

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 28, 2016**

TAB 1

ACTION

Subject: Revisions to Board of Trustees Governance Manual

Background

The Board of Trustees has been progressively reviewing and recommending changes to the Board of Trustees Governance Manual (aka Board Policy Manual) during its Board Retreats (“Special Meetings”) of August 14, 2014, February 19, 2016 and August 9, 2016.

In addition, 2015 – 2016 Board Chair Catherine D’Ambrosio and Vice Chair Phil Barrett, worked with President Roberts and Special Assistant to the President Laura Rehrmann during the fall 2015 and winter 2016 quarters to review, update and recommend changes for the Governance Manual.

To follow/attached: “Red lined” versions of Governance Manual Sections 2 (currently named Executive Limitations), 3 (Governance Process) and 4 (Board President Relationship).

Recommendation

It is recommended that the Board of Trustees take action on the proposed changes (as denoted on the “red lined” versions) to the Board of Trustees Governance Manual.

Prepared by: Lori Yonemitsu
Executive Assistant to the President & Secretary to the Board of Trustees
Shoreline Community College
September 23, 2016



Community College District 7 Board of Trustees Policy

SECTION 2: EXECUTIVE RESPONSIBILITIES AND LIMITATIONS EXPECTATIONS

- EREEL-1: GLOBAL EXECUTIVE CONSTRAINT
 - EREEL-2: TREATMENT OF PEOPLE
 - EREEL-3: FINANCIAL PLANNING/BUDGETING
 - EREEL-4: FINANCIAL CONDITION AND ACTIVITIES
 - EREEL-5: EMERGENCY EXECUTIVE SUCCESSION
 - EREEL-6: ASSET PROTECTION
 - EREEL-7: COMPENSATION AND BENEFITS
 - EREEL-8: COMMUNICATION AND SUPPORT TO THE BOARD
 - EREEL-9: TENURE
 - EREEL-10: NEGOTIATED AGREEMENTS
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Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE **RESPONSIBILITIES AND EXPECTATIONS**~~LIMITATIONS~~
POLICY TITLE: GLOBAL EXECUTIVE CONSTRAINT
POLICY NUMBER: ~~EREEL-1~~
PAGE: 1 OF 1

The Board of Trustees delegates to the President of Shoreline Community College the authority to exercise in the name of the Board (RCW 28B.10.528) all of the powers and duties vested in or imposed upon the Board by law, except such powers and duties as the Board expressly reserves for the Board. The Executive Responsibilities and Expectations that are described in Section 2 provide clarification to the above delegated responsibility.

Within the college, the College President will allow, practices, activities, decisions, or organizational circumstances that are lawful, prudent, and in compliance with commonly accepted business and professional ethics and practices, and in agreement with the provisions set forth in the State Board for Community and Technical Colleges policy, Office of Financial Management policy, the Shoreline Community College Board of Trustees' Policy and/or take into account any executive order of the Governor of the State of Washington.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS~~LIMITATIONS~~
POLICY TITLE: TREATMENT OF PEOPLE
POLICY NUMBER: EREEL-2
PAGE: 1 OF 2

With respect to treatment of students, employees, volunteers, community members and visitors, the President will promote conditions that are humane, fair, dignified, and non-discriminatory.

~~Accordingly, the President will:~~

- 2.1. ~~Operate with~~ The President establishes operational policies or ~~and~~ procedures that carry out the Board Policy including those that:
 - a. clarify rules for students, employees, volunteers, community members and visitors, in addressing the Board, expressing ethical dissent, and rules and sanctions that provide a civil and non-disruptive learning environment.
 - b. provide for effective handling of grievances, and ensure that students and employees know their rights and responsibilities.
 - c. protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons, and comply with all laws, rules and regulations pertaining to students and employees, including those pertaining to discrimination.
 - d. ensure due process procedures for students, employees, volunteers and visitors without discrimination or retaliation against anyone for expressing non-disruptive ethical dissent.
- 2.2. ~~Permit any member of the community to address the Board about a specific Board policy.~~ The President takes prompt and appropriate action when aware of any violation of federal laws, state laws, rules, regulations, State Board for Community and Technical Colleges policy, Office of Financial Management policy, any Executive Order of the Governor of the State of Washington, or Shoreline Board of Trustees policy.
- 2.3. ~~Avoid discrimination or retaliation against anyone for expressing a non disruptive ethical dissent.~~ The President protects the academic freedom of the institution, its faculty and its students and establishes rules and necessary sanctions that provide a civil and non-disruptive learning environment.
- 2.4. ~~Comply with all laws, rules, and regulations pertaining to students and employees, including those pertaining to discrimination.~~ The President ensures that staff is prepared to deal with emergency situations.
- 2.5. ~~Acquaint students and employees, with their rights and responsibilities.~~ The President attempts to maintain goodwill with community members and external stakeholders.

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Adopted by Board of Trustees: Open Meeting, June 24, 2009
Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

2.6. Take prompt and appropriate action when the President becomes aware of any violation of federal laws, state laws, rules, regulations, State Board for Community and Technical Colleges' policy, Office of Financial Management policy, any executive order of the Governor of the State of Washington, or Shoreline Community College Board of Trustees' policy. (Revised version moved to 2.2.)

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2.7. Interact with community members or external stakeholders in a manner that creates good will towards the college. (Revised version moved to 2.5.)

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2.8. Protect the academic freedom of the institution, its faculty and its students. (Revised version moved to 2.3; Combined with what was 2.9.)

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2.9. Promulgate rules and provide for sanctions that provide a civil and non-disruptive learning environment. (Revised version moved to 2.3; Combined with what was 2.8.)

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Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE:	EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS LIMITATIONS
POLICY TITLE:	TREATMENT OF PEOPLE
POLICY NUMBER:	EREEL-2
PAGE:	2 OF 2

~~2.10. Ensure that staff is prepared to deal with emergency situations. (Revised version moved to 2.4.)~~



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE ~~RESPONSIBILITIES AND EXPECTATIONS~~ **LIMITATIONS**
POLICY TITLE: FINANCIAL PLANNING/BUDGETING
POLICY NUMBER: ~~EREEL-3~~
PAGE: 1 OF 1

The President will promote and allow financial planning and budgeting for general, capital, student body, and other funds in any fiscal year or the remaining part of any fiscal year to be in accordance with the Board's policies, to protect fiscal integrity, to be derived from a multi-year strategic plan, and to be realistic in projections of income and expenses.

~~Accordingly, the President will:~~ **The President establishes operational policies and procedures that carry out the Board policy, including those that:**

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- 3.1. Uphold those situations or conditions described in the Board Policy "Financial Condition and Activities." (Policy No. ~~EREEL-4~~)
- 3.2. Develop a budget with credible projection of revenues and expenses that separates capital and operating items and that discloses planning assumptions and budget principles.
- 3.3. Plan that expenditure of funds in any fiscal year will not be more than the sum of a) what is conservatively projected to be received during that year and, b) what has been approved by the Board to be carried over for expenditure from previous years.
- 3.4. Develop budget processes that provide opportunities for information and feedback from a broad base, including administrators, faculty, staff and students.
- 3.5. Develop a budget that takes into account the Board priorities.
- 3.6. ~~Develop a budget with credible projection of revenues and expenses that separates capital and operating items and that discloses planning assumptions.~~ Allocate a minimum of \$200,000 annually, to be included as a contingency account in the College's annual budget under the President's authority, to cover unanticipated expenses during the annual fiscal period.



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE ~~RESPONSIBILITIES AND EXPECTATIONS~~ LIMITATIONS
POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES
POLICY NUMBER: ~~EREEL-4~~
PAGE: 1 OF 3

With respect to the actual, ongoing financial condition and activities, the President will promote fiscal integrity and avoid material deviation from Board-approved priorities.

~~Accordingly, the President will:~~ The President establishes operational policies and procedures that carry out the Board policy:

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- 4.1. Expend only those funds that have been approved by the Board in the fiscal year, unless the Board's approval to do otherwise has been obtained.
- 4.2. Not incur debt in an amount greater than that which can be repaid by certain and otherwise unencumbered revenues within the current year, or can be repaid from accounts specifically established for such purpose, or Board approved.
- 4.3. Not make any single purchase or otherwise commit the College to any expenditure greater than one half (1/2) of one percent (1%) of the College's current approved operating budget that deviates from the Board-adopted budget, without notifying the Board within 45 days of such expenditure. Splitting orders or obligations to avoid this limit is not acceptable.
- 4.4. Promote fiscal integrity by expending College funds in a manner that will result in a zero or positive fund balance at the close of the fiscal year.
- 4.5. Promote comprehensive facilities planning and execute the resulting plans for the use of the College's physical plant in order to:
 - a. contribute to student learning,
 - b. assist in the attraction of new students and retention of existing students,
 - c. optimize the use of taxpayer-provided capital assets,
 - d. extend the useful life of existing structures to the greatest practical degree, and
 - e. promote a safe and healthy environment for students and staff.
- 4.6. Provide to the Board, quarterly and annual reports of the College's current financial condition that will continually enhance the Board's ability to meet its fiduciary responsibility.
- 4.7. Accept only gifts or grants that are in the best interest of the College, and not obligate the College to make future expenditures using funds other than those created by the gift or grant without Board approval.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE ~~RESPONSIBILITIES AND EXPECTATIONS~~**LIMITATIONS**
POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES
POLICY NUMBER: ~~EREEL-4~~
PAGE: 2 OF 3

- 4.8. Maintain a general fund balance reserve to provide for such items as adequate cash flow, emergencies, budget contingencies, multi-year planning, revenue shortfalls, unplanned but necessary expenditures, or operating changes that occur outside of the planned annual budget. The general fund balance reserves will be 10-12% of the ~~college's~~ College's most recently completed fiscal year's actual operating expenditures, unless a different level is necessary to sustain operations.
- 4.9. Maintain, as necessary, local capital fund reserves to manage facilities needs that are not funded, or are underfunded, by the state. The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees. Establish a reserve fund up to 50% of maintenance budget.
- 4.10. Maintain a tuition contingency reserve of 10% of the previous year's tuition collections, to provide financial cover in the event of unforeseen fluctuations in enrollment.
- 4.11. Maintain an innovation and opportunities reserve fund up to 2% of the operating budget to facilitate college investment in initiatives that demonstrate the potential for substantial return on investment, and that are deemed by the President as vital to the ~~C~~college's future. The President will approve all distributions, and will recommend future designations based on the ~~college's~~ College's overall financial performance. The President will provide the Board of Trustees with at least semi-annual financial reports. ~~The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees.~~ Each self-supported program will budget up to 10% of each applicable budget for reserves.
- 4.12. Maintain, as necessary, a reserve for designated programs, including auxiliary services and self-support programs, to provide for adequate cash flow, multi-year planning, and operating contingencies. ~~The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees.~~
- 4.13. Maintain a reserve for all funds required by law, regulations and/or agreement that are restricted as to type of use complying with federal, state, grantor, and office of financial management rules.
- 4.14. Designate between 5-8% of the most recently completed fiscal year's operating budget surplus to the Board of Trustees Reserve Fund. Under the sole authority of the Board of Trustees, funds

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

may be used for special board initiatives, and/or to ensure that sufficient funds are available in the event of an unbudgeted emergency.

POLICY TYPE: EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS
POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES
POLICY NUMBER: ERE-4
PAGE: 3 OF 3

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~~BE IT FURTHER RESOLVED that, the Board of Trustees approves the following initial allocations and designations to the created reserve accounts:~~

Reserve Fund	Initial Designation (\$)
General Fund Balance Reserve	\$4,100,000
Capital Funds Reserve	\$1,500,000
Tuition Contingency Reserve	\$1,588,937
Innovation and Opportunities Reserve	\$2,000,000
Designated Programs Reserve	\$4,740,346
Restricted Reserve	\$7,058,346
Board of Trustees Reserve	\$ 159,207

~~4.15. Provides reports, on an annual basis, the status of reserves and reserve projections.~~

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE:	EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS LIMITATIONS
POLICY TITLE:	EMERGENCY EXECUTIVE SUCCESSION
POLICY NUMBER:	EREEL-5
PAGE:	1 OF 1

To protect the Board from sudden loss of presidential services, the President will have at least two executives sufficiently familiar with board and presidential issues and processes to enable either to take over with reasonable proficiency as an interim successor.



Community College District 7 Board of Trustees Policy

POLICY TYPE:	EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS LIMITATIONS
POLICY TITLE:	ASSET PROTECTION
POLICY NUMBER:	EREEL-6
PAGE:	1 OF 1

The President will protect and maintain College assets.

Accordingly, the President will:

- 6.1. Insure adequately, to the extent appropriate for a state-owned institution of higher education, against:
 - a. theft and casualty losses in amounts consistent with replacement values, and
 - b. liability losses to the College itself, Board members, and employees.
- 6.2. Ensure that un-bonded personnel do not have access to funds in amounts considered material for audit purposes.
- 6.3. Promote the proper care and sufficient maintenance of physical plant and equipment.
- 6.4. Protect the College, the Board, and employees against claims of liability.
- 6.5. Receive, process, and disburse funds under controls that are sufficient to meet standards used by all auditors at various federal, state, and local levels that may be reasonably expected to assess the College's controls.
- 6.6. Invest funds in accounts or in investments only as permitted by Washington state law.
- 6.7. Acquire, encumber, name, and dispose of real property only with Board approval.
- 6.8. Protect information, files, and intellectual property from loss, damage, and misuse.
- 6.9. Protect the College's name and maintain its identity in the community.
- 6.10. Submit the facilities master plan to the Board for approval.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE ~~RESPONSIBILITIES AND EXPECTATIONS~~ **LIMITATIONS**
POLICY TITLE: COMPENSATION AND BENEFITS
POLICY NUMBER: ~~EREEL-7~~
PAGE: 1 OF 1

With respect to employment of, compensation for, and benefits to employees, consultants, and contract workers, the President will protect the financial integrity and public image of the College, and is in accordance to the Ethics and other State Laws.

Accordingly, ~~the President will:~~

- 7.1. ~~Not change his/her own~~ **Only the Board of Trustees can change the President's** compensation and benefits, ~~except when they are consistent with a package for all other employees.~~
- 7.2. ~~Not~~ **The President cannot** establish or change the compensation and benefits of other employees except in accordance with collective bargaining agreements negotiated by the Board or in accordance with salary schedules or plans adopted by the Board, ~~except as allowed in EL7.4.~~
- 7.3. Not promise or imply permanent or guaranteed employment beyond that provided in Board adopted contractual agreements or Board approved contractual templates.
- ~~7.4. Provide the Board an annual accounting of any employee fringe benefits granted outside of Board adopted collective bargaining agreements or Board approved contractual templates.~~

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE: EXECUTIVE ~~RESPONSIBILITIES AND EXPECTATIONS~~ LIMITATIONS
POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD
POLICY NUMBER: ~~EREEL-8~~
PAGE: 1 OF 1

The President will inform and support the Board in its work.

Accordingly the President will:

- 8.1. Submit monitoring data required by the Board in a timely, accurate, and understandable manner that directly addresses provisions of the Board policies being monitored.
- 8.2. Inform the Board Chair of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or material external and internal changes, including changes in the assumptions upon which any Board policy has been established.
- 8.3. Tell the Board that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President Relationship, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President.
- 8.4. Not present information that is knowingly inaccurate or incomplete.
- 8.5. Provide a mechanism for official Board communication.
- 8.6. Deal with the Board in a way that indicates no favoritism and privilege towards certain Board members, except when:
 - a. fulfilling individual requests for information, or
 - b. responding to officers or committees duly charged by the Board.
- 8.7. Submit a consent agenda to the Board containing items that although delegated to the President, are required by law, regulation, or contract to be Board-approved, along with applicable monitoring information.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE:	EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS LIMITATIONS
POLICY TITLE:	TENURE
POLICY NUMBER:	EREEL-9
PAGE:	1 OF 1

The Board of Trustees reserves the authority to grant tenure, deny tenure, and to issue a final order for dismissal of tenured faculty at Shoreline Community College. Additionally, the Board reserves the authority to renew or not renew contracts for probationary faculty and to issue a final order to dismiss probationary faculty.

Accordingly, the President will:

- 9.1. Submit recommendations to the Board to grant, deny or tenure faculty.
- 9.2. Submit recommendations to the Board to issue the final order to dismiss tenured faculty.
- 9.3. Submit recommendations to the Board for the renewal or non-renewal of contracts for probationary faculty.
- 9.4. Submit recommendations to the Board to issue the final order to dismiss probationary faculty.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011/Revised: Open Meeting, September 26, 2012



Community College District 7 Board of Trustees Policy

POLICY TYPE:	EXECUTIVE RESPONSIBILITIES AND EXPECTATIONS LIMITATIONS
POLICY TITLE:	NEGOTIATED AGREEMENTS
POLICY NUMBER:	EREEL-10
PAGE:	1 OF 1

The Board of Trustees reserves the authority to ratify negotiated agreements between the Board of Trustees and any bargaining unit representing the employees of Shoreline Community College.

Accordingly, the President will:

10.1. Not ratify any such negotiated agreements on behalf of the Board.

SECTION 3: GOVERNANCE PROCESS

- GP-1: GLOBAL GOVERNANCE COMMITMENT**
 - GP-2: GOVERNANCE STYLE**
 - GP-3: BOARD JOB DESCRIPTION**
 - GP-4: BOARD STRUCTURE AND ELECTIONS**
 - GP-5: CHAIR'S ROLE**
 - GP-6: BOARD COMMITTEE PRINCIPLES**
 - GP-7: BOARD SELF- EVALUATIONS**
 - GP-8: AGENDA PLANNING**
 - GP-9: BOARD MEMBERS CODE OF ETHICS**
 - GP-10: BOARD MEMBERS CODE OF CONDUCT**
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Community College District 7 Board of Trustees Policy Manual

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GLOBAL GOVERNANCE COMMITMENT
POLICY NUMBER: GP-1
PAGE: 1 OF 1

The Board of Trustees is committed to govern Shoreline Community College in accordance with the Constitutions of the United States and the State of Washington, and the Community and Technical College Act of the State of Washington. The Board of Trustees will always act in the best interest of Shoreline Community College, its students, employees, and the community it serves.

Accordingly, the Board of Trustees will see that:

- 1.1. The College achieves appropriate results for appropriate persons at an appropriate cost.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNANCE STYLE
POLICY NUMBER: GP-2
PAGE: 1 OF 2

The Board will govern Shoreline Community College lawfully, with a style that emphasizes:

- *Outward vision ~~rather than internal preoccupation~~*
- *Encouragement of diversity in viewpoints*
- *Strategic leadership ~~rather than administrative detail~~*
- *Clear distinction of board and presidential roles*
- *Majority ~~rather than individual~~ decisions*
- *~~The future rather than the past or the present~~ Future focused*
- *Proactivity ~~rather than reactivity~~.*

Accordingly: the Board will:

- 2.1. Be responsible for excellence in governing, mindful always of its trusteeship obligation to the public. The Board will cultivate a sense of group responsibility, deliberating in many voices, but govern as one.
- 2.2. Not allow officers, members, or committees of the Board to hinder or be an excuse for not fulfilling its group obligations.
- 2.3. Be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual trustees to enhance the work of the Board as a body, but not to substitute their individual judgments for those of the Board as a whole.
- 2.4. Direct, control, and inspire the organization through the careful establishment of the broadest organizational policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long-term impact outside the college, and not on the administrative or programmatic means of attaining those effects.
- 2.5. Enforce upon itself whatever discipline is needed to govern effectively, with efficiency and excellence. Discipline will apply to matters such as attendance, preparations for meetings, policy-making principles, respect of roles, speaking with one voice, and ensuring the continuity of governance capability.
- 2.6. Pursue continual development, including orientation of new members in the Board's governance process, periodic Board discussion of the vision, mission and values, outcome development, public stewardship, and attendance at state and national trustee conferences.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: GOVERNANCE STYLE
POLICY NUMBER: GP-2
PAGE: 2 OF 2

2.7. Monitor and discuss the Board's process and performance regularly. Self-monitoring will be conducted annually, including comparison of Board activity and discipline to policies in the Governance Process and Board-President Relationship categories.

~~2.8. Seek input from external constituencies and internal college constituencies on Board policies regarding Goals.~~

2.9. Make consensus-based decisions, to the extent possible.

2.10. Develop policy in the context of college and community needs. The Board will use environmental scans to ensure continued awareness of changing needs.

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	BOARD JOB DESCRIPTION
POLICY NUMBER:	GP-3
PAGE:	1 OF 1

To distinguish the Board's own unique job from the jobs of the President and College employees, the Board will concentrate its efforts on its specific responsibilities.

Accordingly, the Board will:

3.1. Maintain the link between the College and the citizens of Shoreline and Lake Forest Park.

~~3.1.~~3.2. Seek input from external constituencies and internal College constituencies.

~~3.2.~~3.3. Keep in touch with relevant current and future issues.

~~3.3.~~3.4. Enact written governing policies that realistically, at the broadest levels, address:

a. ~~Goals: College services, impacts, benefits, outcomes, recipients, impacted groups, and beneficiaries and their relative worth in cost or priority. Regularly review progress on long term and annual goals.~~

b. ~~Executive~~ LimitationsAuthority: Constraints on executive authority that establish the prudent and ethical 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 tasks.

d. *Board-President Relationship*: The President's authority and accountability, and how his/her power is delegated and its proper use is monitored.

~~3.4.~~3.5. Provide assurance of successful Presidential performance related to Board Goals and Executive ~~Limitations~~Authority.

~~3.5.~~3.6. Appoint Board representatives or liaisons annually, including but not limited to:

a. ~~Trustees~~ Association of ~~Community and Technical Colleges~~College Trustees (TACTACT) Committees

b. Shoreline Community College Foundation and any associated non-profit organizations.

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	BOARD STRUCTURE AND ELECTIONS
POLICY NUMBER:	GP-4
PAGE:	1 OF 1

The Governor of the State of Washington appoints all members of the Board of Trustees. The officers of the Board of Trustees shall be a Chair, a Vice-Chair, and a Secretary.

Accordingly:

- 4.1. The Board will elect from its membership the Chair and Vice-Chair. As specified by state law, the Secretary will be the President of Shoreline Community College, or his/her designee.
- 4.2. The Board will elect the Chair and Vice-Chair at the regularly scheduled Board meeting in June, to serve for the ensuing year, from July through the following June.
- 4.3. The term of the office of Chair and Vice-Chair shall be for one year. The Board may elect the Chair to serve a consecutive term under extraordinary circumstances. Discussions concerning the extraordinary circumstances are to be held in a full Board open meeting.
- 4.4. Traditionally, The the responsibility as Chair and Vice-Chair will be rotated through all members in the order of appointment or reappointment.
- 4.5. Traditionally, The the Vice Chair will move into the position of Chair of the Board, at the election of the Board.
- 4.6. If a Board member does not wish to serve when his/her name is moved into officer position, the replacement will be the next senior Board member who qualifies according to the order of appointment or reappointment.
- 4.7. Board members reserve the right to nominate candidates to stand for election in addition to those who qualify on the basis of the order of appointment or reappointment. This nomination process and discussion can take place only in an open meeting attended by all Board Members unless any Board Member is excused.
- 4.8. In the event of a vacancy in the office of the Chair, the Vice-Chair will succeed as Chair for the remainder of the unexpired term, plus the term for which he/she was elected. The Board will conduct an election to elect a new Vice-Chair at the next regular meeting after a vacancy has occurred. The new Vice-Chair will serve for the remainder of the unexpired term.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: CHAIR'S ROLE
POLICY NUMBER: GP-5
PAGE: 1 OF 2

The Chair assures the integrity of the Board's process and secondarily, represents the Board to outside parties. The Chair is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in specifically authorized instances.

Accordingly, the Chair will:

- 5.1. Ensure that the Board and individual Board members consistently behave in accordance with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College. Specifically:
 - a. Meeting discussion content will be on those issues that, according to Board policy, belong to the Board, not to the President, to examine and or decide.
 - b. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
 - c. The Chair will stimulate discussion among the Board members and will attempt to arrive at Board decisions through consensus.
 - d. The Chair will confirm accuracy of transcribed, approved minutes, will sign the minutes of all special and regular meetings of the Board, and will sign other documents as required by law.
- 5.2. Make decisions that fall within the topics covered by Board policies on the Governance Process and Board-President Relationship, with the exception of employment or termination of the President, and where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
- 5.3. Not make decisions about policies created by the Board within the Goals and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the President.
- 5.4. Chair board meetings with all the commonly accepted power of the position, to include ruling, recognizing, agenda setting and calling special meetings as required.
- 5.5. Ensure that other Board members are informed of current and pending Board issues and processes.
- 5.6. After Board discussion, appoint members to committees established by the Board.



POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: CHAIR'S ROLE
POLICY NUMBER: GP-5
PAGE: 2 OF 2

- 5.7. Designate the Vice-Chair to preside at Board meetings in the absence of the Chair or to fulfill the duties of the Chair as needed.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD COMMITTEE PRINCIPLES
POLICY NUMBER: GP-6
PAGE: 1 OF 1

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job. The committees will operate to minimally interfere with the wholeness of the board's job and never to interfere with delegation of authority from the Board to the President. Committees will be used sparingly.

Accordingly, Board Committees are:

- 6.1. To help the Board do its job, not to help, guide or advise the employees of the College do their jobs. Committees typically will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will, by and large, not have direct dealings with current staff operations.
- 6.2. Not to speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.
- 6.3. Not to exercise authority over College employees. The President works for the full Board; therefore the President is not required to obtain approval of a Board committee before an executive action.
- 6.4. To avoid identification with organizational parts rather than the whole. A Board committee that has helped the Board create policy on some subject will not be used to monitor organizational performance on that same subject.
- 6.5. Not to have standing committees. When necessary, the Board will form an *ad-hoc* committee. Committees will never consist of more than two Board members.
- 6.6. This policy applies only to committees that are formed by Board action, whether or not the committees include non-board members. It does not apply to committees formed under the authority of the President.



Community College District 7

Board of Trustees Policy Manual

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD SELF- EVALUATIONS
POLICY NUMBER: GP-7
PAGE: 1 OF 1

The Board of Trustees shall conduct an annual self-evaluation prior to the annual planning retreat, with discussion during the retreat.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: AGENDA PLANNING
POLICY NUMBER: GP-8
PAGE: 1 OF 1

The Board, in order to carry out its responsibilities with a governance style consistent with Board policies, will follow an annual agenda that will include:

- *Completing a re-examination of Goals policies annually*
- *Continually improving its performance through Board education, through enriched input and deliberation.*

Accordingly, the Board will:

- 8.1. Hold an annual planning retreat ~~in the early autumn each year~~ 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 Goals. At the annual planning retreat, the Board will:
 - a. Review the Board and College Mission
 - b. Establish priorities and budget parameters
 - c. Develop subjects for Board discussion and action during the following year
 - d. Review Board self-evaluation results
 - e. Prepare the annual agenda.
- 8.2. Establish, not later than October of each year, a Board meeting calendar, listing the dates and places for the regular monthly Board meetings for the ensuing year.
- 8.3. Request the agenda and supporting materials for each Board meeting to be delivered to the Board at least three (3) days before the meeting.
- 8.4. Be mindful that education, input, and deliberation will be paramount in structuring meetings and other Board activities.
- 8.5. Provide an opportunity for public input at each regular Board meeting.
- 8.6. Approve the College budget each June, or at a later date if circumstances dictate otherwise.
- 8.7. Decide the President's remuneration during the month of June, or at a later date if circumstances dictate otherwise, after a review of the President's annual performance evaluation, including any monitoring reports received during the year.

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	BOARD MEMBERS CODE OF ETHICS
POLICY NUMBER:	GP-9
PAGE:	1 OF 2

The Board of Trustees believes that ethical behavior fosters trust and confidence in the college and its Board of Trustees. Therefore, the Board accepts and commits itself to the responsibility of setting the tone for Shoreline Community College by conducting itself with the highest degree of ethical standards. Trustees shall strive to constantly practice basic ethical values inherent in public service, to promote individual development and the common good, and to do good for the satisfaction of contributing to society and not for personal gain.

Values and Principles of Ethics in Public Service

The values and principles of ethics in public service form the underlying moral foundation for the Board Members' Code of Ethics. The Board believes that such standards promote trust, confidence, and integrity in the working relationship between Trustees and staff. While a code of ethics alone cannot guarantee ethical behavior, the values and principles set forth in this code are intended as a moral guideline for trustees in carrying out their public service.

Accordingly, the Board of Trustees is committed to the following ethical values:

Honor. Honor is having a strong sense of what is right, just, and true. A trustee with honor has a strong sense of duty, pursuing good deeds as ends.

Integrity. Integrity means adherence to a strict moral or ethical code. A trustee with integrity is principled, honorable, upright, and courageous.

Fidelity. Fidelity implies faithfulness; trustworthy, loyalty, adherence to right; careful observance of duty, and exact discharge of obligations. A trustee worthy of trust demonstrates fidelity and loyalty to persons and institutions by friendship and support in adversity, and does not use or disclose information learned in confidence for personal or political advantage.

Respect. Respect is the act of feeling or showing deferential regard for human dignity, privacy and a right to self-determination. A respectful trustee is courteous and decent, listening and respecting the opinions of others.

Civility. Civility implies polite and courteous behavior towards others. Civility is showing regard for others, contributing to smoothness and ease in dealings with others. Therefore practicing civil and courteous behavior is essential when engaging in discussions with fellow trustees and the president, particularly when disagreements arise. A civil trustee does not try to live others' lives for them, and accepts their perspectives, and judges only on their core ethical values.

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	BOARD MEMBERS CODE OF ETHICS
POLICY NUMBER:	GP-9
PAGE:	2 OF 2

Responsibility. Responsibility means being willing to make decisions and choices and being accountable for them. It implies that one is entrusted to achieve and/or maintain an outcome, is expected to have the relevant knowledge and skills, and to make a conscientious effort. Responsibility involves self-restraint, thoughtfulness and consideration. A responsible trustee recognizes and knows the importance of role modeling good behavior.

Fairness/Equitable. Fairness/Equitable means being just, equitable/fair, impartial, unprejudiced, unbiased, objective, inclusive, respectful, and open. It involves an open and impartial process, gathering and evaluating information, so that all can understand how a decision was made. Fairness/Being equitable is a commitment to avoid bias or favoritism, and to respect cultural differences as part of decision-making. It implies an open-mind and a willingness to admit when wrong, and where appropriate, change position or belief. A fair trustee does not overreach, or take advantage of another's mistakes or difficulties.

Caring. Caring is to genuinely feel and exhibit concern, compassion and empathy for the welfare of others, and to avoid harming others. Each trustee is asked to care about the diverse community it serves. To function effectively, a trustee needs the public's respect and confidence that its power will be used on behalf of the community as a whole.

Citizenship. Citizenship is an ethical obligation, which involves behaving in accordance with the rights, duties, and privileges of the community one lives in, obeying laws, contributing to the community and protecting the environment. Citizenship is concerned with the future health and welfare of society. A trustee practices citizenship with compassion, respect, responsibility and courage.

Trustworthy. A trustworthy person keeps promises, fulfills commitments, and takes responsibility for his/her conduct, obligations and actions. A trustworthy trustee abides by the spirit as well as the letter of an agreement, and does not interpret agreements in an unreasonable technical or legalistic manner to rationalize non-compliance or create justification for escaping his/her legal commitments.

Excellence. An ethical person demonstrates excellence by actions that are of high quality and worth. A trustee demonstrates excellence by accepting responsibility for his/her decisions, for the foreseeable consequences of his/her actions and inactions, and for setting an example for others.

Public Trust. The Board of Trustees, in its role of public officer, is obligated to lead by example to safeguard and advance the integrity and reputation of Shoreline Community College. The Board will avoid even the slightest appearance of impropriety and will take whatever actions necessary to correct or prevent any inappropriate conduct of its individual members and the President.

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	BOARD MEMBERS CODE OF CONDUCT
POLICY NUMBER:	GP-10
PAGE:	1 OF 2

The Shoreline Community College Board of Trustees commits itself to ethical, businesslike, and lawful conduct. Such conduct includes the proper use of authority and appropriate decorum when acting as Board members.

Accordingly, Board Members will:

- 10.1. Maintain loyalty to the College. This loyalty supersedes any conflicting loyalty to or advocacy for staff, other organizations, interest groups, membership on other boards or organizations. This loyalty supersedes the personal interest of any Board member acting as an individual consumer of College services.
- 10.2. Avoid any conflict of interest with respect to their fiduciary responsibility. Specifically:
 - a. There will be no self-dealing or any conduct of private business or personal services between any Board member and the College.
 - b. When the Board is to decide upon an issue that a member has an unavoidable conflict of interest, that member will withdraw without comment not only from the vote, but also from the deliberation.
 - c. Board members will not use their positions to obtain employment by the College or to furnish services or goods to the College on behalf of themselves, family members, friends, or associates.
- 10.3. Not attempt to exercise individual authority over the College or on behalf of the Board as a whole, except as explicitly set forth in Board policies. Specifically:
 - a. Board members will recognize the lack of authority in any individual Board member when interacting with the President or with College employees, except when explicitly authorized by the Board.
 - b. Board members will recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board in interaction with the public, press, or other entities.
- 10.4. Support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's person position on the issue.

POLICY TYPE: GOVERNANCE PROCESS
POLICY TITLE: BOARD MEMBERS CODE OF CONDUCT
POLICY NUMBER: GP-10
PAGE: 2 OF 2

- 10.5. Not permit themselves to be used to circumvent established lines of authority or to interfere in normal procedures for the handling of complaints or grievances.
- 10.6. Not present an item for action at board meetings that is not on the agenda, without consensus of the Board.
- 10.7. Be properly prepared for board deliberation.
- 10.8. Strive to participate in educational activities, including local, state, regional, and national meetings, to enhance their ability to serve effectively as members of the College's Board of Trustees.
- 10.9. Aim to be honest and ethical in their dealings with each other, with college employees, partners, suppliers and the public.
- 10.10. Treat each other and all people with respect, and will foster a productive environment free of harassment, intimidation and discrimination.
- 10.11. This policy will not restrict a Board member from communicating informally with the President, College staff, the public or other entities about College educational services or activities.



Community College District 7
Board of Trustees Policy Manual

SECTION 4: BOARD PRESIDENT RELATIONSHIP

- BPR-1: GLOBAL BOARD PRESIDENT DELEGATION**
 - BPR-2: UNITY OF CONTROL**
 - BPR-3: ACCOUNTABILITY OF THE PRESIDENT**
 - BPR-4: DELEGATION TO THE PRESIDENT**
 - BPR-5: MONITORING PRESIDENTIAL PERFORMANCE**
 - BPR-6: ACTING PRESIDENT**
 - BPR-7: BOARD TRAVEL**
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Community College District 7
Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	GLOBAL BOARD PRESIDENT DELEGATION
POLICY NUMBER:	BPR-1
PAGE:	1 OF 1

The Board's sole official connection to Shoreline Community College, its operational achievements and conduct, will be through the President of Shoreline Community College.

Adopted by Board of Trustees: Open Meeting, June 24, 2009
Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	UNITY OF CONTROL
POLICY NUMBER:	BPR-2
PAGE:	1 OF 1

- 2.1. Only official motions passed by the Board of Trustees are binding on the President of Shoreline Community College. Decisions or instructions by individual Board members, officers, or committees are not binding on the President of the college, except in rare instances when the Board may specifically authorize individual Board members, officers, or committees to exercise authority.
- 2.2. In the event Board members or committees request information or assistance with Board authorization, the President may refuse such requests that require, in the President's opinion, a material amount of staff time or funds, or are disruptive.

Adopted by Board of Trustees: Open Meeting, June 24, 2009
Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	ACCOUNTABILITY OF THE PRESIDENT
POLICY NUMBER:	BPR-3
PAGE:	1 OF 1

The President is the chief executive officer of the College. The Board will instruct the President through written policies, delegating to the President the authority to implement them, within the boundaries of prudence, ethics, laws and regulations. The President is accountable to the Board as a body. The President is the Board's single official link with operational achievements and conduct. Therefore, all authority and accountability of staff, as far as the Board is concerned, is the authority and accountability of the President.

Accordingly, the Board will:

- 3.1. Annually set-review realistic and achievable goals for the President aligning with the Strategic Plan.
- 3.2. Annually ensure the President communicates these goals to the campus.
- 3.3. Not give instructions to persons who report directly or indirectly to the President.
- 3.4. View the President's performance as identical to the college performance. Therefore, the college's accomplishment of the Board-stated Goals and in compliance with *Executive Limitations*, as defined in Section 2, will be viewed as successful Presidential performance.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE: DELEGATION TO THE PRESIDENT
POLICY NUMBER: BPR-4
PAGE: 1 OF 1

The Board will delegate its authority and accountability for College operations to the President of Shoreline Community College. The Board considers all authority over and accountability of employees to be the responsibility of the President.

Accordingly:

- 4.1. As long as the President uses any reasonable interpretation of the Board's Goals and Executive Limitations policies, the President is authorized to establish all administrative policies and procedures, make all decisions, take all actions, establish all practices, and develop all activities. The Board will never prescribe organizational means to the President.
- 4.2. The Board may change its Goals and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude of choice given to the President. As long as any particular delegation is in place, the Board and its members will respect and support the President's choices. The Board is not prevented from obtaining information in the delegated areas except where confidentiality prohibits.

4.3. Only those decisions of the Board acting as a body are binding upon the President.

~~4.3-4.4.~~ With the Board's approval, the President may deviate from Board policy when it is in the best interest of the College.

~~4.4.~~ If the President deems that a waiver of a Board policy is in the best interest of the College, the President shall apply to the Board for one.

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Adopted by Board of Trustees: Open Meeting, June 24, 2009
Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE: MONITORING PRESIDENTIAL PERFORMANCE
POLICY NUMBER: BPR-5
PAGE: 1 OF 2

Monitoring executive performance is synonymous with monitoring organizational performance with reference to Board policies regarding Goals and Executive Limitations. The Board will monitor performance to ensure policy compliance, including accomplishments of Goals. The Board may formally or informally evaluate the President's performance based on monitoring data.

Accordingly:

- 5.1. The purpose of monitoring is to determine the degree to which Board policies are being met. Information not dealing with the degree to which Board policies are being fulfilled will not be considered.
- 5.2. Monitoring will be done as routinely as possible.
- 5.3. Monitoring will be done in a way that permits the Board to use most of its time creating the future rather than reviewing the past.
- 5.4. The Board will acquire monitoring information for a given policy in one or more of three ways:
 - a. *Internal Reports*, in which the President discloses to the Board, interpretations and compliance information. Internal reports may include, but not be limited to:
 - Monitoring reports as related to Core Themes
 - Institutional data collection
 - Community surveys
 - Placement data
 - Assessment of student learning
 - Financial reports
 - Data on service to constituents
 - Goal achievement data
 - Additional relevant data to support compliance as requested by the Board
 - b. *External Reports*, in which disclosure of compliance information by an external auditor or other persons or entities external to the institution. External reports may include, but not be limited to:
 - Audit reports
 - Licensing examination results
 - Accreditation reports

Adopted by Board of Trustees: Open Meeting, June 24, 2009
Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	MONITORING PRESIDENTIAL PERFORMANCE
POLICY NUMBER:	BPR-5
PAGE:	2 OF 2

- Transfer data
- Additional relevant data to support compliance as requested by the Board

c. *Direct Board Inspection*, where assessment of compliance is made by a designated Board member(s), a committee, or the Board as a whole. This discovery is a Board-directed inspection of documents, activities, or circumstances to test policy compliance.

- 5.5. The Board will judge in all cases, the reasonableness of the President's interpretation, and whether data demonstrate the accomplishment of the interpretation.
- 5.6. The standard for compliance for the Board policy being monitored will be *any reasonable* President interpretation. The Board is the final judge of "reasonableness". The Board will always judge with a "reasonable person" test and not with interpretations favored by individual board members.
- 5.7. Any policy can be monitored by any method at any time. For regular monitoring however, the Board will classify each Core Theme and each Executive Limitations policy according to frequency and method to be applied. The Board may request from the President, specific areas to be reviewed.



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	ACTING PRESIDENT
POLICY NUMBER:	BPR-6
PAGE:	1 OF 1

The Board will ensure that the college not be left without a President.

Accordingly:

6.1. If the President is off campus for more than five working days, he/she will notify the Chair if he/she prior to the absence, delegate his/her authority to ~~a Vice President~~ an Executive Team member to serve as acting President for short periods of time, not to exceed 30 consecutive working days at a time.

~~6.2. If no Vice President is available, the President will delegate his/her authority consistent with #1 to a dean or director the president considers to be capable of fulfilling such responsibilities of a President.~~

~~6.3-6.2.~~ The Board will, upon the resignation, termination, incapacity or death of the current President, appoint an acting, interim or permanent President.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011; February 24, 2016



Community College District 7 Board of Trustees Policy Manual

POLICY TYPE:	BOARD-PRESIDENT RELATIONSHIP
POLICY TITLE:	BOARD TRAVEL
POLICY NUMBER:	BPR-7
PAGE:	1 OF 1

The Board of Trustees will comply with the Office of Financial Management (OFM) State Administrative and Accounting Manual (SAAM) Subsection [10.70.30.b](#) as follows:

- 7.1. Trustees who are not in travel status according to the provisions of SAAM Chapter 10 will be reimbursed according to Option 1 of SAAM [10.70.30.b](#).
- 7.2. Trustees who are in travel status according to the provisions of SAAM Chapter 10 will be reimbursed according to Option 2 of SAAM [10.70.30.b](#).
- 7.3. For purposes of determining what constitutes a "day or portion thereof spent to conduct board . . . business" under Option 1, the Board of Trustees will include all days, and only those days, on which an officially noticed meeting of the Board of Trustees occurs.

Adopted by Board of Trustees: Open Meeting, June 24, 2009

Revised: Open Meeting, September 28, 2011; February 24, 2016