive Limitations policies the board defines what the CEO is not allowed to do – providing clarity and boundaries for the CEO Monitoring is for the purpose of discovering if the organization achieved a reasonable interpretation of these board policies.**

**3.2.1.4 Other Activities**

Shall also approve names for District real property as recommended by the President.

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**Data** – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.

Is the interpretation reasonable?	YES <b>4</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>4</b>	NO
Is there sufficient evidence to indicate compliance with this Governance Process policy?	YES <b>2</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>2</b>	NO

Comments:

**SHADED ITEMS** should be discussed at the meeting.

**District Governing Board Policy Review  
Evaluation of Board Policies**

**Policy 4.0 – Board – President Linkage  
Compilation - August 2017**

<b>Board – President Linkage 4.0</b>	The Board's sole official connection to the operational organization, its achievements, and conduct shall be through a Chief Executive Officer, titled President of Yavapai College.	
<b>Interpretation</b> – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.		
<b>Data</b> – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES <b>4</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>3</b>	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO
Comments: <b>McCasland: How is this measurable?</b>		

**SHADED ITEMS** should be raised for discussion at the meeting.

**District Governing Board Policy Review  
Evaluation of Board-President Linkage Policies  
Policy 4.7–President Succession**

**Compilation - August 2017**

<b>President Succession 4.7</b>	<p>In order to protect from sudden loss of Presidential services, the President shall have a Succession Plan with at least one other senior staff person familiar with Board and Presidential issues and processes.</p> <p>When the President is absent or unavailable, the Provost and Vice President for Instruction and Student Development; Vice President for Finance and Administrative Services; or Vice President for College Advancement, Executive Director, Foundation; will be empowered to act by the President prior to the absence. When the President is physically incapacitated or unexpectedly absent for a long period of time, the Board shall appoint one of the three vice presidents as Acting President during the President’s absence. The President’s whereabouts shall be available through the President’s executive assistant and known by the Provost and Vice President for Instruction and Student Development; Vice President for Finance and Administrative Services; and Vice President for College Advancement, Executive Director, Foundation.</p> <p>The Chair of the Board shall be kept apprised of the President’s schedule.</p>	
<b>Interpretation</b> – The interpretation of this policy is my expectation of the accomplishments and/or behaviors of the Board.		
<b>Data</b> – The data will be a summation of my experience as a Board member that I have gathered from participation, interaction, and contribution in Board undertakings.		
Is the interpretation reasonable?	YES <b>4</b>	NO
Does the data show accomplishment of the interpretation?	YES <b>4</b>	NO
Is there sufficient evidence to indicate compliance with this Board-President Linkage policy?	YES <b>3</b>	NO
Is this policy still relevant or useful to the Board?	YES <b>3</b>	NO
<p>Comments:</p> <p><b>Harris: Comment on #3: It is adhered to and conveyed in a timely manner.</b></p> <p><b>Sigafoos: Is the Executive Director of the Foundation a VP? Has this position changed since Steve Walker retired?</b></p>		

**SHADED ITEMS** should be raised for discussion at the meeting.