

**COCC Board of Directors
Policy Review Committee
Meeting Agenda
May 12, 2026
11:00 a.m. – 12:00 p.m.
Remotely via Zoom**

Committee Members: Laura Craska Cooper (Chair), Erica Skatvold, Erin Merz

COCC Staff: Greg Pereira (President), Michael LaLonde, (Vice President of Finance and Operations), Kyle Matthews (Executive Assistant to the President and the VPFO)

1. Call to Order and Review of the Agenda
2. Review Minutes from April 9, 2026 – Items 2.1-3
3. Proposed Revisions to Board Expectation of the President (BEP) 8: Debt Level and Management – Items 3.1-2
4. Proposed Revisions to BEP 9: General Fund Reserve Policy – Items 4.1-2
5. Proposed Revisions to Governance Process (GP) 7: Board Planning Cycle – Items 5.1-6
6. Review GP 9: Board Operations – Item 6.1-3
7. Proposed Revisions to Board-President Relationship (BPR) 1: Delegation to the President – Item 7.1
8. Review GP 8: Board Member’s Code of Conduct – Item 8.1-2
9. Review BPR 2: President’s Job Description – Item 9.1-2
10. Next Meeting: To Be Determined
11. Adjourn

**COCC Board of Directors
Policy Review Committee
Meeting Minutes
April 9, 2026
1:00 – 2:00 p.m.
Remotely via Zoom**

Committee Members: Laura Craska Cooper (Chair), Erin Merz

COCC Staff: Greg Pereira (President), Michael LaLonde, (Vice President of Finance and Operations), Kyle Matthews (Executive Assistant to the President and the VPFO)

1. Call to Order and Review of the Agenda
 - a. The meeting was called to order at 1:06 p.m.
 - b. Craska Cooper asked LaLonde if any other financial or operational policies were in need of review.
 - i. LaLonde recalled Jim Porter’s suggestion to set aside funds for deferred maintenance or address it annually. He offered to consider it further and follow-up with the Committee.
2. Proposed Revisions to BEP 9: General Fund Reserve Policy – Items 4.1-2
 - a. Proposed revisions to this policy received a first reading at the Board meeting that took place the day before this Committee meeting.
 - b. Craska Cooper suggested adding language to the first paragraph that calls for the Committee to seek financing that doesn’t affect the College’s bond rating. LaLonde concurred.
 - c. Pereira suggested that a “why” statement could be a good idea for all of the Board’s policies.
 - d. LaLonde asked if the language regarding the VPFO’s annual report to the Board should be revised to require the VPFO to report more often.
 - i. Craska Cooper recalled the Board discussing an annual check-in during the month of November.
 - ii. LaLonde suggested it could be included in the monthly financial report provided in every regular Board meeting’s packet. Craska Cooper and Merz concurred.
 - e. Craska Cooper asked LaLonde to draft the suggested changes and send them to her, which she would then modify as deemed necessary. She would then send them to Matthews to send to the full Committee. LaLonde concurred.
3. Review Minutes from March 12 and 19, 2026 – Items 2a.1-2 and 2b.1-3
 - a. Motion to approve the minutes.
 - i. 1st: Erin Merz
 - ii. 2nd: Laura Craska Cooper
 - iii. In favor: Laura Craska Cooper, Erin Merz
 - iv. Opposed or abstained: none

4. Proposed Revisions to Board Expectation of the President (BEP) 8: Debt Level and Management – Items 3.1-2
 - a. Proposed revisions to this policy received a first reading at the Board meeting that took place the day before this Committee meeting. There was no additional discussion.
 - b. LaLonde suggested adding language that calls for the College’s viability ratio to not decrease below 1.0.
 - i. All committee members present concurred. Merz asked where the language would belong in the policy.
 - ii. LaLonde said he would review the policy and follow up on that question.
 - iii. Craska Cooper suggested the language should be under one of the points that say that “the President must...”
 - iv. LaLonde suggested not using a strict number on the viability ratio.
 - v. Craska Cooper concurred and said the language could say that that the “target” or “goal” for the viability ratio could be 1.0.
5. Proposed Revisions to Governance Process (GP) 7: Board Planning Cycle – Items 5.1-6
 - a. Proposed revisions to this policy received a first reading at the Board meeting that took place the day before this Committee meeting. There was no additional feedback.
6. Review GP 9: Board Operations – Item 6.1-3
 - a. Merz recalled that, at the Committee’s previous meeting, she offered to research other community college policies on public comments, which she will plan to do before their next meeting.
 - b. Craska Cooper will draft the proposed revisions to this policy that were discussed at the previous meeting.
 - c. Craska Cooper asked for Pereira’s thoughts on the language regarding the process for naming COCC’s buildings.
 - i. Pereira suggested that language could be added that would allow for room numbers to be renamed to make COCC’s campuses easier to navigate. Language could also be added to clarify that this policy is for the formal naming of buildings, rather than directional, numerical or alphabetical naming for buildings or rooms.
 - ii. Craska Cooper concurred and offered to draft some language to address this.
7. Proposed Revisions to Board-President Relationship (BPR) 1: Delegation to the President – Item 7.1
 - a. Merz emailed some suggestions of revisions to Craska Cooper before this meeting. Craska Cooper concurred with Merz’ suggestions.
 - b. Merz noted that the intentions of the proposed revisions were to avoid any surprises from Board members during Board meetings.
 - i. Craska Cooper concurred and suggested adding language to encourage Board members to have individual discussions with the President regarding any concerns they might have about the College, or with the

Chair regarding any concerns they might have about the President, before a public meeting.

8. Review GP 8: Board Member's Code of Conduct – Item 8.1-2
 - a. Craska Cooper suggested replacing the word “stakeholders” in the Board’s policies with something less problematic.
 - i. Merz suggested “constituents” might be more appropriate.
 - b. Craska Cooper asked if COCC has policies on conflicts of interest that the Committee could use as a reference for revising this policy.
 - i. Pereira shared [G-32-9.2](#) in the Zoom meeting’s chat.
 - ii. Craska Cooper recommended removing language referring to “close associates” as the language does not have a comparable federal or Oregon law concept, and it could unnecessarily subject the Board to criticism. She suggested adding language that Board members should not benefit financially from someone being hired by COCC.
 - iii. Pereira concurred and recommended borrowing language from G-32-9.2.
 - c. Merz noted that some pronouns in this policy should be modified to be gender-neutral.
9. Review BPR 2: President’s Job Description – Item 9.1-2
 - a. This item was tabled until the Committee’s next meeting.
10. Next Meeting: Wednesday, May 6, 1:00 – 2:00 p.m. via Zoom
11. Adjourned at 12:59 p.m.

BEP 8: DEBT LEVEL AND MANAGEMENT and ISSUANCE

*Approved: 1/9/2002; Revised: 12/9/2015; Renumbered: 4/1/2024;
Revised:*

Central Oregon Community College may incur debt to finance capital assets, facilities, and other long-term investments that support the College's mission and strategic priorities. Debt shall be managed prudently to maintain fiscal stability, preserve institutional creditworthiness, and protect the long-term financial health of the College.

The College shall manage debt in accordance with applicable provisions of Oregon Revised Statutes, including ORS Chapter 287A (Public Borrowing) and Oregon Budget Law (ORS Chapter 294). Debt practices shall support responsible financial stewardship consistent with Northwest Commission on Colleges and Universities (NWCCU) standards related to financial planning and resource management.

The Board of Directors retains authority to approve the issuance of debt obligations.

Debt shall be incurred only when reliable revenue sources have been identified to meet current and future debt service obligations without compromising the College's operating stability, required reserves, or long-term financial sustainability.

The President, in collaboration with the Vice President of Finance and Operations, shall administer the College's debt management activities and shall:

- Ensure that all debt obligations are issued in compliance with applicable laws and regulations.
- Ensure that annual budgets and long-term financial plans provide sufficient resources to meet debt service obligations.
- Evaluate the affordability and long-term financial impact of proposed debt prior to issuance.
- Maintain general obligation debt within prudent limits, not to exceed fifty percent (50%) of the district's legal general obligation debt capacity.
- Periodically review outstanding debt for potential refinancing opportunities consistent with Oregon State Treasurer guidelines.
- Utilize appropriate professional services, including bond counsel and financial advisory services, in connection with debt issuance and management.

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- Periodically report to the Board regarding the status of outstanding debt obligations.

Debt management shall be implemented in coordination with the College's Reserve Policy, Spending Policy, capital planning processes, and annual budget development procedures to support responsible stewardship of public resources and long-term institutional sustainability.

~~With respect to the incurrence and management of institutional debt, the President shall insure that sufficient funds are available to meet current and future debt requirements on all indebtedness within prudent fiscal parameters.~~

~~Accordingly, the President must:~~

~~Issue bonds and other obligations that are in full accordance with the guidelines and limitations set forth in the Oregon Revised Statutes.~~

~~Ensure that future budgets adequately plan to pay for maturing principal and interest of its general obligation indebtedness.~~

~~Issue certificates of participation (e.g., full faith and credit obligations) only when sufficient revenues are available and identified to pay the obligation in the future.~~

~~Ensure adequate accounting to occur for the property taxes that have been levied to pay for the maturing principal and interest of general obligation bonds.~~

~~Not allow general obligation debt to exceed fifty percent of the district's general obligation debt capacity.~~

~~Ensure that a periodic review of interest rates is conducted at least once every 3 years to determine whether potential savings from refinancing meet and exceed 3% aggregate interest costs savings required by the State Treasurer's guidelines.~~

~~Not allow debt to be incurred without the use of legal services, financial services and a paying agent.~~

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BEP 9: General Fund Reserve Policy

BEP 9: GENERAL FUND RESERVE POLICY

Approved: 9/11/2024

Establishing and Managing General Fund Unrestricted Fund Balances

The General Fund's unrestricted fund balance, often referred to as a reserve, plays a pivotal role in ensuring the consistent provision of services, addressing emergencies, acting as a safeguard against enrollment fluctuations, buffering against uncertainties in State funding, mitigating temporary revenue shortfalls, and maintaining stability during economic cycles. We aim to strategically manage these reserve funds to guarantee robust cash flow, stabilize interest rates, and ensure the seamless continuity of service delivery.

Defining "Unrestricted Fund Balance"

For the purposes of this policy, "unrestricted fund balance" or "UFB" specifically refers to the portion of the General Fund balance that remains unreserved, meaning it is not earmarked for existing college obligations.

Aspirational Reserve Levels

Aspirational Reserve Levels

Central Oregon Community College endeavors to maintain ~~an unrestricted fund balance within the range of 29% to 45% of general fund expenditures. This commitment is driven by our~~ a UFB of at least 60 days of operating reserves ("Reserve Goal") but in no event less than 37 days of operating reserves (the "Reserve Minimum"). The Reserve Goal and the Reserve Minimum have been established to: (i) reflect the Board's dedication to institutional stability and the long-term financial health of the College. ~~In the event that the unrestricted fund balance of the General Fund falls below 29%, the College will promptly adopt a comprehensive plan to restore it to the 29% threshold within a two-year timeframe. In cases where the unrestricted fund balance exceeds 45% of annual general fund expenditures, the excess will be transferred to the Capital Fund for future capital projects including deferred maintenance, equipment replacement and new construction;~~ (ii) to provide a response time cushion to allow the Board and staff to respond strategically in the event of a catastrophic event such as a pandemic, fire or civil unrest; and (iii) to increase the likelihood that the College can meet its immediately financial obligations to employees and vendors in the event of unforeseen circumstances or a catastrophic event.

The Board shall regularly monitor the College's compliance with the Reserve Goal and the Reserve Minimum.

If at any time, the UFB falls below the Reserve Goal, the Board shall have 60 days to adopt a plan that is reasonably calculated to restore the UFB to a level that meets or exceeds the Reserve Goal within 3 years of the date of adoption of such plan (the "Reserve Goal Deadline"). Until the UFB again complies with the Reserve Goal, the Board shall annually review and revise its plan

as the Board deems reasonably necessary to meet the Reserve Goal by the Reserve Goal Deadline.

If at any time, the UFB falls below the Reserve Minimum, the Board shall have 30 days to adopt a plan of action reasonably calculated to bring the UFB into compliance with the Reserve Minimum within 60 days of the date of adoption of such plan of action (the “Reserve Minimum Deadline”). Until the UFB again complies with the Reserve Minimum, the Board shall, on a monthly basis, review, and as the Board deems necessary, revise, the plan of action.

The number of days in operating reserves will be calculated by dividing general fund expenses by 365 to arrive at average daily spending for the year. The ending general fund balance will then be divided by the average daily spending to arrive at the number of days of reserves in the ending general fund balance.

Funding of the Unrestricted Fund Balance

The ~~funding of the~~ General Fund's ~~unrestricted fund balance~~ UFB will primarily ~~stem from~~ be funded by the surplus of General Fund revenues over expenditures.

Decision-Making Authority

The Board of Directors is vested with the authority to make decisions regarding the utilization of the General Fund's ~~unrestricted fund balance~~ UFB. These decisions will be made in consultation with the President and the appropriate personnel within the Office of Finance and Operations. Potential utilization avenues encompass capital equipment acquisitions, acquisition of real property, matching funds for construction projects, capital construction initiatives, IT infrastructure, deferred maintenance, investments in new programs or services that will transition to recurring funding sources following a defined trial period, and projects aligned with the College's strategic direction, among others. It is important to note that the General Fund's unrestricted fund balance shall not be allocated to support regular or annual operating expenditures.

Monitoring and Oversight

The Vice President of Finance and Operations, or their designated representative, will assume responsibility for the management and vigilant monitoring of the General Fund's ~~unrestricted fund balance~~ UFB. Regular reports will be provided to the Board and the Budget Committee, detailing the current status and projected trajectory of the ~~unrestricted fund balance~~ UFB during each budgeting cycle.

GP 7: BOARD PLANNING CYCLE

Approved: ~~6/9/1993~~; June 9, 1993

Revised: ~~6/13/2001; 12/9/2015; 9/11/2024~~ June 13, 2001; December 9, 2015

To accomplish its goals with a governance style consistent with Board policies, the Board will utilize a planning cycle which typically starts with a Board Retreat in the summer and/or fall and continues through the year, taking into special consideration if there is an upcoming legislative session.

Topics to be covered include, but are not limited to: ~~in~~In consultation with the President, setting annual or multi-year goals for the President; consideration of the long-term financial health of the institution; strategic planning; master plan update; facility maintenance review; student success measures; new programs; and review of Board policies.

Board members will also be encouraged to identify those areas of education and training needed to increase their knowledge and effectiveness in future deliberations.

While the actual calendar may vary from year to year based upon the schedules of the individual Board members, the following is a guideline for completing the Board's annual activities:

January-March:

July: 1. New Board members are sworn in. 2. The regular July meeting shall also constitute annual organizational meeting at which the Chair and Vice-Chair shall be elected for the upcoming year. 3. Planning begins for fall retreat. 4. The President shall designate the Presidential line of succession to the Board.

July-August: 1. New chair consults each board member regarding preferred committee assignments for the upcoming year.

August: 1. Typically, either the July or August meeting is canceled in recognition of the reduced volume of reports and activities during the summer. 2. An annual retreat will be held between June and November. At this retreat, among other things, the Board will, in consultation with the President, set goals for the following year. In addition, the Board will conduct its annual self-evaluation.

September: 1. New committee assignments made.

October: 1. Review Budget Committee makeup and determine vacancies, if any. 2. Advertise vacancies on Budget Committee.

December: 1. Receive update on budget status to date. 2. Consider any necessary revisions to budget.

~~4.~~ January-March: 1. Consider spring retreat, as necessary. 2. Receive annual audit presentation. 3. In consultation with president, establish presidential evaluation process.

April:

~~4.~~ 1. The President Evaluation Committee shall convene and begin the review process, ~~including consultation~~ and to the extent not already completed, consult and agree with the President on the form of evaluation instrument and the identity of individuals to be consulted or interviewed in connection with the evaluation process.

~~2.~~ 2. Hold ~~The~~ first Budget Committee meeting ~~will be held~~.

May:

~~4.~~ 1. May: 1. The second and final Budget Committee meeting will be held.

~~2.~~ 2. Depending upon when the Board retreat is scheduled, the Board Self-Evaluation Committee shall identify the form for the year's self-evaluation and distribute the same to Board members.

June:

~~4.~~ 1. The annual budget will be adopted.

~~2.~~ 2. The Board will give the President their annual evaluation and make a determination on any adjustment to the President's salary, which will take effect July 1. 3. Consider any changes to list of committees. 4. Interested Board members encouraged to identify interest in serving in Board leadership in anticipation of elections in July.

June-October:

~~4.~~ 1. Hold annual retreat, including consideration and adoption of Board and President goals for the upcoming year.

~~2.~~ 2. Complete board self-evaluation, which is ideally done at annual retreat.

July:

~~1. The regular July meeting shall also constitute annual organizational meeting at which the Chair and Vice-Chair shall be elected for the upcoming year.~~

~~2. The President shall designate the Presidential line of succession to the Board.~~

July-August:

~~1. New chair consults each board member regarding preferred committee assignments for the upcoming year.~~

August:

~~1. Typically, either the July or August meeting is canceled in recognition of the reduced volume of reports and activities during the summer.~~

~~2. An annual retreat will be held between June and November. At this retreat, among other things, the Board will, in consultation with the President, set goals for the following year. In addition, the Board will conduct its annual self-evaluation.~~

September:

~~1. New committee assignments made.~~

DRAFT BOARD CALENDAR

MONTH	CHAIR / VICE CHAIR – TO DO’S	KNOWN BOARD AGENDA TOPICS	KNOWN BOARD COMMITTEE MEETINGS / IMPORTANT EVENTS
July	<ul style="list-style-type: none"> • Plan Fall Retreat for October or November • Decide monthly locations for Board meetings in coming year 	<ul style="list-style-type: none"> • Swear in new Board members, if any • Elect new Chair and Vice Chair • Share Board Committee appointments • Make decision about holding August meeting 	Audit and Finance Cmte Mtg Real Estate Cmte Mtg
August	<ul style="list-style-type: none"> • Usually no meeting due to vacation schedules 		
September			New Academic Year Begins
October	<ul style="list-style-type: none"> • Budget Cmte Membership Review – Post Openings, if needed 	<ul style="list-style-type: none"> • Strategic Plan Goal Report – Student-Ready College 	ACCT Conference Real Estate Cmte Mtg Anthony’s at the Old Mill Board Fall Retreat (or November)
November			OCCA Conference
December		<ul style="list-style-type: none"> • Vote on Room and Board for coming year • Strategic Plan Goal Report – Access 	

January		<ul style="list-style-type: none"> Annual Audit Presentation 	<p>Audit and Finance Cmte Mtg Real Estate Cmte Mtg</p>
February	<ul style="list-style-type: none"> Plan Summer Retreat for June or July 	<ul style="list-style-type: none"> Strategic Plan Goal Report – Community Engagement 	
March	<ul style="list-style-type: none"> Finalize President’s Evaluation process with President and discuss potential Contract changes, if any 		Board Orientation Cmte Mtg
April	<ul style="list-style-type: none"> Conduct President’s Evaluation 	<ul style="list-style-type: none"> Vote on Tuition and Fees for coming year Strategic Plan Goal Report – Workforce Development 	<p>Budget Cmte Mtg (held before Board Mtg) Real Estate Mtg Keyes Cmte Mtg Meal of the Year</p>
May	<ul style="list-style-type: none"> Conduct President’s Evaluation Begin Board Self-Evaluation 	<ul style="list-style-type: none"> Initial Budget Approvals Promotions, Tenure, Sabbaticals, and Emeritus 	Budget Cmte Mtg (held before Board Mtg)
June	<ul style="list-style-type: none"> Establish next year’s committees Seek candidates for next Chair and Vice Chair 	<ul style="list-style-type: none"> Numerous End-of-Year Budget/Administrative Approvals Renewal of Faculty and Staff Appointments Administrator Salary Adjustment, if any Share President’s Eval, Compensation, and Contract Changes (if any) at Board meeting 	<p>Commencement President’s Scholarship Celebration Board Summer Retreat (or July) – set Board Goals for coming year</p>

		<ul style="list-style-type: none">• Strategic Plan Goal Report – College Sustainability	
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Notes: Create a separate New Board Member Orientation Cmte calendar

Add Board cmte mtgs

GP 9: BOARD OPERATIONS

Approved: 6/9/1993; Revised: 3/13/1996; 11/14/2001; 12/9/2016; 9/8/2021; 9/11/2024

The Board will operate in a consistent manner, following the policies detailed herein, and, unless otherwise noted and/or subject to applicable law, adhere to these operational proceedings:

1. The Board will meet on the second Wednesday of each month, normally at 5:45 p.m. in the Christiansen Board Room of the Boyle Education Center on the Bend campus. When the Chair deems it necessary or advisable to reschedule the time or date of a regular meeting, the Chair may do so, in consultation with the President and the remainder of the Board. Reasons for rescheduling may include, but are not limited to, assuring quorum, accommodating other College needs for the Board Room, and avoiding conflicts with holidays or community/College events. The Chair may upon their own motion, or at the request of three members of the Board, by giving notice to all members of the Board and the public call for an emergency meeting or special meeting of the Board; provided, however, special meetings must be called and noticed at least 24 hours prior to the holding of the special meeting. All meetings of the Board will be called, noticed, and held in accordance with the rules of the Board, ORS Chapter 341, and Oregon's Public Meetings Law. The Board will use reasonable efforts to hold at least one meeting on each campus annually and one meeting a year in other communities within the College's district.
2. To foster equitable participation by all Board members and to facilitate efficient and effective meetings, the Board shall generally follow Robert's Rules of Order in the conduct of meetings.
3. At the annual organization meeting, to be held as part of the regular July Board meeting, the Board shall elect a Chair and a Vice-Chair. The Vice-Chair will serve as Chair-elect, with the expectation, but not the obligation, of becoming Chair. No Vice-Chair is required to subsequently serve as Chair, and the Board has no obligation to elect a former Vice-Chair as Chair. The Vice-Chair shall fulfill the duties of the Chair in the absence of the Chair.
4. When a vacancy as specified under ORS 341.335(1)(a)-(d) occurs on the Board, the remaining Board members shall cause the College to publicly advertise the vacancy and seek applications from members of the public who reside within the zone represented by the vacancy. The Board shall prescribe the format in which applications to fill the vacancy

are to be submitted. Time permitting, the Board may choose to convene a subcommittee of Board members to screen applications, and/or interview applicants, and make a recommendation to the Board. At a regular or special meeting, the Board shall then fill the vacancy with a qualified individual. The member so selected shall serve until the next Board election at which time the current Board member (or a successor) shall be formally elected to fill the remainder of the unexpired term, if applicable.

5. During the budget review process, the Board will convene the District Budget Committee, in accordance with ORS Chapter 294.
6. The Board Chair, in consultation with the Vice-Chair and with input from Board members and the President, will set the Board's meeting agendas. The Chair will seek to base agendas upon then-current issues for the College as well as upon the goals and issues agreed upon by the full Board at a retreat.
7. To the extent permitted by Oregon law and College technology, Board members may participate in meetings via telephonic conference call or other electronic means of conferring and be considered present, provided all members of the Board and the public attending the meeting can reasonably hear the voice of the Board member, and the Board member can reasonably hear the voices of the other members of the Board and the public attending the meeting. In accordance with applicable law, the College will provide electronic access or other means for the public to attend meetings of the Board.
8. The Board ~~places a will give~~ high priority ~~onte~~ participation by members of the public and of the College community, and will provide opportunities for public comment in a fair, orderly, and efficient manner. The Board ~~will provide a reserves the right to establish time limits for~~ public comment period at the beginning of regular meetings and, when feasible, an additional opportunity at the end of the meeting. The Board ~~reserves the right to establish procedures take partial testimony, to limit debate, or to take whatever actions are necessary to ensure offer~~ a fair hearing, maintain order, comply with facility capacity and safety requirements, and to an individual within the time necessary to complete the published agenda. This includes the ability to limit testimony that is repetitive, irrelevant, or disruptive. The Board may choose to respond to comments during the meeting, refer items to staff, or defer response to a later time.
9. The naming of any campus, building, or significant spaces within Central Oregon Community College shall be at the discretion of the Board of Directors.

- A. The Board may choose to name a building after a major geographical feature, facility function or after persons involved with the College or state of Oregon. The Board may use a naming committee to recommend names for particular campuses, buildings or significant spaces.
 - B. The Board may choose to name smaller areas of the College, such as rooms or spaces, after persons living or deceased, or organizations which have given a major service or made major contributions to the College, College Foundation, or College district.
 - C. The Board will consult with, and consider requests from, the President and the executive director of the COCC Foundation in exercising naming opportunities.
 - D. The Board may, as it deems appropriate, change the name of any campus, building, room, space, or area of the College.
10. When the Board finds it to be in the best interest of the College, the Board may disregard any of its policies and take action contrary to such policy(ies). Such action will first require a resolution approving a deviation from policy or the clear consensus of a majority of the Board.

BOARD-PRESIDENT RELATIONSHIP

BPR 1: Communication and DELEGATION TO THE PRESIDENT

Approved: 6/9/1993; Revised: 12/9/2015; 9/11/2024; 11/17/2025

The President is accountable to the full Board. The Board will establish the governing policies, delegating implementation of the policies and the development and implementation of procedures to the President.

1. All Board authority delegated to staff is delegated through the President, so that all authority and accountability of staff is considered to be the authority and accountability of the President. Board members should not make direct requests of staff, including but not limited to, requests for information or documents, or requests to take specific actions without the president's consent.
- ~~1-2.~~ Board members should disclose any college business-related communications with staff members to the President.
- ~~2-3.~~ The President is authorized to establish all procedures, make all decisions, take all actions and develop and implement all activities as long as they are consistent with the Board's direction and policies. This includes specific goals set by the Board. In general, to allow the President time and capacity to meet the goals set by the Board, such goals will be set annually at the annual Board retreat in the summer or fall in consultation with the President. Notwithstanding the foregoing, the Board may, from time to time, determine that individual goals need to be added, modified or eliminated as circumstances warrant. The Board will consult with the President in setting or changing goals for the President.
4. No individual Board member, officer or committee has authority over the President. Information or assistance may be requested by individuals or groups, but if such a request - in the President's judgment - requires a material amount of staff time or funds or is disruptive, it may be refused, unless authorized by the Board.
- ~~3-5.~~ Board members are responsible for keeping the President properly informed. As such, Board members should make every effort to inform the President of their questions, concerns, or specific advocacy prior to public meetings when possible.

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GP 8: BOARD MEMBERS' CODE OF CONDUCT

Approved: 6/9/1993; Revised: 2/8/1995; 12/9/2015; 9/11/2024

Given the role that a Board member plays, and the fact that they are often seen as the "face" of the institution, the Board expects at all times that its members will exhibit ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior at all times.

1. Board members must represent unconflicted loyalty to the interests of the stakeholders and constituents. This accountability supersedes any conflicting loyalty such as that to advocacy of interest groups and membership on other Boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the organization's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to information.
 - B. Board members must not use their positions to obtain employment in the organization for themselves, family members or close associates.
 - C. Should a Board member be considered for employment, s/he must temporarily withdraw from Board deliberation, voting and access to applicable Board information.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - A. Board members' interaction with the President or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
 - B. 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.
 - C. Board members will refrain from making any public remarks or disparaging comments about the President or staff that could damage the College's reputation.

4. Board members will be reimbursed for all Board/College-related travel; however, the College does not pay meals, lodging, or other costs for family member(s) who may accompany the Board member unless circumstances are pre-approved by the Board Chair.

Current:**BPR 2: PRESIDENT'S JOB DESCRIPTION**

Approved: 6/9/1993; Revised: 12/9/2015

The President's job duties and responsibilities can be stated as performance in the following areas:

1. Performance of Board Goals and Objectives
2. Relationship with the Board of Directors
3. Operational Skills and Services
4. Professional and Leadership Activities
5. Knowledge, Skills and Abilities.

Draft:

The President is the chief executive officer of the community college and derives authority from, and is accountable to, the Central Oregon Community College Board of Directors. The President provides vision and leadership for the College and oversees all programs and services in accordance with Board policies, regulations, and applicable laws.

The President is responsible for the following:

1. Developing and implementing a progressive, community responsive college philosophy, including a comprehensive strategic plan that outlines the institutional mission, vision, goals, priorities, and resources for current and long-range needs.
2. Fostering a climate that enhances student learning, encourages creative teaching and learning, and motivates staff, faculty, and students to achieve their highest potential.
3. Establishing and maintaining an administrative organization that ensures effective and efficient management of the College and its resources.
4. Recommending policies for Board action and implementing policies adopted by the Board.
5. Managing institutional resources effectively and developing new resources.

6. Ensuring effective internal and external communication, keeping the Board informed, serving as the College's chief spokesperson, and representing the College to the public.
7. Representing and participating in appropriate local, state, and national efforts that advance the interests of the College.
8. Delegating responsibilities to staff, faculty, and committees as appropriate for the effective administration of the College.
9. Exercising the discretion necessary to ensure the efficient operation of the College and addressing administrative matters not otherwise specified by law or Board policy.