

**Board Retreat
Agenda Summary
Tuesday, February 03, 2015
8:30 AM**

Prescott Campus, Building 32, Room 119
1100 E. Sheldon Street
Prescott, Arizona

Pursuant to Arizona Revised Statutes (A.R.S.) §38-431.02, notice is hereby given to the members of the Yavapai College District Governing Board and to the general public that the Board will hold a public meeting, open to the public as specified below. The Board reserves the right to change the order of items on the agenda. One or more members of the Board may participate in the meeting by telephonic communication.

Pursuant to A.R.S. §38-431.03.A.2 and A.3, the Board may vote to go into Executive Session, which will not be open to the public, for legal advice concerning any item on the agenda or to review, discuss and consider records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law. As indicated in the agenda, the Board may also vote to go into executive session, which will not be open to the public, to discuss specific agenda items.

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting Karen Jones at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.

Please note that agenda item times are for planning purposes only and do not necessarily reflect the actual time of the agenda item. When regular board meetings, public hearings (both truth in taxation and budget adoption public hearings) and budget adoption special meetings are scheduled for the same date, each hearing or meeting will begin immediately upon adjournment of the preceding hearing or meeting. Members of the public wishing to attend those subsequent hearings or meetings are advised to arrive at the time that the first hearing or meeting is scheduled to begin.

Item No.	Item	Time Req.	Start Time	Ref No.
1	CALL TO ORDER - HEADING	0	8:30 AM	555822
2	Call to Order - PROCEDURAL	1	8:30 AM	555823
3	Welcome to Guests and Staff - PROCEDURAL	2	8:31 AM	555825
4	Adoption of Agenda - DECISION	1	8:33 AM	555826
5	OWNERSHIP LINKAGE - HEADING	0	8:34 AM	555827
6	Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - INFORMATION AND/OR DISCUSSION	70	8:34 AM	555828
7	SHORT RECESS - PROCEDURAL	15	9:44 AM	555829
8	Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - Continued - INFORMATION AND/OR DISCUSSION	90	9:59 AM	555830
9	SHORT RECESS AND POSSIBLE WORKING LUNCH - PROCEDURAL	20	11:29 AM	555831

Item No.	Item	Time Req.	Start Time	Ref No.
10	Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - Continued - INFORMATION AND/OR DISCUSSION	40	11:49 AM	555832
11	ADJOURNMENT OF BOARD RETREAT MEETING - PROCEDURAL	1	12:29 PM	555835

Presenter : Patricia McCarver

Start Time : 8:30 AM

Item No : 1

Proposed By : Patricia McCarver

Time Req : 0

Proposed : 1/22/2015

Item Type : Heading

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : CALL TO ORDER - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 8:30 AM

Item No : 2

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/22/2015

Item Type : Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : Call to Order - PROCEDURAL

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/22/2015

Start Time : 8:31 AM

Item No : 3

Time Req : 2

Item Type : Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : Welcome to Guests and Staff - PROCEDURAL

Details : Chair McCarver will welcome all guests and staff and introduce Stacey Sjorgen, Principal Consultant, Out of the Woods Consulting.

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/22/2015

Start Time : 8:33 AM

Item No : 4

Time Req : 1

Item Type : Decision Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : Adoption of Agenda - DECISION

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/22/2015

Start Time : 8:34 AM
Time Req : 0
Item Type : Heading

Item No : 5

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : OWNERSHIP LINKAGE - HEADING

Details :

Attachments :

No Attachments

Presenter : Patricia McCarver
Proposed By : Patricia McCarver
Proposed : 1/22/2015

Start Time : 8:34 AM
Time Req : 70
Item Type : Discussion

Item No : 6

Policy No.	Description	Ref No
3.2.1	Ownership Linkage shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.	470151

Description : Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - INFORMATION AND/OR DISCUSSION

Details : Stacy Sjogren, Out of the Woods Consulting, will lead the Board in a review of the Yavapai College District Governing Board Ends Statements and Governance Process Policies

- Opening - Introductions, housekeeping, ground rules, and focusing activity
- Review the concept and practice of Ownership Linkage within a Policy Governance framework

Attachments :

Title	Created	Filename
Existing Governance Process policy comparison to template.pdf	Jan 28, 2015	Existing Governance Process policy comparison to template.pdf

Governance Process Policy Quadrant

- Current policies in **blue type** are your cue that that policy was flagged for review during a board meeting within the past year.
- To help you compare original to current policies, I have tried to align similar policies horizontally without scrambling the order of either set. THIS IS NOT A PERFECT SYSTEM! You will still have to scroll around in some places hunting for similar policy concerns in order to determine if something of value has been lost, but I didn't want to sacrifice that logic of the groupings.
- Don't fret if the numbering between the original policy templates and your current policies don't match up. Focus instead on making sure you haven't inadvertently removed original policy language from your current set that is actually critical to good governance and the framework of Policy Governance®.

Original Governance Process Template	Current Yavapai College Policies	Your Areas of Concern
<p>4.0 Global Governance Commitment The purpose of the board, on behalf of <u>identify the ownership here</u>, is to see to it that <u>name of organization here</u></p> <p>(a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in board Ends policies) and</p> <p>(b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).</p>	<p>3.0 Governance Process 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.</p>	

<p>4.1 Governing Style</p> <p>The board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) pro-activity rather than reactivity.</p> <p>Accordingly:</p> <p>4.1.1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.</p>	<p>3.1 Governing Focus and Style</p> <p>The Board shall govern Yavapai College proactively rather than reactively. The Board shall stay adequately informed by incorporating within the Board meeting reports from the President on strategic issues and engaging the Board in strategic thinking on relevant issues and approach its task with a style which emphasizes:</p> <ul style="list-style-type: none"> - outward vision rather than an internal preoccupation - diversity in viewpoints; - strategic leadership derived from future rather than past or present thinking; - clear distinction of Board and staff roles; - collective rather than individual decisions; and - emphasis on intended long-term impacts on the communities, not on the administrative or programmatic means of attaining those effects. <p>More specifically, the Board shall:</p> <p>3.1.1 Trustee Obligation</p> <p>Shall operate in all ways mindful of its civic trusteeship obligation to all the owners of its district and its lawful obligations in compliance with Title 15, Chapter 12 Community Colleges of the Arizona Revised Statutes and all other applicable federal and state statutes and regulations.</p> <p>3.1.1.1 Open Meeting Law</p> <p>Board members will comply with the Open Meeting Law. Board members will not engage in any communication by any means, including any technological means, outside of a Board meeting with a quorum of the Board concerning a matter that may foreseeably come before the Board for action. This prohibition includes communication via email, Twitter, Facebook, or similar electronic means of communication. (Yavapai College District Governing Board Policy Regarding E-mail Use, Legal Opinion</p>	
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<p>4.1.2. 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 staff organization, not on the administrative or programmatic means of attaining those effects.</p> <p>4.1.3. 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 scrupulously observe those currently in force.</p> <p>4.1.4. Continual board development will include orientation of new board members in the board's Governance Process and periodic board discussion of process improvement.</p> <p>4.1.5. The board will allow no officer, individual, or committee of the board to hinder or serve as an excuse for not fulfilling group obligations.</p>	<p>was received and adopted November 15, 2005, Executive Session and Regular Meeting).</p> <p>3.1.2 Values and Perspectives Shall direct, control, and inspire the organization through the establishment of written policies that clearly define the organizations values.</p> <p>3.1.3 Member Expertise Shall use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute his/her individual values for the groups values.</p> <p>3.1.4 Self-Evaluation Shall monitor and regularly discuss the Boards own process and performance through a) regular monitoring by the full Board of its Governance Process and Board-President Linkage policies. b) review of the Boards overall performance as a governing body. Shall delegate to the Chair the responsibility to develop and conduct this evaluation process in accordance with Policy 3.5.3.</p> <p>3.1.5 Continuity To ensure the continual development of governance capability, shall include orientation of new Board members in the Boards governance process and periodic Board training and discussion of process improvement.</p> <p>3.1.6 Hindrance Shall not allow an officer, individual or committee of the Board to hinder the fulfillment of his or her commitment</p>	<p>(Stacy) By not retaining 4.1.3, the board loses a prime opportunity to define for itself its internal disciplinary process which makes it harder to deal with such situations when they do arise. Consider reinserting the language.</p>
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<p>4.1.6. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.</p>		
<p>4.2 Board Job Products Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. Accordingly, the board has direct responsibility to create:</p> <p>4.2.1 The linkage between the ownership and the operational organization</p>	<p>3.2 Board Job Description 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:</p> <p>3.2.1 Ownership Linkage Ownership Linkage shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.</p> <p>3.2.1.1 Commitment to Arizona Community Colleges 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"> a) Align the Ends of Yavapai College with efforts to meet the learning needs of all Arizona's communities efficiently and effectively. b) Assist one another in meeting high standards of public accountability. c) Build the capacities of all our institutions. 	

<p>4.2.2 Written governing policies that realistically address the broadest levels of all organizational decisions and situations</p> <p>4.2.2.1 Ends: organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost)</p> <p>4.2.2.2 Executive limitations: constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place</p> <p>4.2.2.3 Governance process: specification of how the board conceives, carries out, and monitors its own task</p> <p>4.2.2.4 Board-management delegation: how power is delegated and its proper use; the CEO's role, authority, and accountability</p> <p>4.2.3 Assurance of successful organizational performance on Ends and Executive Limitations.</p>	<p>3.2.1.2 Governing Policies</p> <p>Shall produce written governing policies which address the broadest levels of all organizational decisions and situations.</p> <p>a) Ends: Defining which organizational products/impacts/benefits/outcomes, Yavapai College should be producing for which recipients/beneficiaries, and their relative worth in cost or priority.</p> <p>b) Executive Limitations: Constraining executive authority within boundaries of ethics and prudence.</p> <p>c) Governance Process: Specifying how the Board conceives, carries out and monitors its own tasks.</p> <p>d) Board-President Linkage: Determining how the Board delegates power to the President and monitors its proper use.</p> <p>3.2.1.3 Assurance</p> <p>Shall monitor the Presidents performance in order to ensure successful fulfillment of Ends.</p> <p>3.2.1.4 Other Activities</p> <p>Shall also approve names for District real property as recommended by the President.</p>	
<p>4.5 Board Members' Code of Conduct</p> <p>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.</p> <p>4.5.1. Members must demonstrate loyalty to the ownership, unconflicted by loyalties to staff, other organizations, or any personal interests as consumers.</p>	<p>3.3 Board Member Code of Conduct and Ethics</p> <p>The Board expects of itself, as a whole and of its individual members, ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as Board members.</p> <p>3.3.1 Discipline Needed to Govern</p> <p>The Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as policy-making principles, respect of roles, speaking with one voice, and adherence to ethical practices.</p>	

<p>4.5.2. Members must avoid conflict of interest with respect to their fiduciary responsibility.</p> <p>4.5.2.1. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations or with vendors and any associations that might be reasonably seen as representing a conflict of interest.</p> <p>4.5.2.2. When the board is to decide on an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment not only from the vote but also from the deliberation.</p> <p>4.5.2.3. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. A board member who applies for employment must first resign from the board.</p>	<p>3.3.2 Conflict of Interest Board members must avoid any situation that may constitute a conflict of interest or the appearance of a conflict of interest with respect to their fiduciary responsibility to the Colleges ownership. Any question as to whether a potential conflict of interest exists shall be referred to legal counsel for the College.</p> <p>3.3.2.1 Self-Dealing There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as allowed by law, to ensure openness, competitive opportunity, and equal access to information.</p> <p>3.3.2.2 Employment Board members must not use their positions to obtain employment in the College for themselves, family members, or close associates.</p> <p>3.3.2.3 Acceptance of Employment Should a Board member be considered for employment, he/she must withdraw from deliberation and voting on any matter that pertains to such employment consideration, and shall have no access to applicable Board information. A Board member accepting employment from the College must resign his/her Board position in accordance with Arizona statute.</p> <p>3.3.2.4 Personal Gain Board members will refrain from using their Board position for personal or partisan gain, will take no private or individual action that will compromise the Board or administration, and will respect the confidentiality of information that is privileged from disclosure under applicable law.</p>	
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<p>4.5.3. Board members may not attempt to exercise individual authority over the organization.</p> <p>4.5.3.1. Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the board.</p>	<p>3.3.2.5 Voting When a matter under consideration might involve or appears to involve a conflict of interest for a Board member, that member shall declare the conflict at the beginning of discussion on the issue and will not vote on, participate in discussion regarding, or attempt to influence votes on any matter related to the conflict.</p> <p>3.3.2.6 Representing the College As representatives of the College, Board members shall act with honesty, integrity and openness in all dealings, internal and external, and if new knowledge is received after the Board makes a decision, the President and the Chair shall be informed. Each Board member shall ensure that the organization promotes a working environment that values respect, fairness and integrity.</p> <p>3.3.2.7 Conflict of Interest Agreement Each Board member shall complete and submit a Conflict of Interest form, in a format determined by the Board, at least one time each year. Such form shall require the submission by the Board member of information relating to any potential conflicts of interest or shall affirm that no such potential conflict currently exists.</p> <p>3.3.3 Individual Authority Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:</p> <p>3.3.3.1 Interaction with President or Staff Board members' interaction with the President or with staff must recognize and actively communicate that authority rests only with the Board in a legally constituted meeting, and not with any individual Board member or group of Board members except as noted in these governance policies.</p>	
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<p>4.5.3.2. Members' interactions with the public, the 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.</p> <p>4.5.3.3. Except for participation in board deliberation about whether the CEO has achieved any reasonable interpretation of board policy, members will not express individual judgments of performance of employees or the CEO.</p> <p>4.5.4. Members will respect the confidentiality appropriate to issues of a sensitive nature.</p> <p>4.5.5. Members will be properly prepared for board deliberation.</p> <p>4.5.6. Members will support the legitimacy and authority of the final determination of the board on any matter, irrespective of the member's personal position on the issue.</p> <p>4.5.7. Members will contribute [no less than \$ _____][no fewer than _____ hours as operational volunteers as directed by staff] each year.</p>	<p>3.3.3.2 Interaction with Public, Press, or other Entities Board members' interaction with the public, press, or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.</p> <p>3.3.3.3 Judgments of President Performance Board members will make no formal evaluations of the President's performance except in compliance with the official evaluation process, and the President's performance shall be assessed only against explicit Board policies.</p> <p>3.3.3.4 Board Operates with One Voice Board members will exercise authority over the organization only as they operate with one voice as a whole in Board meetings. Individual Board members will abide by and uphold the final majority decisions of the Board.</p> <p>3.4 Understanding the College as a Whole Although Board members are elected by individual Yavapai College districts, they will seek to represent the ownership as a whole rather than the people of an individual district. Therefore, Board discussions will generally be about the welfare of the entire Yavapai College District.</p> <p>3.3.4.1 Contact for Complaints Board members will work carefully with the public to ensure use of standard College procedures for handling community complaints or grievances. <u>When individual Board members receive complaints from members of their constituency, the following process shall be followed:</u> <u>The Board member will encourage the individual(s) to contact an appropriate College staff member, and the Board member will also contact the President.</u> <u>The President will let the Board member know when</u></p>	<p>(Note from Stacy: what is underlined in 3.3.4.1 is actually the board's operational interpretation of the Contact for Complaints policy and should be pulled out of the policy language. There is a spot for it on Ourboardroom.)</p>
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	<p><u>the College processes have been followed and the complaint has been addressed.</u></p> <p><u>The Yavapai College District Governing Board supports the faculty and employee grievance policy, and recognizes that this process was derived through a joint deliberative process resulting in a rational approach to resolving an employee's grievance. The Yavapai College District Governing Board encourages employees to use this process, which may ultimately lead to a direct appeal to the District Governing Board. The Board also recognizes that extreme circumstances may require an employee to seek a direct hearing before the Board. The Board will decide if circumstances warrant a direct appeal or the employee will be referred back to the administrative grievance policy.</u></p>	
<p>4.3 Agenda Planning</p> <p>To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda that (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.</p> <p>4.3.1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term ends.</p> <p>4.3.2. The cycle will start with the board's development of its agenda for the next year.</p> <p>4.3.2.1 Consultations with selected groups in the ownership, or other</p>	<p>3.4 Agenda Planning</p> <p>To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.</p> <p>3.4.1 End of Year Cycle</p> <p>The cycle shall conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.</p> <p>3.4.2 Start of Annual Cycle</p> <p>The cycle shall start with the Board's development of its agenda for the next year.</p> <p>3.4.2.1 Calendar for Owner Input</p>	

<p>methods of gaining ownership input, will be determined and arranged in the first quarter, to be held during the balance of the year.</p> <p>4.3.2.2 Governance education and education related to ends determination (presentations by futurists, demographers, advocacy groups, staff, and so on) will be arranged in the first quarter, to be held during the balance of the year.</p> <p>4.3.2.3 A board member may recommend or request an item for board discussion by submitting the item to the CGO no later than five days before the board meeting.</p>	<p>Consultations with selected groups in the ownership or other methods of gaining ownership input shall be determined and arranged in September and October, to be held during the balance of the cycle.</p> <p>3.4.2.2 Calendar for Education and Ends Governance education and education related to Ends determination (e.g., Board training, presentations by futurists, demographers, advocacy groups and staff, studying internal and external publications, attending conferences etc.) shall be arranged in September and October, to be held during the balance of the cycle.</p> <p>3.4.2.2.1 Board Member Orientation Process New board members will be oriented in a manner that ensures acquaintance with all the Board's most critical responsibilities, documents and processes.</p> <p><u>a) An existing Board member will be appointed in advance of the November elections to mentor each new Board member and ensure their completion of the orientation process.</u></p> <p><u>b) Board members will be familiarized with:</u></p> <ol style="list-style-type: none"> <u>1) Title 15, Chapter 12 - Community Colleges, of the Arizona Revised Statutes and with the Open Meeting Law</u> <u>2) The Board's Policy Manual</u> <u>3) The principles and practice of Policy Governance (through relevant reading and/or workshop attendance).</u> <u>4) The responsibilities of all staff engaged in Board support (including a meeting with the President)</u> <u>5) Use of OurBoardroom to access and organize all Board documents, agendas, minutes, as well as submission of agenda items and monitoring report assessments.</u> 	<p>(Note from Stacy: the underlined in 3.4.2.2.1 is another example of operational interpretation language that should be housed separately.)</p>
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3.4.3 All Meeting Agendas

The Board shall plan its agenda around the specific job products of the Board, set out in the Boards Job Description Policy 3.2. All meeting agendas shall, therefore, clearly distinguish between items for the purposes of:

- a) Ownership Linkage
- b) Policy Development
- c) Monitoring of President Performance
- d) Fulfillment of items that are:
 - 1) Procedural
 - 2) For Information Only
 - 3) For Board Education

For Monitoring of Board Performance, Board agendas will also distinguish between items for discussion and items for decision and items on the Boards Consent Agenda (see Policy 3.4.3.4).

3.4.3.1 Referencing Existing Board Policy

All items on the agenda will reference the relevant existing Board policies.

3.4.3.2 Distinguishing Between Matters for the Board or President

- a) Any matter that falls outside the scope of the Board's Ends or President's Executive Limitations policies is a matter for Board decision.
- b) Any matter that falls within the scope of the Board's Ends or President's Executive Limitations policies is a matter for the President's decision.

3.4.3.3 Process for Placing Items on the Agenda

The President and any Board member who wishes to place an item on the agenda should do so through the Board Chair

- a) If it is the Board's issue it will be placed on the next Board agenda.
- b) If it is the President's issue, the Chair will refer it to the President to be dealt with in accordance with

<p>4.3.3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.</p> <p>4.3.4. CEO monitoring will be included on the agenda if monitoring reports show policy violations, if policy criteria are to be debated, or if the board, for any reason, chooses to debate amending its monitoring schedule.</p> <p>4.3.5. CEO remuneration will be decided after a review of monitoring reports received in the last year during the month of February</p>	<p>Board policy and inform any Board member concerned.</p> <p>c) If the Board member feels that this process has not been followed appropriately, he/she will inform the Chair who will place the matter on the next Board agenda.</p> <p>3.4.3.4 Consent Agenda The Board shall use a Consent Agenda to comply with its legal and contractual obligations on matters which it has otherwise delegated to the President and to enable efficient decision making. Therefore, the Consent Agenda will be used to:</p> <p>a) deal with items which the Board has delegated but is required to review or receive by relevant law or contract and</p> <p>b) to speed up the processing of Board decisions which the Chair believes the Board may not need further deliberation.</p> <p>3.4.4 President Monitoring President Monitoring Reports are produced in accordance with Appendix A attached to Board-President Linkage policy 4.4.4. Board members shall be given the opportunity for individual review of the reports in advance of the relevant Board meeting before formal review at the next available meeting when there shall be the opportunity to collectively discuss what is being evaluated and share comments.</p> <p>3.4.5 Elections/Appointments As required by A.R.S. 15-1443(B), the Board will elect a Chair and a Secretary every January. The expectation will be that the newly-elected Chair and Secretary will serve a two-year term, but the Board may decide otherwise and elect a new Chair and Secretary every January. The Chair and Secretary shall serve from the date of election until the date on which their replacements are elected. The newly-</p>	
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	<p>elected Board Chair will appoint Board Liaisons for one-year terms at the January or February meeting.</p> <p>3.4.6 Items for Action Board members and the President shall present items for action or discussion at a Board meeting only when on the agenda.</p>	
<p>4.4 Chief Governance Officer's Role The chief governance officer (CGO), a specially empowered member of the board, ensures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. Accordingly:</p> <p>4.4.1. The assigned result of the CGO's job is that the board behaves consistently with its own rules and those legitimately imposed on it from outside the organization.</p> <p>4.4.1.1 Meeting discussion content will consist solely of issues that clearly belong to the board to decide or to monitor according to board policy.</p> <p>4.4.1.2 Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.</p> <p>4.4.1.3 Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.</p> <p>4.4.2. The authority of the CGO consists in making decisions that fall within topics covered by board policies on Governance Process and Board-Management Delegation,</p>	<p>3.5 Board Chair and Other Officer Roles The Chair's role is to ensure the integrity of the Board's process and to represent the Board to outside parties.</p> <p>3.5.1 Job Output The job output of the Chair shall be to see that the Board behaves consistent with its own policies and those legitimately imposed upon it from outside the organization.</p> <p>3.5.1.1 Meeting Discussion Content Meeting discussion content shall be those issues which, according to Board Policy 3.4.3.2, clearly belong to the Board to decide, not the President.</p> <p>3.5.1.2 Deliberation Deliberation shall be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.</p> <p>3.5.1.3 Behavior The Chair shall ensure that any violations of the Board's policies concerning individual and group behavior are addressed promptly and in an appropriate manner.</p> <p>3.5.2 Chair Decision Authority The Chair has the authority to make all decisions that fall within any reasonable interpretation of the Board's Governance Process and on the Board-President Linkage policies. The Chair does not have the</p>	

<p>with the exception of (a) employment or termination of a CEO and (b) areas where the board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.</p> <p>4.4.2.1. The CGO is empowered to chair board meetings with all the commonly accepted powers of that position, such as ruling and recognizing.</p> <p>4.4.2.2. The CGO has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the CEO.</p> <p>4.4.2.3. The CGO 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.</p> <p>4.4.2.4. The CGO may delegate this authority but remains accountable for its use.</p>	<p>authority to make decisions that fall within the Board's Ends or Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.</p> <p>3.5.2.1 Chairing Meetings The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g., ruling, recognizing) using the Roberts Rules of Order as a guide for running meetings.</p> <p>3.5.2.2 Outside Parties The Chair shall 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.</p> <p>3.5.2.3 Delegation of Authority The Chair may delegate his or her authority at any time, but remains accountable for its use. The Yavapai College District Governing Board members hereby delegate to the Chair or his or her designee the authority to sign on behalf of the Board and/or Yavapai College such documents as have been approved by the Board at a legal meeting.</p>	
	<p>3.5.3 Board Chairs Role in Monitoring The Chair shall ensure the conduct of Board self-evaluation in accordance with Policy 3.1.4.</p>	
	<p>3.5.4 Secretary Unless the Chair has delegated his or her authority otherwise pursuant to Policy 3.5.2.3, the Secretary fulfills the duties of the Chair in the absence of the Chair, including chairing Board meetings and signing</p>	

	<p>documents on behalf of the Board and/or Yavapai College. The Secretary assures the accuracy of Board documents. The Board has its own documents so the accuracy of Board records are critical for historical purposes. The Secretary attests to the Board's adoption of policy.</p>	
	<p>3.5.5 Board Liaisons All Board liaisons are appointed by the Board Chair annually. The role of a Board liaison is to serve as a communication representative between the Board and committee. The Board liaison serves as the point of contact for information review, input and approval prior to Board receipt. Board liaisons attend and participate in all meetings and conference calls of their assigned committee. Board liaisons should provide advice and input to their assigned committee, especially in terms of Board policies. Upon request, Board liaisons provide written or oral reports on the progress of their assigned committee. The positions are:</p> <ol style="list-style-type: none"> 1) Foundation Liaison 2) AADGB Representative 3) Board Spokesperson <p>3.5.5.1 Board Spokesperson The Spokesperson is the formal conduit for the District Governing Board and is responsible for communicating as the Board representative with the public and the media - newspaper, radio, television, etc. The Spokesperson shall speak with one voice on behalf of the Board, instead of communicating his or her personal views on matters. If appropriate in the Chair's judgment, the Chair may designate at any time another Board member to serve as an adjunct Spokesperson on a specific matter or matters or for a specific period of time.</p>	

Presenter : Patricia McCarver **Start Time :** 9:44 AM **Item No :** 7
Proposed By : Patricia McCarver **Time Req :** 15
Proposed : 1/22/2015 **Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : SHORT RECESS - PROCEDURAL

Details : The Board will have a short recess.

Attachments :

No Attachments

Presenter : Patricia McCarver **Start Time :** 9:59 AM **Item No :** 8
Proposed By : Patricia McCarver **Time Req :** 90
Proposed : 1/22/2015 **Item Type :** Discussion

Policy No.	Description	Ref No
3.2.1	Ownership Linkage shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.	470151

Description : Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - Continued - INFORMATION AND/OR DISCUSSION

Details : Stacy Sjogren, Out of the Woods Consulting, will lead the Board in a review of the Yavapai College District Governing Board Ends Statements and Governance Process Policies

Attachments :

Title	Created	Filename
Existing Ends revisions drafting chart.pdf	Jan 28, 2015	Existing Ends revisions drafting chart.pdf

Existing Ends Policies	Comment Space <ul style="list-style-type: none"> Please keep comments brief incorporating language change recommendations whenever possible. Stacy has posted a few of her own comments/recommendations to get you thinking critically. It is helpful to start with the lower level policies and work your way up to 1.0.
<p>1.0 Ends Yavapai College exists so communities within Yavapai County are equipped with the vision and skills to create a sustainable economic environment. The College will fulfill this role at a justifiable cost. The following Ends are listed in priority order.</p>	
<p>1.1 Education Ends Students achieve their educational goals.</p>	<p>Caution: Every policy must be monitored in its own right meaning 1.1 is monitored separate from 1.1.1 and 1.1.2. How is 1.1 unique? Is there any further clarification the board would want to expand on here? For example: <i>“Students achieve their educational goals in a reasonable amount of time and for a reasonable cost.”</i></p>
<p>1.1.1 Job Seekers Ends Job seekers have the qualifications, skills, and abilities to succeed.</p>	<p>Does “succeeding” mean landing a job in one’s chosen field? Finding true happiness? Making a million dollars? What would happen if the board was more precise in its desired outcome? Alternative: <i>“Program graduates have the necessary qualifications, confidence, and access to a regional job seeker network to find a job in their desired field.”</i></p>
<p>1.1.2 Student Ends Students seeking transfer will succeed at their next educational institution.</p>	<p>Here is an outcome the college can actually control and more easily monitor: <i>“Students seeking transfer are academically and socially prepared to succeed at their next educational institution.”</i></p>
<p>1.1.3 Lifelong Learning Adult Ends Lifelong learning adults have affordable access to a variety of high-quality learning opportunities.</p>	<p>What is “affordable access”? Does the board have anything more it should say about “variety” and “high-quality”? Are those the best words?</p>

<p>1.2 Economic Ends Communities have the leadership and educational resources to generate and sustain economic base jobs.</p>	<p>“Communities” could mean any number of the county’s 28 cities and towns. Does the board have anything it feels it needs to say on prioritizing within those numbers? After all, the college can’t be everywhere at once.</p>
<p>1.2.1 Community Leadership Leaders understand the importance of economic base jobs to Yavapai County.</p>	<p>Is this really the job of the college? Rather, is it the job of the college to provide the educational needs that support strong local economies?</p>
<p>1.3 Community Ends Yavapai County residents have access to a vibrant social and cultural life.</p>	<p>Vibrant? That is a high expectation word for a cash-limited college system! And what exactly does the board mean by “social”? Policy language is very exact. If the board doesn’t have an intention behind including the word, don’t include it. With this policy last on the list of priorities, the board may want to take a more realistic look at expected outcomes related to the college’s impact across the county.</p>
<p>1.? (Space for new Ends candidates)</p>	<p>What Ends are missing? Remember, Ends are <i>external</i> results the board expects the organization to achieve. In your case, how are students’ lives better because of the College? How is the community better?</p>

Presenter : Patricia McCarver **Start Time :** 11:29 AM **Item No :** 9
Proposed By : Patricia McCarver **Time Req :** 20
Proposed : 1/22/2015 **Item Type :** Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : SHORT RECESS AND POSSIBLE WORKING LUNCH - PROCEDURAL

Details : The Board will have a short recess with a possible working lunch

Attachments :

No Attachments

Presenter : Patricia McCarver **Start Time :** 11:49 AM **Item No :** 10
Proposed By : Patricia McCarver **Time Req :** 40
Proposed : 1/22/2015 **Item Type :** Discussion

Policy No.	Description	Ref No
3.2.1	Ownership Linkage shall be the link between the organization and its owners, who are residents of Yavapai County and those who are affected by Yavapai College.	470151

Description : Review of Yavapai College District Governing Board Ends Statements and Governance Process Policies - Continued - INFORMATION AND/OR DISCUSSION

Details : Stacy Sjogren, Out of the Woods Consulting, will lead the Board in a review of the Yavapai College District Governing Board Ends Statements and Governance Process Policies

Attachments :

No Attachments

Presenter : Patricia McCarver

Start Time : 12:29 PM

Item No : 11

Proposed By : Patricia McCarver

Time Req : 1

Proposed : 1/22/2015

Item Type : Procedure Item

Policy No.	Description	Ref No
3.4	To accomplish its job products with a governance style consistent with Board policies, the Board shall 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.	26041

Description : ADJOURNMENT OF BOARD RETREAT MEETING - PROCEDURAL

Details :

Attachments :

No Attachments