

Resources and Capacity

By documenting the adequacy of its resources and capacity, the institution demonstrates the potential to fulfill its mission, accomplish its core theme objectives, and achieve the intended outcomes of its programs and services, wherever offered and however delivered. Through its governance and decision-making structures, the institution establishes, reviews regularly, and revises, as necessary, policies and procedures that promote effective management and operation of the institution.

Standard 2.A – Governing Board

- 2.A.4 The institution has a functioning governing board consisting of at least five voting members, a majority of whom have no contractual, employment, or financial interest in the institution. If the institution is governed by a hierarchical structure of multiple boards, the roles, responsibilities, and authority of each board—as they relate to the institution—are clearly defined, widely communicated, and broadly understood.
- 2.A.5 The board acts only as a committee of the whole; no member or subcommittee of the Board acts on behalf of the board except by formal delegation of authority by the governing board as a whole.
- 2.A.6 The board establishes, reviews regularly, revises as necessary, and exercises broad oversight of institutional policies, including those regarding its own organization and operation.
- 2.A.7 The board selects and evaluates regularly a chief executive officer who is accountable for the operation of the institution. It delegates authority and responsibility to the CEO to implement and administer board-approved policies related to the operation of the institution.
- 2.A.8 The board regularly evaluates its performance to ensure its duties and responsibilities are fulfilled in an effective and efficient manner.

2.A.4 Does Lane Community College have a functioning governing board consisting of at least five voting members, a majority of whom have no contractual, employment, or financial interest in Lane Community College?

Include a very brief description of the board and its function.

[NOTE: Lane Community College is not governed by a hierarchical structure of multiple Boards.]

The following Board Policies should be evidence for this standard:

- Membership of the Board of Education (B.010)
 - Global Governance Commitment (B.020)
 - Board Job Description (B.120)
 - Board Members' Code of Conduct (B.160)
 - Conflict of Interest (D.080)
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Governing Board and its Function

There are a number of Board Policies that are relevant to this standard and each is consistently followed. According to Board Policy B.010 (Membership on the Board of Education), the Board of Education of the Lane Community College District consists of seven members and each member is elected to a four-year term by the qualified voters of the entire district. The Board is charged with representing “the people of the college district in determining and assuring organizational performance” (Board Policy B.120, Board Job Description). The Board works “to ensure that Lane Community College achieves the appropriate results, at an appropriate cost, to advance the college vision, mission, core values, and strategic directions” (Board Policy B.020, Global Governance Commitment).

The Board is responsible for overseeing the development of programs and services which they believe will best serve the needs of the people of the Lane District. The Board is committed to “ethical, professional, and lawful conduct, including proper use of authority” and “must avoid any conflict of interest with respect to their fiduciary responsibility” (Board Policy B.160, Board Members’ Code of Conduct). College employees are prohibited from serving on the Board.

The Board is responsible to the public and is legally vested with final decision-making in all matters of college policies, programs, facilities, budget and personnel; the Board is also responsible for monitoring the effectiveness of the college (Board Policy B.120). The Board prescribes policies regarding effective operation of the college. These policies guide the president, who is responsible for establishing effective operations to carry out such policies. The Board delegates to the president the responsibility and authority to operate the college in compliance with policies and executive directions.

Board Policy D.080 (Conflict of Interest) states that “Board Members ... shall avoid actions as a public official or public employee that have the effect of being to the private, personal or financial benefit or avoidance of detriment of the person or the person’s relatives.”

2.A.5 Does the board act only as a committee of the whole, where no member or subcommittee of the board acts on behalf of the board except by formal delegation of authority by the governing board as a whole? Explain.

The following Board Policies should be evidence for this standard:

- Board Members’ Code of Conduct (B.160)

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In accordance with Board Policy B.160 (Board Members’ Code of Conduct), the Board acts only as a committee of the whole. No member or subcommittee of the Board acts in place of the Board except by formal delegation of authority.

2.A.6 Does the board establish, review regularly, revise as necessary, and exercise broad oversight of institutional policies, including those regarding its own organization and operation? Explain.

The following Board Policies should be evidence for this standard:

- Membership on the Board of Education (B.010)
- Global Governance Commitment (B.020)
- College Governance System (B.025)
- Board Duties and Responsibilities: Educational Program (B.030)
- Board Duties and Responsibilities: Appraisal and Evaluation of Operation (B.040)
- Board Duties and Responsibilities: Personnel (B.050)
- Board Duties and Responsibilities: Budget Making (B.060)
- Shared Governance (B.070)
- Budget Officer (B.080)
- Budget Preparation and Adoption (B.090)
- Officers of the Board of Education (B.100)
- Governing Style (B.110)
- Board Job Description (B.120)
- Agenda Planning (B.130)
- Meetings and Executive Sessions (B.140)
- Chairperson's Role (B.150)
- Board Members' Code of Conduct (B.160)
- Board Vacancies (B.170)
- New Board Member Orientation (B.180)
- Board Committee Principles (B.190)
- Parliamentary Procedure (B.200)

- In COPPS, see [Procedures: Adding, Revising or Deleting](#) .

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By law, Board and college policies conform to all Oregon Revised Statutes, which provide the foundation for the institution's integrity.

According to Board Policy B.120 (Board Job Description), the Board is responsible to the public and is legally vested with final decision-making in all matters of college policies, programs, facilities, budget and personnel. The Board prescribes policies regarding effective operation of the college and is also responsible for monitoring the effectiveness of the college. The Board regularly reviews and revises policies when appropriate (see each Board Policy for the history of adoption, revisions, and the date of the most recent Board review). The duties, responsibilities, ethical conduct requirements, organizational structure, and operating procedures of the Board are clearly defined in Board policy documents which are published on Lane's website.

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The Board regularly reviews and approves the institution's mission¹, according to its Global Governance Commitment (Board Policy B.020), which broadly outlines Board duties and responsibilities. The Board approves all major academic, vocational, and technical programs of study, degrees, certificates, and diplomas. It approves major changes in institutional mission, policies, and programs.

The president supports regular review of Board Policies by submitting monitoring reports to the Board; the president is also required to advise the Board if it is not in compliance with its own policies and the Board also monitors its own performance (Board Policy B.110). Board Policy B.130 requires that the Board follow an agenda that reviews all Board Policies; a three-year cycle of policy review is in place. Board Policy A.090 provides a recursive mechanism to consider new issues in relation to policies that have already been established.

Additionally, Lane follows a procedure in its College On-line Policy and Procedure System (COPPS) for annually reviewing college procedures and revising them when necessary.² This ensures that the information is current and that all links and references are correct. This procedure is overseen by the senior administrator responsible for the domain of the procedure.

College governance councils periodically review and evaluate policies in their area of responsibility.³

2.A.7 Does the board select and evaluate regularly a chief executive officer who is accountable for the operation of Lane Community College? Does it delegate authority and responsibility to the CEO to implement and administer board-approved policies related to the operation of Lane Community College? Explain.

The following Board Policies should be evidence for this standard:

- Global Board-President Relationship (C.010)
- Delegation to the President (C.020)
- Contractual Authority (C.030)
- Borrowing (C.040)
- Purchasing Procedure (C.050)
- Monitoring President's Performance (C.060)

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¹ The Board approved Lane's new Mission (September 2010) and Strategic Directions (March 2010).

² In COPPS, see [Procedures: Adding, Revising or Deleting](#) .

³ There are written charters for each of the college governance councils and those charters define the purpose, scope of work, and membership of each council. Within the scope of their charters, governance councils are responsible for planning, policy, and evaluating effectiveness. See <http://www.lanec.edu/governance/govmanual.htm>;

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According to Board Policy C.060 (Monitoring President's Performance), the Board selects, appoints, and regularly evaluates the president according to established policies.⁴ The Board delegates to the president the responsibility and authority to operate the college in compliance with policies and executive directions and the president's "performance is considered to be synonymous with the total performance of the college."⁵

The Board prescribes policies regarding effective operation of the college. These policies guide the president, who is responsible for establishing effective operations to carry out such policies. The Board delegates to the president the responsibility and authority to operate the college in compliance with policies and executive directions.

The Board ensures that the institution is organized and staffed to reflect its mission, size, and complexity. It approves the academic and administrative structure to which it delegates the authority for effective and efficient management

2.A.8 How does the board regularly evaluate its performance to ensure its duties and responsibilities are fulfilled in an effective and efficient manner?

The following Board Policies should be evidence for this standard:

- Governing Style (B.110)

Board Policy B.110 (Governing Style), directs the Board to, "Monitor and regularly discuss the Board's own process and performance." The Board evaluates its performance annually and, as necessary, revises its policies to carry out its responsibilities in an effective and efficient manner. The Board conducted its most recent performance evaluation in spring 2011. The May 2011 Board Meeting Packet contained the two evaluation instruments: 1) the instrument used by staff and students to evaluate Board performance and 2) the self-assessment instrument used by Board members.

In May 2011, the President's Office initiated the annual end-of-year evaluation of the Board of Education.⁶ One part of that evaluation elicited perceptions and opinions of Lane staff and students who "observed the Board in public Board meetings during the 2010-11 academic year." The second part is a self-evaluation that gathers each Board member's views of the Board's collective performance during the past year, as well as an assessment of individual performance in meeting responsibilities to the college.

⁴ See Board packet/minutes from June 2011 for the most recent Discussion/Action Item related to "President's Evaluation".

⁵ Board Policy C.020 (Delegation to the President)

⁶ See the invitation from President's Office to Participate in 2011 Board Evaluation (May 23, 2011) in Appendix

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The Board evaluation instruments are in Appendix ... A Summary Report of Findings from both evaluation instruments is in Appendix ... A detailed comparison of the 2010 and 2011 Board self-assessment results is in Appendix ...