



Board of Trustee Handbook

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A Parting Poem from Former Trustee Ned Graham....

To the new folks down at Cowley
Who are coming on the board
You've found your life is dull now
You need to find a new reward

Your career is kind of coasting
No excitement do you see
'cept looking at the paper
See what's playing on TV

Filing's only fifteen dollars
And your name is on the list
You will have some prestige now
Of course, you can't resist

Oh, there are endless forums
And questions by the ton
Signs to buy, and floats to build
They're no longer so much fun

Well, soon there will be phone calls
Sometimes late at night
Some guy just got his tax bill
And he's spoiling for a fight

You try to make a living
Nobody really cares
You're in the public eye now
They think your time is theirs

Beware of extra meetings
You must toe the line exact
Elst you'll need a lot more schooling
In the Open Meetings Act
Be careful what you're saying
And who you quote it to
The "paper" just delights in that
And loves to turn the screw

Do the work with a happy heart
And keep in line your ducks
Let your heart reap its own rewards
Cause the salary really sucks

The people you'll be working with
When all is said and done
They all work hard you'll find it's true
they're really lots of fun

Introduction:

Board of Trustees

Mr. Brett Bazil (January 2022- January 2026)	Trustee
Dr. Alan Marcotte (August 2022-January 2028)	Trustee
Mr. Robert McGregor (January 2022-January 2026)	Trustee
Mrs. Jacinda Shaw-Kinzie (January 2024-January 2028)	Trustee
Mr. Joe Shriver (January 2024-January 2028)	Trustee
Pr. David Stanley (April 2024-January 2026)	Trustee
Mr. Phil White (January 2024-January 2028)	Trustee
Mr. Gary Wilson (January 2022-January 2026)	Trustee

Appointments

Dr. Michelle Schoon.....	President
Mr. Gary Wilson.....	Board Treasurer
Ms. Tiffany Vollmer	Board Clerk
Mr. David Andreas	Board Attorney

Board Contact Information

<u>Name</u>	<u>Phone Number</u>	<u>Address</u>	<u>Email</u>
Brett Bazil			brett.bazil@cowley.edu
Dr. Alan Marcotte			alan.marcotte@cowley.edu
Bob McGregor			bob.mcgregor@cowley.edu
Jacinda Shaw-Kinzie			Jacinda.shaw-kinzie@cowley.edu
Joe Shriver			joe.shriver@cowley.edu
David Stanley			david.stanley@cowley.edu
Phil White			Phil.white@cowley.edu
Gary Wilson			gary.wilson@cowley.edu

<u>Name</u>	<u>Phone Number</u>	<u>Address</u>	<u>Email</u>
Dr. Michelle Schoon <i>President</i>	W: 620-441-5234 C: 620-218-1659	125 S. 2 nd Street Arkansas City	Michelle.schoon@cowley.edu
Tiffany Vollmer <i>Board Clerk</i>	W: 620-441-5234 C: 620-660-1604	125 S. 2 nd Street Arkansas City, KS	tiffany.vollmer@cowley.edu
David Andreas <i>Board Attorney</i>	W: 620-221-1610	104 ½ West 9 th Suite 303 Winfield, KS	dwalaw@andreaslaw.kscoxmail.com

Disclaimer the Kansas Open Meetings Act states that the majority of the Board cannot participate in interactive communications outside of a public meeting. Therefore, **please do not send an email or text message, or reply to an email or text message that will be sent to a majority of the Board.**

Section I: Statement of Mission, Vision and Core Values

Mission Statement

Cowley College is committed to providing opportunities for learning excellence, personal achievement, and community engagement.

Vision Statement

Champion the relevance of two-year colleges in higher education through holistic learning and workforce development opportunities.

Core Values

Cowley College is dedicated to the continual pursuit of excellence by embracing our Core Values, the fundamental principles that guide our actions.

People

- We emphasize the importance of human relationships, diversity, and a sense of community.
- We provide student-centered instruction.
- We provide a safe, learning environment where joy, humor, and teamwork are embraced.
- We encourage open communication and the sharing of ideas.

Accountability

- Our students will receive a quality education.
- The College will provide students the opportunity to take an active role in their success.
- All employees are responsible and committed to excellence.
- We are accountable to the community to educate students and to sustain and improve society

Integrity

- We regard honesty, trust, and respect as essential principles in our academic, personal and professional standards.

Leadership

- We provide a positive atmosphere that fosters personal and professional growth.
- We empower students and employees to be innovative and visionary.
- We are an ethical leader in the field of education.

Strategic Theme

With integrity and passion, Cowley College advances its mission and vision by supporting the attainment and demonstration of life skills in the areas of critical thinking and problem solving, communications, citizenship, computation, and technology.

Institutional Priorities

Priority 1	F	Focus: <i>Cowley College identifies and meets student needs through teaching and learning processes aligned with unique support systems to support its core mission, student success.</i>
Priority 2	I	Impact: <i>Cowley College leverages resources to increase scope, minimize student constraints and improve operations.</i>
Priority 3	E	Equity: <i>Cowley College creates a strong community that demonstrates inclusive and equitable treatment of its stakeholders.</i>
Priority 4	R	Relevance: <i>Cowley College adapts to meet changes in higher education and stakeholder needs.</i>
Priority 5	C	Community: <i>Cowley College commits to the public good by creating engagement and value for its service area.</i>
Priority 6	E	Equip: <i>Cowley College invests in its employees to create a culture that promotes personal and professional growth.</i>

Cowley College Accreditation and Recognition

Cowley County Community College is accredited by the Higher Learning Commission (hlcommission.org), a regional accreditation agency recognized by the U.S. Department of Education and coordinated by the Kansas Board of Regents (KBOR).

Higher Learning Commission
 230 South LaSalle Street, Suite 7-500
 Chicago, IL 60604
 800.621.7440

The College is a member in good standing of the Kansas Association of Community Colleges (KACC).

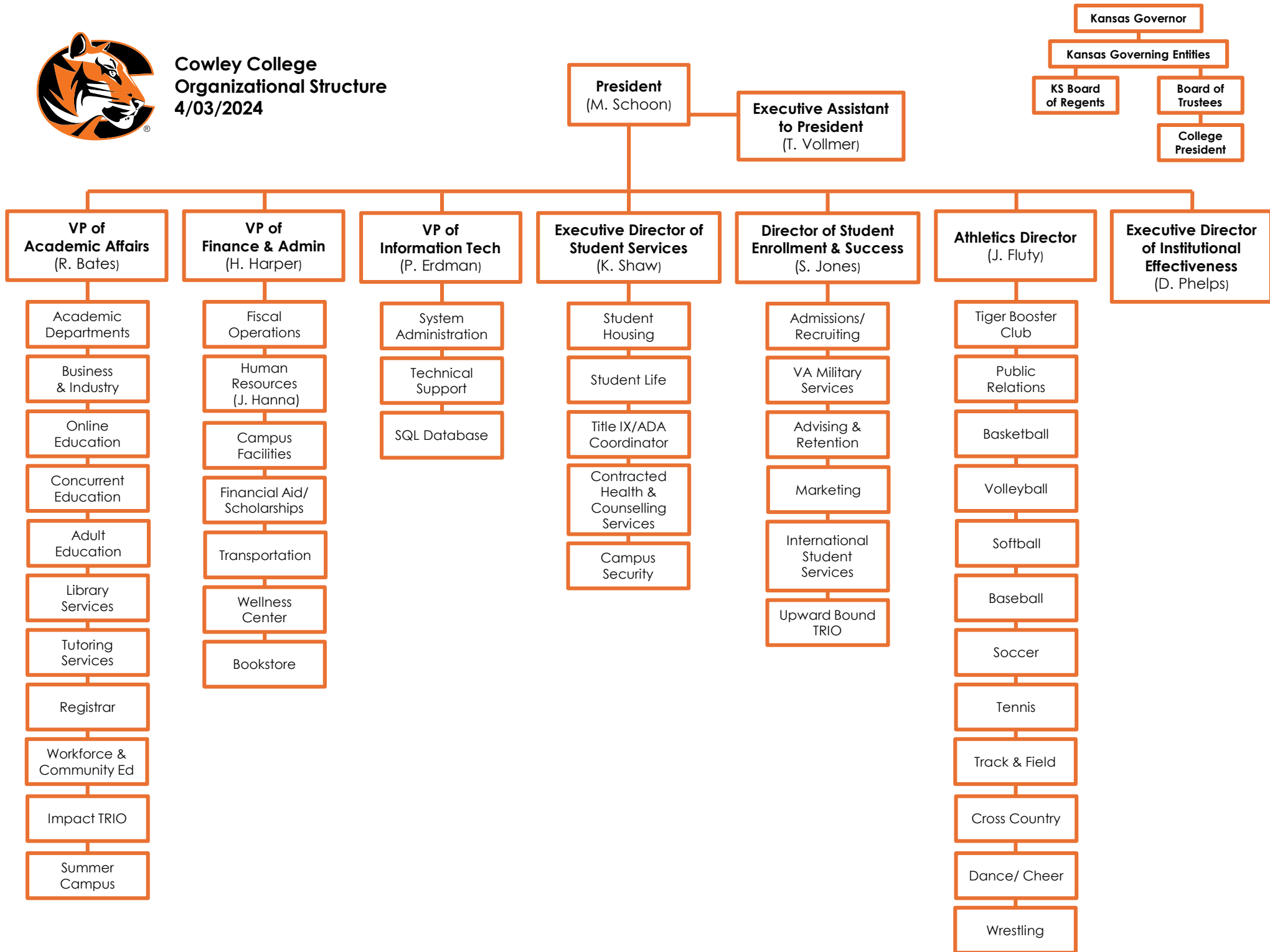
For more information, email Cowley College at accreditation@cowley.edu.

In addition, some individual programs are accredited by associated professional organizations which include:

- The Cosmetology program is accredited by the Kansas Board of Cosmetology.
- The Cowley College Paramedic Program is accredited by the Commission on Accreditation of Allied Health Education Programs (www.caahep.org) upon the recommendation of the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).



**Cowley College
Organizational Structure
4/03/2024**



Section II: Board Member Basics

Role of the Trustees

The primary role of the Board of Trustees is policy making. The Board may operate with authority only when legally in session. Individuals or groups may at times confront a single Board member with issues which usually should be handled by the President of the college. In these cases, the Board member should withhold comment and/or opinion until he/she has had the benefit of hearing the issue discussed by the President and the Board in session where all aspects of the problem may be aired. A Board member should not compromise other members of the Board or the President of the college by predicting what action may be taken.

HLC and the Role of the Board

Assumed Practices – A set of practices shared by institutions of higher education that are unlikely to vary by institutional mission or context and are more general in nature.

1. The institution has a conflict of interest policy that ensures that the governing board and the senior administrative personnel act in the best interest of the institution.
2. The governing board and its executive committee, if it has one, include some “public members.” Public members have no significant administrative position or any ownership interest in any of the following: the institution itself; a company that does substantial business with the institution; a company or organization with which the institution has a substantial partnership; a parent, ultimate parent, affiliate, or subsidiary corporation; an investment group or firm substantially involved with one of the above organizations. All publicly-elected members or members appointed by publicly-elected individuals or bodies (governors, elected legislative bodies) are public members.

Criteria for Accreditation – The standards of quality by which HLC determines whether an institution merits accreditation or reaffirmation of accreditation, designed to seek evidence of continual improvement on the part of member institutions rather than to define minimum qualifications.

Criterion Related to Governance:

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
2. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.
3. The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.
 - The governing board’s deliberations reflect priorities to preserve and enhance the institution.
 - The governing board reviews and considers the reasonable and relevant interests of the institution’s internal and external constituencies during its decision-making deliberations.
 - The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or other external parties when such influence would not be in the best interest of the institution.
 - The governing board delegates day-to-day management of the institution to the administration and expects faculty to oversee academic matters.
4. The institution’s governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

- The governing board is knowledgeable about the institution; it provides oversight of the institution's financial and academic policies and practices and meets its legal and fiduciary responsibilities.
- The institution has and employs policies and procedures to engage its internal constituencies – including its governing board, administration, faculty, staff, and students – in the institutions governance.
- Administration, faculty, staff and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

Shared Governance

In support of the vision, mission, values, and guiding principles of Cowley College; the Board, administration, staff and faculty recognize their joint responsibility for open communication and the mutual benefits which are derived from a philosophy of shared governance, agreeing that those affected by policy or procedure should participate in its development. All parties previously mentioned agree to work together in the process of continuous quality improvement in developing policy and procedure recommendations and also recognize the value of sharing in decision-making processes which impact employees, students and future planning of the College. This mutual commitment to share governance processes does not supersede the legal obligations of the Board or its designees to make final policy and procedure decisions.

Trustee Code of Ethics

As a governing board member, I am responsible to:

1. devote time, thought and study to the duties and responsibilities of a community college board member, so that I may render effective and creditable service;
2. work with my fellow board members in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debates of points of issue;
3. base my personal decision upon all available facts in each situation; vote my honest conviction in every case, unswayed by partisan bias of any kind; and abide by and uphold the final majority decision to the board;
4. remember at all times that as an individual I have no legal authority outside the meetings of the board, and to conduct my relationships with the community college staff, the local citizenry, and all media of the community on the basis of this fact;
5. resist every temptation and outside pressure to use my position as a community college board member to benefit myself or any other individual or agency apart from the total interest of the community college district;
6. recognize that it is as important for the board to understand and evaluate the educational program of the community college as it is to plan for the business of college operation;
7. bear in mind under all circumstances that the primary function of the board is to establish the policies by which the community college is to be administered;
8. welcome and encourage active cooperation by citizens, organizations, and the media of communication in the district with respect to establishing policy on current college operations and proposed future developments;
9. support the state and national community college trustee associations;

10. Finally, strive step by step toward ideal conditions for the most effective community college board service to my community, in a spirit of teamwork and devotion to public education as the greatest instrument for the preservation and the perpetuation of our representative democracy.

What Ethical Concepts Might the Board of Trustees Address?

Codes of ethics, which are also called standards of practice, codes of conduct, or standards for excellence, cover three general areas.

- Promoting the public trust
- Roles and responsibilities of trustees and governing board
- How trustees should treat others and conduct themselves

Promoting the Public Trust

Represent the Common Good. Trusteeship is an expression of civic leadership. Governing boards derive their authority from, and are accountable to, the community as a whole. As public officials, trustees fulfill the core value of responsibility to society by acting on behalf of the entire community. They express the value of benevolence by seeking wellbeing of the entire community. They represent the interests of the community in their board decisions.

Considering special interests. Single and special interest groups play an important part in representing various segments of our diverse society, such as political parties, racial and ethnic groups, employee associations, religious groups, neighborhood associations, and taxpayer groups. While all of these interests are important, trustees must remember that the first and foremost obligation of every trustee is to represent the general interests of the College's service area. Ethical behavior involves being aware of a wide variety of public and community needs, and integrating them into the interests of the whole.

Open meetings. Most states have laws that address open meetings for public governing boards. Part of the responsibility of public service is that issues affecting the public are shared and debated in public. Doing so promotes trustworthiness and reliability. College boards may hold executive or closed sessions to protect the rights of personnel and the college; respect for the rights of others means that ethical trustees do not reveal discussions in those sessions.

Conflicts of interest/personal gain. Public service as a trustee is intended to benefit the College and the community, not the individual trustee or his or her relatives and friends. Preventing trustees from abrogating this responsibility is why many states have laws that define conflicts of interests for public officials. The laws may prohibit trustees from making decisions that would benefit their income, personal investments, and businesses owned by the trustee or family members. Trustees should review the specific implications of those laws and regulations to ensure they avoid problems.

Beyond legal implications, trustees should be aware of activities that create the perception of favoritism or personal gain. Examples of potential problem areas are preferential treatment of other trustees or college staff, selectively sharing information with only certain people, or informally steering business to or seeking to have friends hired. Public perceptions that board members are furthering their own interests rather than those of the district harm the College. Being sensitive to situations for potential conflicts and understanding their negative impact will help avoid problems.

Four Questions to Ask Yourself

To help determine ethical behavior, ask:

1. Am I doing to others what I would want done to me?
2. Would I mind seeing what I am doing on the front page of a newspaper?
3. Am I comfortable with members of my family knowing what I am doing?
4. Do I want to encourage employees and students to do this?

What Happens When Boards or Trustees Are Not Ethical?

Questionable or unethical behavior by a trustee or by the board hurts the College, and its reputation suffers. Trustees have harmed the very thing—the institution—that they were supposed to protect. Time and energy is wasted addressing the behavior in question; time better spent ensuring students are educated. Community members, college employees and students lose respect. College employees and students may lower their own standards for ethical behavior based on the message they are receiving from the board. Community members and politicians may be less likely to support the College, including funding, if they believe that the board does not act with integrity and with the best interests of the College and community in mind.

Three Rules for Presidents and Trustees

1. Board Members and the President should not take each other by surprise, especially in public.
2. Board members and the President should support each other – at least in public because the institution always loses when internal battles go public.
3. Board Members and the President must communicate: effectively, openly and often.

Trustee Duties and Responsibilities

K.S.A. 71-201 The Cowley College Board of Trustees, in accordance with the provisions of law and the rules and regulations of the state Board of Regents, shall have custody of and be responsible for the property of the community college and shall be responsible for the operation, management and control of the college. The Board of Trustees shall hold at least one regular meeting each month at a time prescribed by the board. The board shall make an annual report in the manner prescribed by the state Board of Regents. Members of the Board of Trustees shall be paid subsistence allowances, mileage and other actual and necessary expenses incurred in the performance of their official duties.

For effectuation of the purposes of this act, the board of trustees in addition to such other powers expressly granted to it by law and subject to the rules and regulations of the state board of regents is hereby granted the following powers:

1. To select its own chairperson and such other officers as it may deem desirable, from among its own membership. The secretary may be chief administrative officer of the college.
2. To sue and be sued.
3. To determine the educational program of the college subject to prior approval thereof as provided in this act and to grant certificates of completion of courses or curriculum.
4. To appoint and fix the compensation and term of office of a president or chief administrative officer of the college.
5. To appoint upon nomination of the president or the chief administrative officer members of the administrative and teaching staffs, to fix and determine within state adopted standards their specifications, define their duties and to fix their compensation and terms of employment. No community college teacher shall be required to meet licensure requirements greater than those required in the state educational institutions.
6. Upon recommendation of the chief administrative officer, to appoint or employ such other officers of the college, agents and employees as may be required to carry out the provisions of law and to fix and determine within state adopted standards their qualifications, duties, compensation, terms of office or employment and all other items and conditions of employment.
7. To enter into contracts.

8. To accept from any government or governmental agency, or from any other public or private body, or from any other source, grants or contributions of money or property which the board may use for or in aid of any of its purposes.
9. To acquire by gift, purchase, lease-purchase, condemnation or otherwise, and to own, lease, use and operate property, whether real, personal, or mixed, or any interest therein, which is necessary or desirable for community college purposes. Any lease-purchase agreement entered into under authority of this subsection shall be subject to the conditions set forth in K.S.A. 10-1116c, and amendments thereto. The term of any lease entered into under authority of this subsection may be for not to exceed 10 years. Such lease may provide for annual or other payment of rent or rental fees and may obligate the community college to payment of maintenance or other expenses. Any lease or lease-purchase agreement entered into under authority of this subsection shall be subject to change or termination at any time by the legislature. Any assignment of rights in any lease or lease-purchase made under this subsection shall contain a citation of this section and a recitation that the lease or lease-purchase agreement and assignment thereof are subject to change or termination by the legislature. To the extent that the provisions of the cash-basis and budget laws conflict with this subsection in such a manner as to prevent the intention of this subsection from being made effective, the provisions of this subsection shall control. This provision is subject to the provisions of subsection (d).
10. To enter into lease agreements as lessor of any property, whether real, personal, or mixed, which is owned or controlled by the community college. Any such agreement may specify the purposes for which the property may be used, require that the property be maintained and operated by the lessee, and may contain such restrictions or limitations on the use of the property, be entered into for such period of time, and include such other terms and conditions as the board of trustees determines to be necessary and proper. Every such agreement shall be subject to change or termination at any time by the legislature. Any assignment of rights under any such agreement shall be subject to approval by the board of trustees and shall contain a citation of this section and a recitation that the lease agreement and assignment of rights thereunder are subject to change or termination by the legislature.
11. To determine that any property owned by the college is no longer necessary for college purposes and to dispose of the same in such manner and upon such terms and conditions as provided by law.
12. To exercise the right of eminent domain, pursuant to chapter 26 of the Kansas Statutes Annotated, and amendments thereto.
13. To make and promulgate such rules and regulations, not inconsistent with the provisions of law or with rules and regulations of the state board of regents, that are necessary and proper for the administration and operation of the community college, and for the conduct of the business of the board of trustees.
14. To exercise all other powers not inconsistent with the provisions of law or with the rules and regulations of the state board of regents which may be reasonably necessary or incidental to the establishment, maintenance and operation of a community college.
15. To appoint a member to fill any vacancy on the board of trustees for the balance of the unexpired term. When a vacancy occurs, the board shall publish a notice one time in a newspaper having general circulation in the community college district stating that the vacancy has occurred and that it will be filled by appointment by the board not sooner than 15 days after such publication.
16. To contract with one or more agencies, either public or private, whether located within or outside the community college district or whether located within or outside the state of Kansas for the conduct by any such agencies of education for students of the community college, and to provide for the payment to any such agencies for their contracted educational services from any funds or moneys of the community college, including funds or moneys

received from student tuition and fees, funds received from the state of Kansas or the United States for education, or taxes collected under K.S.A. 71-204, and amendments thereto. Any contract made under this subsection with an institution of another state shall be subject to the provisions of K.S.A. 71-202, and amendments thereto.

17. To authorize by resolution, the establishment of a petty cash fund in an amount not to exceed \$1,000, and to designate in such resolution an employee to maintain such petty cash fund. The employee designated in any resolution provided for in this subsection receiving such funds shall keep a record of all receipts and expenditures from the fund, and shall from time to time, and at the end of the fiscal year, prepare a statement for the board showing all receipts, expenditures, and the balance in the petty cash fund. The Board of Trustees may authorize the employee designated to maintain any petty cash fund to make a claim for replenishment of the fund to its original amount in advance of approval by the Board of Trustees if, at any time during the period between regular monthly meetings of the Board of Trustees, the balance remaining in the fund is insufficient to make needed expenditures for any purpose for which the petty cash fund is maintained. No petty cash fund may be replenished more than one time during each period between regular monthly meetings of the Board of Trustees. If a petty cash fund is replenished prior to the end of the fiscal year in accordance with the foregoing authorization, the employee authorized to maintain the petty cash fund shall keep an accurate record of all expenditures made therefrom, and the purpose therefor, and shall submit the record to the Board of Trustees at the next regular monthly meeting thereof. The petty cash fund shall be replenished by payment from the appropriate funds of the community college to the petty cash fund upon proper claim. The fund shall be kept separate from all other funds and shall be used only for authorized expenditures and itemized receipts shall be taken for each expenditure. No part of such fund may be loaned or advanced against the salary of an employee. All employees entrusted with such funds under this subsection shall be bonded by the community college district. (c) Subject to the provisions of subsection (d), the Board of Trustees may purchase or otherwise acquire land or land and improvements and may acquire, construct, reconstruct, repair or remodel improvements thereon or additions thereto, including furnishings, equipment, and architectural and incidental expense related thereto, and for such purposes the Board of Trustees is authorized to issue and sell general obligation bonds, the cumulative total not to exceed the following amounts: Where the community college district has a taxable tangible valuation of less than \$90,000,000 or is located in a county designated as urban under the provisions of K.S.A. 19-3524, and amendments thereto, not to exceed 5% of the taxable tangible property of the community college district, and where the community college district has a taxable tangible valuation of more than \$90,000,000 not to exceed 3% except as provided above for any community college district located in a county designated as urban under the provisions of K.S.A. 19-3524, and amendments thereto, of the taxable tangible property of the community college district. If any increase in the valuation of a community college district results in an outstanding bonded indebtedness in excess of that provided in this subsection, such increase shall not constitute a violation of this subsection. No such bonds shall be issued until the question of their issuance shall have been submitted to a vote of the electors of the community college district at a regular election or at a special election called for that purpose and the majority of the electors voting on the proposition in such community college district shall have voted in favor of the issuance of the bonds. Such election shall be called, noticed and held and the bonds issued, sold, delivered and retired in accordance with the provisions of the general bond law except as herein otherwise expressly provided. (d) (1) Except as provided in K.S.A. 2016 Supp. 72-4488, and amendments thereto, the board of trustees of a community college may purchase or otherwise acquire land or land and improvements within: (A) The community college district; or (B) the service area of the community college. Nothing in this subsection shall be construed or operate in any manner to require a board of trustees to sell, convey or otherwise dispose of land or land and improvements located outside the community college district or the service area of the community college and owned or being acquired by the community college on the effective date of this act. (2) For the purposes of this subsection, "service area" means a designated geographic area of the state established pursuant to agreement of the presidents of the community colleges and adopted in policy by the state Board of Regents.

The Cowley College Board of Trustees is responsible for ensuring that the college is an integral part of the community and serves its ever-changing needs. The Board is accountable to the community for the performance and welfare of the

institution.

An effective Board consists of people who come together to form a cohesive group to articulate and represent the public interest, establish a climate for learning and monitor the effectiveness of the institution. The Board does not do the work of the institution; it establishes standards for the work through the policies it sets. The Board's specific responsibilities are to:

Act as Unit

The board is a corporate body. It governs as a unit, with one voice. This principle means that **individual trustees have authority only when they are acting as a board. They have no power to act on their own or to direct college employees or operations.**

In order for boards to be cohesive and well-functioning units, trustees must work together as a team toward common goals. Boards should have structures and rules for operating that ensure they conduct their business effectively and efficiently, board agendas are clear and informative, and board meetings are run in an appropriate manner. The power of governance is expressed through one voice. As individuals, trustees make no commitments on behalf of the board to constituents, nor do they criticize or work against board decisions.

To be effective, the Board must:

- Integrate multiple perspectives into board decision-making
- Establish and abide by rules for conducting board business
- Speak with one voice, and support the decision of the board once it is made
- Recognize that power rests with the board, not individual trustees

Represent the Common Good

The Board of Trustees exists to represent the general public. They are responsible for balancing and integrating the wide variety of interests and needs into policies that benefit the common good and the future of the region. Therefore, board members should learn as much as they can about the communities they serve. They gain this knowledge by studying demographic, economic and social trends, by being aware of issues facing the community, and by talking with other community leaders and members of other boards. They use what they learn to make decisions that respond to community interests, needs and values. Boards discuss multiple viewpoints and issues in public, and have strategies to include the public in the policy-making process. Effective trustees and boards:

- Know community needs and trends
- Link with the community
- Seek out and consider multiple perspectives when making policy decisions
- Debate and discuss issues in public
- Serve the public good

Set the Policy Direction

Our governing Board establishes policies that provide direction and guidance to the president and staff of the College. A major board responsibility is to define and uphold our vision and mission which clearly reflect student and community expectations. This responsibility challenges the Board to think strategically, concentrate on the "big picture," and focus on the future learning needs of the community. It requires that boards consult widely with community groups as well as the administration, faculty, staff, and students of the college. Trustees engage in exciting, creative, thoughtful discussions as they explore the future and envision what they want their communities to be. They:

- Are proactive, visionary and future-oriented
- Learn about and communicate with many different groups
- Focus on community needs and trends
- Establish the vision, mission and broad institutional goals as policy

Employ, Evaluate and Support the Chief Executive Officer

Successful governance depends on a good relationship between the board and the chief executive officer (CEO). The chancellor or president is the single most influential person in creating an outstanding institution. Therefore, selecting, evaluating and supporting the CEO are among the board's most important responsibilities. The CEO and board function best as a partnership. The CEO implements board policies, while the board depends on the CEO for guidance and educational leadership. This occasionally paradoxical relationship works best when there are clear, mutually agreed-on expectations and role descriptions. The partnership thrives on open communication, confidence, trust, and support. To be effective, trustees and boards must:

- Select and retain the best CEO possible
- Define clear parameters and expectations for performance
- Conduct periodic evaluations; provide honest and constructive feedback
- Act ethically in the relationship with the CEO
- Support the CEO; create an environment for success

Board/CEO Relationship. Respect, reliability, trustworthiness and justice are all key values in the board/CEO relationship. Specific ethical practices include committing to:

- Thoughtful, thorough CEO search processes
- Open and clear communication (including "no surprises")
- Clear delegation, expectations and direction
- Support for the CEO
- Avoid micromanagement
 - One of the most sensitive areas facing trustees is the difference between their policy role and the roles of the college staff. Trustees set broad policy direction and monitor adherence to policy. Problems occur when trustees become involved in the day-to-day operations and try to second-guess or direct staff activities; Although often well intentioned, these trustees are performing acts that are both harmful to the College and to the office of the chief executive.

Create a Positive Climate

Boards set the tone for the entire system or institution. Through their behavior and policies, successful boards establish a climate in which learning is valued, professional growth is enhanced, and the most important goals are student success and adding value to the community. Alternatively, boards fail their institutions when they act in such a way that they create a stifling, negative, or dysfunctional atmosphere. An important consideration in maintaining harmonious operations is to respect fellow board members' opinions and those of other stakeholders. Remaining courteous and open-minded and treating others with honesty, decency, and mutual respect are characteristic of ethical trustees. Avoiding bitter arguments and using courteous, non-inflammatory language at board meetings help create an atmosphere for solving problems, and provides a good example for college employees and community members. Criticizing or belittling other trustees hurts the reputation of the entire board.

Commitment

Commitment relates to the core ethical value of responsibility, which requires trustees to devote time and attention to the position. There is a great deal to learn about the role of trustees and the governing board, the colleges, and educational issues and trends.

Boards of trustees create a positive climate when they look to the future, act with integrity, support risk-taking, and challenge the CEO and college staff to strive for excellence. Effective boards and trustees:

- Model a commitment to learning for students
- Focus on outcomes
- Support professional growth
- Seek consultation in developing policy
- Are ethical and act with integrity

Monitor Performance

Boards are responsible for holding colleges accountable for serving current and future community learning needs. The board adopts the college direction and broad goals as policy, and then monitors the progress made toward those goals. Boards also monitor adherence to their policies for programs, personnel, and fiscal and asset management. They receive periodic reports from staff and review reports by and for external agencies, such as accreditation, audit, and state and federal accountability reports. A board's ability to monitor its institution is enhanced when it defines the criteria and standards to be used well in advance of when reports are required, so that the CEO and staff are clear about what is expected. Effective boards and trustees:

- Monitor progress toward goals
- Monitor adherence to operational policies
- Use pre-established criteria for monitoring

Support and Be Advocates for the College

Trustees are essential links with their communities. They govern on behalf of the public and ensure that the College meets the needs of external constituents. They are also advocates and protectors of the College. They promote the College in the community, and seek support for the college from local, state, and national policymakers. They support the college foundation in seeking community contributions.

Competent boards protect the College from undue pressure on the institution from political and special interests. They support the professional freedom of administrators and faculty to create quality learning environments that incorporate many different perspectives. They protect the ability of the College to fulfill its mission and promise to their communities. Effective trustees and boards:

- Promote the College in the community
- Foster partnerships with other entities in the community
- Advocate the needs of the College with government officials
- Support the foundation and fundraising efforts
- Protect the College from inappropriate influence

The college's purpose is to educate students and produce people who contribute to society. Boards should expect their members to uphold the welfare and success of students as a primary concern.

Lead as a Thoughtful, Informed Team

Good trusteeship requires the ability to function as part of a team, and a team functions best when all members are encouraged to contribute their unique strengths and are committed to working together.

Effective boards are thoughtful and informed. Trustees on those boards listen well, ask good questions, analyze options, think critically, and clarify their most important values and priorities. They explore issues thoroughly and make policy decisions based on thorough deliberation and comprehensive understanding. This understanding requires much effort and thought. Understanding occurs through reading, studying agendas and other resource materials, engaging in study sessions and discussions; and conference attendance.

The best boards are future-oriented. They recognize that today's world requires flexible institutions and personnel who are willing to adapt and grow in response to the changing needs of society. Trustees who act with vision, with intelligence, with curiosity and with enthusiasm create a board that is an agent for positive change. Effective boards and trustees:

- Engage in ongoing learning about board roles and responsibilities
- Are curious and inclusive
- Are positive and optimistic
- Support and respect each other

Trustee Communication

Open communication. All board members, as well as the CEO, are responsible for maintaining an open, cooperative environment and promoting a free exchange of information at the board meetings. Trustee deliberations are characterized by fairness, including an open and impartial process for gathering and evaluating information. Trustees are honest and straightforward in civil and respectful way.

Communications with staff and students. The board and CEO should discuss and reach agreement on protocols for trustee contact with other college administrators, faculty and classified staff members. Ethical trustees support the authority of the CEO position and respect established lines of communication. Student and employee complaints to trustees should be referred directly to the Clerk of the Board or to the chief executive officer.

Communicating with community members and media. A code of ethics may include statements about protocols for communicating with community members and media personnel. The protocols usually state that individual trustees do not speak for the board unless specifically delegated to do so, and that they refer and/or follow up with community members through appropriate channels. These protocols ensure reliability of information, and respect the board as a unit and the roles of those designated as spokespeople for the College.

Maintaining confidentiality. While most of what the board does is public, an important aspect of trustee ethics is maintaining confidentiality about issues discussed in closed session. Violating confidentiality occurs when individuals share closed session information, such as informing the union of the collective bargaining positions, leaking information to the media, or discussing private personnel information.

Standards of Good Practice

By the American Association of Community College Trustees

In support of effective community college governance, the board believes:

- That it derives its authority from the community, and that it must always act as an advocate on behalf of the entire community;
- That it must clearly define and articulate its role;
- That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO;
- That it always strives to differentiate between external and internal processes in the exercise of its authority;
- That its trustee members should engage in a regular and ongoing process of in-service training and continuous improvement;
- That its trustee members come to each meeting prepared and ready to debate issues fully and openly;
- That its trustee members vote their conscience and support the decision or policy made;
- That its behavior, and that of its members, exemplify ethical behavior and conduct that is above reproach;
- That it endeavors to remain always accountable to the community;
- That it honestly debates the issues affecting its community and speaks with one voice once a decision or policy is made.

Policy Governance

By the American Association of Community College Trustees

Policy Governance is a conceptual model of boardmanship that provides a framework for strategic leadership by governing boards. The model enables boards to free themselves from unnecessary, time-consuming details and to focus on the major purpose of governance - creating and sustaining a vision of what the organization contributes to the community. Boards are primarily concerned with the "ends" of the organization (what good is produced for what people) and delegate the "means" (programs, services, and operations) used to achieve the ends to the staff. Boards

govern on behalf of an identifiable "ownership" and are externally and future- oriented.

In fulfilling their role, boards essentially perform three jobs. They link with the communities that "own" the institution, they make policy, and they assure institutional performance through CEO performance.

The model is based on nine principles of trusteeship:

1. Boards exist to represent the "ownership" of the institution. The first job responsibility of the board is to define and connect with the ownership.
2. Boards have authority only as corporate units; individual trustees have no individual power to govern the institution or direct staff.
3. Board decisions and directions are expressed as policy, which is the expression of the values and perspectives of the board. The second job responsibility for a board is to make policy.
4. In making policy, boards start with large policy statements and systematically narrow their policy statements a step at a time, until they are comfortable with any reasonable interpretation staff may make.
5. Boards proactively define and delegate authority to staff for the means of the organization, rather than reacting to and ratifying staff proposals. They are **not** involved in managing operations, staff, or facilities. A pivotal duty of governance is to determine the ends (the desired results) of the organization. Ends define what good will be produced for which people, at what cost. The Ends policies will be based on external needs and should be linked to strategic planning.
6. Boards address the means used by staff to achieve the ends by defining as policy the boundaries beyond which staff must not go. The definitions comprise the Executive Limitations policies.
7. Boards are responsible for designing their own job responsibilities and standards for board practice.
8. Boards define relationships with management that are empowering, responsible, and clear.
9. Institutional performance is monitored against policy criteria. The third job responsibility of the board is to assure executive and institutional performance through monitoring progress toward ends and adherence to limitations.

Policy Categories

Boards that use the Policy Governance approach set policy in the following four areas:

Ends: The board's most important job is to devise the mission and mission-related statements that clearly state what the desired results (the ends) of the organization's actions are to be. What needs are to be met, for whom, and at what cost? How will the world be different as a result of the organization's actions? What are the expected outcomes of the institution's programs for those it serves?

Executive Limitations: While the board prescribes the ends for the institution, it only sets limits on the means with which the staff operates. These limits are principles of prudence and ethics that form a boundary of staff practices, activities, circumstances and methods.

Board-CEO Relationship: In addition to setting a vision and defining what constitutes inappropriate staff practices, the board must set policies about how it relates to staff. The CEO is the board's sole employee and the link between the board and staff.

Governance Process: The board sets policies for its own workings-its responsibilities, its structure, how meetings will be conducted, and standards for the board. The policies reinforce the board's responsibilities to provide vision and governing leadership.

**Adopted from material prepared by Cindra J. Smith, Community College League of California*

Robert's Rules of Order - Summary Version

Introduction to Robert's Rules of Order

What Is Parliamentary Procedure?

- It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

Why is Parliamentary Procedure Important?

- Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules.

Organizations using parliamentary procedure usually follow a fixed order of business. The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership acts on or takes a stand on an issue.

How are Motions Presented?

1. Obtaining the floor
 - a. Wait until the last speaker has finished.
 - b. Address the Chair by saying, "Mr./Mrs. Chair, or Mr./Mrs. President."
 - c. Wait until the Chair recognizes you.
2. Make Your Motion
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ..."
 - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chair will call for a second.
5. If there is no second to your motion it is lost.
6. The Chair States Your Motion
 - a. The Chair will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to a vote.
 - c. Once your motion is presented to the membership by the chair it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chair.
8. Putting the Question to the Membership
 - a. The Chair asks, "Are you ready to vote on the question?"

- b. If there is no more discussion, a vote is taken.
- c. On a motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. **By Voice** -- The Chair asks those in favor to say, "aye", those opposed to say "no". Any member may move for an exact count.
2. **By Roll Call** -- Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. **By General Consent** -- When a motion is not likely to be opposed, the Chair says, "if there is no objection ...". The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
4. **By Division** -- This is a slight verification of a voice vote. It does not require a count unless the Chair so desires. Members raise their hands or stand.
5. **By Ballot** -- Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

1. **Motion to Table** -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
2. **Motion to Postpone Indefinitely** -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Speak clearly and concisely.
4. Obey the rules of debate.
5. Most importantly, BE COURTEOUS.

For Fair and Orderly Meetings & Conventions

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language. The conduct of ALL business is controlled by the general will of the whole membership - the right of the deliberate majority to decide. Complementary is the right of at least a strong minority to require the majority to be deliberate - to act according to its considered judgment AFTER a full and fair "working through" of the issues involved. Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. Under no circumstances should "undue strictness" be allowed to intimidate members or limit full participation.

The fundamental right of deliberative assemblies requires all questions to be thoroughly discussed before taking action. The assembly rules - they have the final say on everything. Silence means consent.

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by...." (add or strike words or both)	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	Yes	No	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by ___ minutes."	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a Motion	"I move to table..."	No	Yes	No	No	Majority

Verify voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
*Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority
Personal preference- noise, room temperature, distractions	"Point of privilege"	Yes	No	No	No	No vote

** For the full version of Roberts Rules of Order, see Section V.

Trustees' Legal Duties and Avoiding Liability

Legal Duties

A board member's central purpose is to ensure that the organization's resources are used to achieve its purposes. This includes the duties of care, loyalty and obedience.

Duty of care: A trustee has a responsibility to participate in decision-making on behalf of the organization, and must exercise independent judgment while doing so. These decisions must be informed. For example, members should require management to provide sufficient information to make an independent decision. If board members find that the information is invalid or incomplete, they are expected to ask questions about it. Independent advice is required if the nonprofit is buying or selling significant assets, or is entering into a material contract. This is especially important if the organization is entering into a joint venture, sale or merger, or if the company presenting the information stands to benefit from the transaction. With respect to corporate compliance, the duty of care requires that board members "attempt in good faith to assure

that (1) a corporate information and reporting system exists, and (2) this reporting system is adequate to assure the board that appropriate information as to compliance with applicable laws will come to its attention in a timely manner as a matter of ordinary operations," according to information published by the Office of the Inspector General and the American Health Lawyers Association.

Duty of loyalty: When acting on behalf of an organization, board members must set aside their own interests, whether professional or personal, or the interests of any other organization.

Simply put, the nonprofit organization must come first. A board member cannot seize an opportunity for his or her own gain. Even if it is only part of the organization's future plans, the opportunity must be presented to the organization first. Similarly, it is a breach of the duty of loyalty to fail to preserve the confidentiality of the organization's affairs. Disclosing opportunities to outside individuals may lead to loss of opportunity for the organization.

Duty of obedience: Board members have a responsibility to be faithful to the organization's stated mission and not to act or use its resources in incompatible ways or purposes.

Complying with these obligations can protect a nonprofit board. As long as decisions of the trustees are made on an independent and informed basis, in good faith and in the best interests of the corporation, they are not subject to challenge in court. This presumption is called "the business judgment rule," and applies unless there is evidence showing a board member has an interest in the transaction or dispute or was otherwise disloyal, uninformed or lacked independence.

Reliance on experts: Unless an officer or director has knowledge that makes reliance unwarranted, an officer or director, in performing his or her duties to the organization, may rely on written or oral information, opinions, reports, or statements prepared or presented by: (i) officers or employees, legal counsel, public accountants, or other persons as to matters which the officer or director believes in good faith to be within the person's professional or expert competence; or in the case of reliance by directors, a committee of the board on which the director does not serve if the director believes in good faith that the committee merits confidence.

Willful ignorance and intentional wrongdoing: Directors cannot remain willfully ignorant of the affairs of the association. A director appointed as treasurer, for example, with limited knowledge of finance cannot simply rely on the representations and reports of staff or auditors that "all is well" with the association's finances. Moreover, officers and directors acting outside of or abusing their authority as officers and directors may be subject to personal liability arising from such actions. Furthermore, officers or directors who, in the course of the association's work, intentionally cause injury or damage to persons or property may be personally liable, even though the activity was carried out on behalf of the association.

The Consequences

If a board member breaches any of these duties or otherwise harms the college or its stakeholders, he or she may be personally liable for failing to comply. However, The Kansas General Corporation Code (KGCC) allows the indemnification of officers, directors, employees, or agents for attorney's fees and other expenses, as well as judgments or amounts paid in settlement in civil cases if the person acted in good faith and in a manner he reasonably believed to be in the best interests of the corporation.

The KGCC permits indemnification in third party actions and also allows limited indemnification in derivative actions (i.e., only expenses and not judgments or settlement amounts). K.S.A. § 17-6305(c) mandates indemnification of reasonable expenses, including attorney fees.

Avoiding Liability

Board members can meet these duties and avoid liability by taking the following six (6) actions.

1. **Establish appropriate policies.** To avoid breaching the duty of loyalty due to conflicts of interests, boards should adopt and follow a written conflict-of-interest policy that prohibits members from engaging in either business or financial transactions with anyone directly connected to the organization. Alternatively, the policy should clearly state the conditions under which it would be acceptable to conduct business with an organization with which there is a conflict. It can be helpful to have board members sign a disclosure form on an annual basis that identifies potential conflicts.
2. **Operate in Full Transparency.** If a conflict of interest still arises, the board member should make a full disclosure of the conflict to the rest of the board. It may be appropriate for that member to withdraw from any discussion concerning the transaction; however, there are instances when he or she might be particularly knowledgeable on the subject and in a position to impart information that will help board members who are not conflicted to reach a decision. However, the conflicted board member should abstain from voting on the issue in all cases. The Internal Revenue Service has adopted rules applicable to certain transactions that create an assumption that the nonprofit organization acted appropriately in a conflict situation unless that assumption is contested with evidence.
3. **Establish appropriate committees.** In addition to policies, the board should consider establishing committees that will allow a detailed review of board-level matters that time would not allow during a board meeting. Our permanent committees are:
 - Academic Subcommittee
 - Finance Subcommittee
 - Policy Subcommittee
4. **Establish measures for effective board performance.** The board also should schedule strategic planning and mission evaluation on a regular basis. This will require the board first to define what constitutes success of the nonprofit organization's mission. The board may conduct a self-evaluation, but also may choose to survey the organization's staff or members about the metrics to measure success and the best use of resources.
5. **Review organizational and external resources.** Board members should maintain copies of the organization's mission statement, budget, strategic plan and an overview of programs and staff. These resources can be a useful reference when considering how to fulfill the charitable purpose of the nonprofit.

The organization comes first. The standards to which a fiduciary is held are the highest imposed by law, and nonprofit board members are required to meet them. To do so, and to ensure the continuing success of the nonprofit, trustees must understand both the mission and the operations of the organization and take practical steps to uphold their fiduciary duty.

6. **Compensation and Expenses.** Trustees should accurately account for their expenses and follow local protocols and laws about receiving compensation of any kind. There should be appropriate reimbursement criteria and procedures, which define fair reimbursement for trustee expenses. Ethical trustees always ask themselves if their expenses are authorized, legitimate, direct, and reasonable.

Section III: Functions and Organization of the Board of Trustees

Organization of the Board

At the regular meeting each January, the Board shall organize by election of a chairperson from its members, who shall serve for one year or until his/her successor is elected and qualified. The Board shall also elect a vice chairperson from its members, who shall serve for one year or until his/her successor is elected and qualified. All members of the Board are encouraged to consider service as a chairperson and/or vice-chairperson. No chairperson shall serve more than two (2) consecutive 1-year terms. The Board will select other such officers as it may deem desirable from among its own membership as follows:

A Chairperson

A Vice Chairperson

A Past-Chairperson, who shall serve as an advisor to the Chairperson of the Board.

A voting delegate to the Kansas Association of Community College Trustees (KACCT).

An alternate delegate to the Kansas Association of Community College Trustees (KACCT).

A voting delegate to the Association of Community College Trustees (ACCT).

An alternate delegate to the Association of Community College Trustees (ACCT).

A Trustee Representative for professional negotiations.

A Trustee Representative designated to open bids received for college purchases.

A Trustee representative to the Cowley College Foundation Association.

A Trustee representative to the Tiger Booster Club.

Three Trustees to serve on the Finance Sub-Committee.

Three Trustees to serve on the Academic Sub-Committee.

Three Trustees to serve on the Policy Sub-Committee.

Nominations for Board officers may be accepted from the floor.

Board Chairperson Duties

The responsibilities of the Chair are: (a) the integrity of the board's process and (b) occasional representation of 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 rare and specifically authorized circumstances.

1. The Chair shall ensure that the Board and individual Board members consistently act in accordance with the Board's own policies and laws legitimately imposed upon the Board by Kansas Statute.
2. The Chair of the Board of Trustees shall preside in an efficient and effective manner and shall set the general tone through positive leadership.
3. The Chair or the Vice-Chair shall participate in the formulation of all board agendas.
4. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly and to the point.
5. The Chair will stimulate discussion among the Board members and will attempt to arrive at Board decisions through consensus.
6. The Chair has no authority to supervise or direct the President without the consent of the full Board.
7. The Chair shall ensure that the other Board members are informed of current and pending Board issues and processes.
8. The Chair shall call special meetings.
9. The Chair and the Vice Chair shall appoint members of committees established by the Board.
10. No member shall serve as Chair for more than two (2) consecutive 1-year terms.

11. The Chair shall be empowered to execute all legal documents, including deeds to convey title to properties owned by the Board of Trustees for which the Board of Trustees has authorized the sale.
12. The Chair is the spokesperson for the Board of Trustees. As such, he/she shall serve as the major conduit between the trustees and the general public, including the media, and between the trustees and the college administration.
13. The Chairperson shall not have the authority to make a policy or commit the Board in any way without authorization of the Board.

Vice Chairperson Duties

In the absence of the Chair, the Vice-Chairperson shall assume the duties of the Chair.

Advisory Committees

Citizens advisory committees are utilized by the faculty and administration to assure that College programs and services are sensitive to community needs and resources, and to provide two-way communication with citizens possessing special expertise and interest in College programs and services. In addition, ad hoc advisory committees may be appointed by the Board of Trustees for certain specified purposes.

Creation and Amendment of Policies

It is necessary for the College to revise and update current Board policies from time to time, as well as adopt new Board policies to support the operations of the College. Procedures governing Board of Trustee operations are outlined in the Board of Trustee handbook and are not subject to Administrative Council approval.

1. All new Board policies and changes or revisions to current Board policies will be submitted to the Administrative Council for initial review and recommendation. Administrative Council's recommendation will be subject to Board action.
2. Upon recommendation by the Administrative Council, new Board policies and Board policy changes will be submitted to the Board of Trustees for a first reading.
3. The Board policy/change is then presented to the Board of Trustees at the following meeting for a second reading. At this time the Board will take final action on the new Board policy or change and, if approved, it will become effective immediately.
4. Policies will be reviewed a minimum of every 5 years.

Board Attorney

The Board of Trustees selects and/or retains an attorney on an annual basis. The amount of the attorney's retainer fee is to be determined by the attorney and the Board. A request for proposals for legal services will be conducted every five (5) years, or at the request of the Board or College administration.

Authorization: Corporate Status; Name

Cowley College shall be governed by a Board of Trustees which shall constitute a body corporate and politic, possessing the usual powers of a corporation for public purposes, under name and style of "The Board of Trustees of Cowley County Community College of the State of Kansas."

Board Agenda

It is the practice of the Board to expect the President, in conjunction with the Chairperson or Vice Chairperson of the Board, to prepare a written agenda for each public meeting. This agenda will be sent out to the Board members along with any other citizen who has submitted a request, at least 72 hours in advance of the meeting. Members of the Board are privileged to ask that items of his or her special interest be included on the agenda. The request should be made to the Chairperson of the Board of Trustees.

Selection of the President

Pursuant to K.S.A. 71-201 and as indicated in #4 of the responsibilities of the Board of Trustees, the Board of Trustees will employ the president. The Board, at such time as it may deem expedient, shall appoint and fix the compensation and term of office of a president, who shall not be a member of the Board. The President's term of office shall begin on the first day of July, or such other date as the Board may determine. The President shall have charge and control of the college, subject to the orders, rules and regulations of the Board.

The Board may extend the President's contract each year for a period not to exceed three years. Reappointment of the President and extension of the President's contract shall be as provided in the contractual agreement between the President and the Board of Trustees. Any contract or extension shall be in writing and shall specifically state the beginning and end dates of the contract or extended contract term.

The Board may adopt and observe an emergency Chief Executive succession plan, which plan shall be maintained as part of the records of Cowley College.

Monitoring Presidential Performance

Monitoring Executive performance is the role of the Board of Trustees. The Board carries out this critical function through the hiring and support of a president. Together, the Board and the President create a system of focus and mutual accountability goals using the tenets of policy governance. In this collaborative relationship, the Board provides clarity on and is responsible for the determination of presidential focus and objectives. The President provides clarity on and is responsible for determining the "Means" to accomplish these foci and objectives.

The President is evaluated on an annual basis at the regularly scheduled meeting in their month of hire, where he/she will give the Board an assessment of his/her performance as President, as measured against the goals and objectives previously agreed upon by the Board and the President. Members of the Board will review the comments of the President and formulate feedback for the President. The Chair of the Board will consolidate comments of individual Board Members into a "single" response for each category; that is, a majority of the Board members agree with the written evaluation ranking and the recorded comment for the area of evaluation. Comments or rankings which do not reflect the majority view of the Board of Trustees will not be included in the written evaluation.

Note: Because presidents are typically high performing professionals, evaluations of senior leaders commonly serve as a communication piece for Boards to share their satisfaction with high performance in key areas and to identify one or two areas which can be adjusted for greater performance.

The written annual evaluation is written by the Chair of the Board of Trustees or his/her Board designee. Under no circumstances is the presidential evaluation shared with or written by an individual outside of the Board of Trustees or the President.

Professional Employees shall be given the opportunity to formally provide feedback regarding the President and Executive Council members. This feedback will consist of forms made available annually by the Association on April 15 for faculty members to complete by May 1. The completed feedback forms regarding the President will be submitted directly to the designated Board representative, and all other feedback forms will be submitted to the College

President. The structure and content of the feedback form will be reviewed every three years by a committee consisting of a Board representative, the College President, the CEA President, and a CEA representative.

Clerk of the Board Duties

The Clerk of the Board shall attend all meetings of the Board; shall keep an accurate journal of its proceedings; and shall have the care and custody of the records, books, and documents of the Board. The records of the Board shall, at reasonable times, be open for and available to public inspection. The clerk shall countersign all warrants drawn upon the treasurer by order of the Board and shall keep an accurate account of all monies paid to the treasurer for the account of said Board. Before entering upon the discharge of these duties, the clerk shall furnish a corporate surety bond, in an amount fixed by the Board, to be approved and paid by the Board. The Board Clerk is also the Executive Administrative Assistant to the President, and as such, reports directly to the President, acting as a liaison between the President and the Board of Trustees.

Treasurer Duties

The Treasurer shall deposit all monies belonging to the Board in accordance with the provisions of Chapter 9, Article 14, of the Kansas Statutes annotated. The Treasurer shall attend all meetings of the Board; shall prepare and submit in writing monthly reports of the finances of the Board; and shall pay money belonging to the Board only upon warrants signed by the Chairman and countersigned by the clerk. Before entering upon the discharge of these duties, the treasurer shall furnish a corporate surety bond, in an amount fixed by the Board, to be approved and paid by the Board.

Board Meetings

The Board of Trustees shall hold at least one regular meeting each month at a time and place prescribed by the Board. Special meetings may be held from time to time as circumstances may demand. Special meetings may be called by the Chairperson of the Board or by two or more members of the Board when it is determined that circumstances warrant a special meeting. All members of the Board must be notified either in person, by telephone, or in writing of the day, and time of such special meetings. The provisions of K.S.A. 75-4317 through 75-4320 regarding open meetings shall be observed.

Board Minutes

Board minutes will be recorded at each meeting by the Board Clerk. Copies of the minutes will be provided in the following regular monthly Board meeting packet for review and approval.

Constitution of a Passing Vote

All official actions of the Board shall be taken by a quorum of members, and a majority affirmative vote is required for the motion to pass.

Election and Terms of Office

The Board of Trustees shall consist of seven (7) members from the home district and one (1) member from Sumner County in accordance with K.S.A. 71-1403. As a rule, members shall be elected for four-year terms in accordance with K.S.A. 71-1412. Elections will be held on the Tuesday following the first Monday in November in each odd-numbered year in a general election. If necessary, primary elections will be held on the first Tuesday in August of odd-numbered years. Laws applying to such elections shall be applicable. Elected members shall be sworn into following the second Monday in January, prior to their first meeting.

Executive Session

Upon formal motion made, seconded and carried, the Board may recess, but not adjourn, to a closed or executive session. Any motion to recess for a closed or executive meeting shall include: (1) a statement describing the subjects to be discussed during the closed or executive meeting; (2) the justification for closing the meeting; and (3) the time and

place at which the open meeting shall resume. The complete motion shall be recorded in the minutes of the meeting and shall be maintained as part of the permanent records of the college.

Legislation requires subjects be justified, to include a brief description of the subject(s) to be discussed while still protecting important privacy interests.

With these changes to the open meetings Act, the Board should be aware that the KASB legal staff recommends that school boards go into executive sessions for one justification at a time.

No subjects shall be discussed at any closed or executive meeting, except the following:

1. Personnel matters of nonelected personnel;
2. consultation with an attorney for the body or agency which would be deemed privileged in the attorney-client relationship;
3. matters relating to employer-employee negotiations whether or not in consultation with the representative or representatives of the body or agency;
4. confidential data relating to financial affairs or trade secrets of corporations, partnerships, trusts, and individual proprietorships;
5. matters relating to actions adversely or favorably affecting a person as a student, patient or resident of a public institution, except that any such person shall have the right to a public hearing if requested by the person;
6. preliminary discussions relating to the acquisition of real property;
7. matters permitted to be discussed in a closed or executive meeting pursuant to K.S.A. 74-8804, and amendments thereto;
8. matters permitted to be discussed in a closed or executive meeting pursuant to subsection (d)(1) of K.S.A. 38-2212, and amendments thereto, or subsection (e) of K.S.A. 38-2213, and amendments thereto;
9. matters permitted to be discussed in a closed or executive meeting pursuant to subsection (j) of K.S.A. 22a-243, and amendments thereto;
10. matters permitted to be discussed in a closed or executive meeting pursuant to subsection (e) of K.S.A. 44-596, and amendments thereto;
11. matters permitted to be discussed in a closed or executive meeting pursuant to subsection (g) of K.S.A. 39-7,119, and amendments thereto;
12. matters required to be discussed in a closed or executive meeting pursuant to a tribal-state gaming compact;
13. matters relating to security measures, if the discussion of such matters at an open meeting would jeopardize such security measures, that protect: (A) Systems, facilities or equipment used in the production, transmission or distribution of energy, water or communications services; (B) transportation and sewer or wastewater treatment systems, facilities or equipment; (C) a public body or agency, public building or facility or the information system of a public body or agency; or (D) private property or persons, if the matter is submitted to the agency for purposes of this paragraph. For purposes of this paragraph, security means measures that protect

against criminal acts intended to intimidate or coerce the civilian population, influence government policy by intimidation or coercion or to affect the operation of government by disruption of public services, mass destruction, assassination or kidnapping. Security measures include, but are not limited to, intelligence information, tactical plans, resource deployment and vulnerability assessments;

14. matters permitted to be discussed in a closed or executive meeting pursuant to subsection (f) of K.S.A. 65-525, and amendments thereto;
15. matters permitted to be discussed in a closed or executive meeting pursuant to K.S.A. 2013 Supp. 75-7427, and amendments thereto; and
16. matters permitted to be discussed in a closed or executive meeting pursuant to K.S.A. 2013 Supp. 46-3801, and amendments thereto. (c) No binding action shall be taken during closed or executive recesses, and such recesses shall not be used as a subterfuge to defeat the purposes of this act. (d) (1) Any confidential records or information relating to security measures provided or received under the provisions of subsection (b)(13), shall not be subject to subpoena, discovery or other demand in any administrative, criminal or civil action. (2) (A) Except as otherwise provided by law, any confidential documents, records or reports relating to the prisoner review board provided or received under the provisions of subsection (b)(16) shall not be subject to subpoena, discovery or other demand in any administrative, criminal or civil action. (B) Notwithstanding any other provision of law to the contrary, any summary statement provided or received under the provisions of subsection (b)(16) shall not be subject to subpoena, discovery or other demand in any administrative, criminal or civil action.

Filling of Board Vacancies

Pursuant to K.S.A. 71-201 (15), the Board shall have the power to fill any vacancy which may occur in its membership not sooner than fifteen (15) days after it has properly published notice of such vacancy. The vacancy shall be filled by appointment, and the appointed member will serve the balance of the unexpired term. If such vacancy occurs before May 1 of the second year of the term leaving an unexpired term of more than two years such appointee shall serve until the second Monday in January after the following general school election as provided in K.S.A. 25-2023, and amendments thereto. In the latter event, the unexpired term of two years commencing on the second Monday in January after the following general school election shall be filled at such election and the ballots or ballot labels and returns of election with respect to such office shall be designated as follows: "To fill the unexpired term."

Governance

Governing Style: In its governance, the Board will emphasize outward vision, encourage a variety of viewpoints, provide strategic leadership with collective decision-making, and remain proactive about the future success of the college. More specifically, the Board will:

1. Direct, control and inspire the organization through the careful establishment of the broadest organization policies reflect the Boards values and perspectives. The Boards major focus will be on results and their long-term impact.
2. Seek input from various sources including staff, students, faculty, employers, and other community members as necessary.
3. Make decisions, to the extent possible, on a consensus basis.
4. Monitor, evaluate and discuss the Board's process and performance regularly.

5. Honor the division of responsibility between the Board and the CEP/President and staff, and contribute to creating a spirit of true cooperation and a mutually supportive relationship in support of our stakeholders.

Guidelines for Public Comment

All official Board meetings are open to the public except executive sessions, which are convened in compliance with state law. However, participation in the meetings is not required by state law. The Cowley College Board of Trustees welcomes the attendance and participation of citizens in regular meetings and upon recognition by the Chairman, encourages questions or comments pertaining to items on the Agenda. Persons having other matters to be brought before the Board should submit these matters in writing to the President or Board Chairperson at least 72 hours in advance of the meeting, in order that items may be placed on the Agenda. In accordance with time requirements, the Chairman reserves the right to limit comments both in content and length of presentation.

1. No comments will be heard on matters which are not on the Agenda without prior consent of the Board Chair.
2. Persons wishing to speak shall identify themselves to the Board Clerk and state whether or not they represent the opinion of a group.
3. Each person may speak no longer than three minutes without specific consent of the Board or Chairperson.
4. Presentations containing information or comments related to College personnel or students may be referred for consideration in executive sessions.
5. The Chairperson reserves the right to limit the number of speakers.
6. Comments must be conveyed in a respectful and civil manner.
7. The Board reserves the right to withhold response or action based on public comment.
8. The Chairperson reserves the right to stop the proceedings and poll the Board to determine if a speaker may continue.
9. Any person acting in such a way as to disrupt the Board proceedings may be removed from the meeting place.

Order of Business

In all regular meetings of the Board, the following order of business will be observed: (1) Call to Order and Invocation; (2) Awards and Reports; (3) Public Comment; (4) Standing Committee Reports; (5) Approval of Consent Agenda; (6) Procurement; (7) Discussion Agenda; (8) Other Business; (9) Adjournment.

Reimbursement for Expenses

Pursuant to K.S.A. 71-201 (a), members of the Board of Trustees shall be paid subsistence allowances, mileage and other actual and necessary expenses incurred in the performance of their official duties. For an expense reimbursement form, contact the Board Clerk.

Section IV: Fiscal Operations

Introduction

Acceptance of the responsibility for administering the business affairs of a public community college implies on the part of the President and the Board of Trustees recognition of a commission of trust from the taxpayers of the district. As a protection to the Board of Trustees, which is the agency responsible to the taxpayers for all phases of the educational program, the fiscal policies herein have been established.

Fiscal Year

Cowley College's fiscal year shall begin on the first day of July and end on the last day of June in the succeeding year (July 1-June 30.)

Financial Accounting

The Chief Financial Officer shall develop and implement a chart of accounts, a system of financial accounting called fund accounting and procedures to ensure that all funds received and disbursed by the college are in accordance with Board policies, state and federal laws and regulations. The operating budgets are based upon the legal budget adopted by the Board.

Monthly Report

The Chief Financial Officer shall make a monthly report to the President and the Board summarizing the operating fund revenues and expenditures comparative to the college's operating budget of the various funds maintained as part of the college's accounting system. The Board may request other ad hoc reports.

Audit

The Board of Trustees will be provided the audited financial statements, annually, and at the close of each fiscal year. Additionally, the Board of Trustees may request an audit of college accounts at any time the Board deems necessary. The College will request bids for audit services every five (5) years, or at the request of the Board or College administration.

Revenue

The college will generate revenues from various sources including students' tuition and fees, state appropriations, and mill levy. Tuition and fees will be charged to students enrolled in classes/programs, and shall not exceed the limit set forth by Kansas State Statute. The college's mill levy will be established based upon estimated assessed valuations produced by the County Clerk of Cowley County. The Board of Trustees will set the students' tuition and fee rates and the mill levy, annual. The Board of Trustees will approve the students' tuition and fee rates in the annual operating budget. The mill levy is approved through the college's state appropriation budget, and will not exceed the limits set by the Kansas State Statutes.

Investments

The Board has authorized investments within statutory limitations set by K.S.A. 12-1675 from any and/or all funds. Interest earned from those investments will be placed in the college's general operating fund except for investments derived from bond-related funds, which shall be invested in accordance with the covenant of the bond. Interest earned on student activities funds derived from commission vending sales or other activities, etc. shall be placed in the out-of-district scholarship fund of the general operating fund unless otherwise required by law or designation of donor, provided such funds are not agency account funds, which are not invested.

Purchasing Policy

It is the duty and responsibility of the College Business Office to make purchases for the College of goods and services at the best possible cost, quality of product and timeliness of service in accordance with the Kansas cash basis law.

1. All purchases for single items or multiples of like items with a purchase price in excess of \$2,500.00 shall be coordinated with the College purchasing agent who shall obtain quotes and determine final vendor.
2. The Board will appoint a member to review purchases over \$10,000 but less than \$25,000. The full Board of Trustees shall authorize purchases in excess of \$25,000 after receiving bids. The Chairperson of the Board of Trustees, or designate, will certify these bids.
3. The provisions of .02 and .03 do not apply to expenditures by the Board of Trustees for the purchase of:
 - a. Articles, products, or services that are produced, manufactured, or provided by inmates under the prison-made goods act of Kansas.
 - b. Services, materials, goods or wares required for reconstructing, remodeling, repairing or equipping buildings, vehicles and/or equipment when such purchase has been necessitated by the occurrence of a loss against which the Board of Trustees has purchased property or casualty insurance or for emergency repairs.
 - c. Materials, goods, wares or services which are purchased from vendors who have entered into contracts with the State Director of purchases pursuant to state purchasing statutes for purchases by state agencies and under the same pricing provisions established in the state contracts or from vendors with federal GSA purchasing contracts if the pricing is consistent with the GSA contract.
 - d. Educational materials directly related to curriculum and secured by copyright.
 - e. Contracts possessing a high degree of professional skills, may be exempted from the bidding requirements, but will require Board of Trustees approval if they exceed \$10,000.
 - f. Other items deemed appropriate by the Vice President of Finance and Administration where quality of product or services, prior experience with vendor, availability of goods and/or services and timeliness of delivery, and a negotiated price, and approved by the Board of Trustees.
4. Bidding. When appropriate, the bid proposal shall state brand name, equal, or interchangeable descriptions, quantity, and proposal expiration date. Preference will be given to Cowley County Businesses.
5. Maintenance Contracts. The Business Office shall secure maintenance contracts on needed equipment and shall review these contracts with the Board of Trustees on an annual basis as to cost and services provided.
6. Purchase of Real Estate. The Board of Trustees shall purchase real estate for further needs of the College after a duly appointed representative of the Board has completed negotiations with the seller(s) for the purchase price, subject to ratification by the Board of Trustees.
7. The Board of Trustees authorizes the College Business Office to pay invoices in a timely manner, which have a cash discount or to avoid late payment charges. List of all checks issued shall be presented to the Board for approval at the regular Board meeting.

Bill Payment

The Board of Trustees authorizes the College Business Office to pay invoices in a timely manner, and in accordance with Kansas State Statues, to take advantage of any a cash discount or to avoid late payment charges. List of all checks issued shall be presented to the Board for approval at the regular Board meeting. Pursuant to K.S.A. 12-105b, the Chief Financial Officer is authorized to pay bills in advance of the presentation to and approval by the Board of Trustees under the following circumstances: 1) the college will benefit from a discount provided for early payment or it will avoid assessment of a penalty; 2) reimbursement of employee travel expenses if submitted more than fifteen (15) days prior to the next regular Board meeting. Funds are drawn down as a reimbursement after the vendors are paid.

The College will utilize payment methods that expedite the payment of invoices for goods and services received to minimize the time elapsing between the transfer of funds from the United States Treasury or the pass-through entity, and the disbursement by the college whether the payment is made by electronic funds transfer, or issuance or redemption of checks, warrants, or payment by other means.

Banking Services

Kansas Statute Annotated 9-1401 requires that depositories for municipal and quasi-municipal funds be designated by the governing body by official action, and recorded in the Minutes of the governing board. The Board of Trustees may make this designation as early as the first (July) regular board meeting of the college's fiscal year. The college currently utilizes RCB Bank, Union State Bank, Sunflower Bank/Wichita and Carson Bank/Mulvane as depository banks. The Board shall approve the bank(s) designated as a depository of the College, the officials designated to deposit or withdraw funds from such designated bank(s) to satisfy obligations of the College per K.S.A. 9-1401. The College will request bids on banking services every five (5) years or at the request of the Board or College administration.

Budget

The College shall prepare an Operating Budget of estimated income and expenses on a fiscal year basis for presentation to the Board of Trustees. The Board shall approve the Operating Budget on or before the last day of the then-current fiscal year. The College shall prepare a Legal Budget in the form prescribed by the Kansas Board of Regents. The College will publish notice of the time and place of a public hearing on the proposed Legal Budget in the manner prescribed by law. After the public hearing, the Board may adopt the Legal Budget. The College will file with the County Clerk and the Kansas Board of Regents a copy of the adopted Legal Budget, with all required supporting documentation, on or before the date required by law each year. The College budget shall be aligned with the College's mission, vision, and values and support the Strategic Plan goals and initiatives.

Reserve Funds

It is the policy of Cowley County Community College (College) to be financially stable, and to meet the financial obligations of the College. The College shall set aside 2% of earned general operating revenues to be placed in the general fund balance reserves at the end of each fiscal year (June 30 of each fiscal year). General operating revenues will include funds received from state appropriations, Ad Valorem taxes, tuition, general fees, and local income. This policy will enable the College to manage revenue shortfalls and cash flows, ensure continued operations, and provide for unforeseen contingencies without impairing the level or quality of services needed to respond to its customers, i.e., students, employees, and external stakeholders. Should exigencies occur or result in the college's ability to set aside 2% of earned general operating revenues into the general fund balance reserves, the Board of Trustees shall make a recommendation of the amount to set aside.

Records Retention

In accordance with K.S.A. 72-1629, the Board of Trustees provides for and authorizes any officer, official or employee charged with or having custody of the following records, documents or other papers to destroy the same at the time indicated herein, and if more than one time can be made to apply, the longer time shall apply (as will departmental retention guidelines if these guidelines exceed the retention periods noted below): to authorize the destruction of student and financial records according to the schedule noted below.

- a. Bookkeeping and accounting records that are original books of entry, claims, vouchers and purchase orders, five (5) years.
- b. Formal audit reports, five (5) years.
- c. Financial papers of any type relating to programs supported by federal funds, five (5) years or such longer time as may be required by applicable federal law, including student financial aid records and financial aid participation records, as defined in the Federal Student Aid Handbook.

- d. All financial papers not otherwise specified in this section may be destroyed at any time after formal audit reports have been completed and filed in the appropriate office for a period of twelve (12) months, and this provision shall apply to the following: Warrants, warrant checks, receipts, canceled checks, and requisitions.
- e. Official bonds of surety or indemnity, five (5) years after the termination of the term of employment.
- f. Insurance policies, five (5) years after the expiration of the term thereof.
- g. Bonds and coupons stamped paid or canceled and returned by the state fiscal agent, six (6) months after the next following annual formal audit of the school district.
- h. In the absence of statute stating otherwise, it shall be the policy of Cowley College to retain no record longer than seven (7) years beyond the date of last activity, with the following exceptions:
 - Student Transcripts – Permanent
 - Board of Trustees Minutes – Permanent

Acquisition & Disposal of College Property

The Cowley College Board of Trustees authorizes the Vice President of Finance and Administration to record capital assets valued in excess of \$5,000 on the college's general ledger. In addition, they are responsible for an annual capital asset inventory. This inventory must satisfy the "general accepted accounting principles" provision of the annual financial statement audit and comply with federal and state law. The Cowley College Board of Trustees authorizes the Vice President of Finance and Administration or designee to dispose of unneeded/surplus college property in accordance with the appropriate procedure for disposal of capital assets.

Inventory

A detailed listing of furniture, vehicles and equipment, including computers is maintained through the Chief Financial Officer. Capital assets are recorded and marked with a Cowley College inventory tag at the time of purchase. The personnel responsible for fixed asset inventory for the department will be provided, by the Director of Accounting, a list of fixed assets under his/her purview. He/she will conduct a complete visual inspection of each asset at least once annually. Once fixed asset inventory is completed at the department level, those lists of inventory will be returned to the Director of Accounting ensure the financial statements report accurate valuation of all fixed assets. The fixed assets not accounted for will be appropriately documented and disposed of through the disposal of asset procedures.

Health Insurance

All full-time employees are required, as a condition of employment, to participate in the college- sponsored group health and dental insurance program at the single participation level. Coverage for family members under both insurance programs is available, and optional for the full-time employee.

The Board of Trustees shall pay a monthly stipend to full-time employees as a benefit for their required participation in the college's health and dental insurance program, at an amount approved by the Board.

Risk Management Insurance

The Board of Trustees shall carry appropriate property and casualty insurance to cover and protect the college's assets and resources from business interruptions and catastrophic liabilities. The Board of Trustees shall also carry mandated Worker's Compensation Insurance in addition to general liability commercial automobile physical damage and liability; profession legal liability insurances.

Section V: Reference Materials and Data

New Trustee Orientation

By the American Association of Community College Trustees

Becoming a member of the Cowley College Board of Trustees is an important and challenging responsibility. Thorough and ongoing orientation and education about trustee and board roles is essential to success. New trustees, chief executive officers, board chairs and other trustees play important roles in this orientation process.

New Trustee Learning Guide

Learn About Trustee Roles and Responsibilities

- Attend trustee orientation workshops sponsored by KACC.
- Peruse trusteeship materials; including those published by state associations, ACCT's Trusteeship in Community Colleges: A Guide to Effective Governance, and the ACCT website.
- Read the local trustee handbook, if there is one.
- Study the board's policies on the governing board, particularly the code of ethics or standards of practice for the board.
- Meet with the chief executive officer, board chair and other members of the board to discuss trustee roles and responsibilities.
- Seek out someone from the board to use as a resource or mentor.
- Discuss with the CEO and other trustees the difference between policy making and administration.
- Be aware of the legal and ethical constraints on trustees, including open meeting provisions, confidentiality, conflicts of interest, and role in collective bargaining or setting staff salaries.
- Arrange your schedule to be able to attend state and national conferences for trustees.

Learn about the College's Programs, History and Culture

- Work through the CEO to arrange to talk with key people about major programs and accomplishments of the district.
- **Contact Tiffany Vollmer, Board Clerk, to schedule a tour of the campus**
- Peruse the college catalog, accreditation self-study and team report, key planning documents, and annual report.
- Know the district and College mission, vision, and policy goal statements, and the board's policies related to educational programs and services.
- Read about the history of the College. Plan to attend major district events, such as convocations, opening days and graduations.
- Read about the community colleges in general, including chapter 1 in Trusteeship in Community Colleges.

Learn About External Trends and Issues

- Read local newspapers and listen to the news for trends that might affect the College.
- Strengthen links with key people and groups in the communities served by the College. Attend community events. Listen for issues that are pertinent to the College.
- Read about local demographic and economic trends that affect the College.
- Read about state legislative, fiscal, and other policy issues that affect the colleges.

Learn About College Planning Processes and Budgets

- Working through the CEO, meet with appropriate people to explore the policy goals in the strategic and master plans.
- Working through the CEO, meet with the appropriate personnel to review the policy aspects of the budget, its parameters and restrictions, the process for developing the budget, its relationship to strategic and master plans, and how the board monitors the fiscal health of the district.

Learn About Board Meetings and Board Operations

- Review past agendas and minutes.
- Thoroughly read the agenda for each meeting.
- During the first few months, don't hesitate to call or meet with the CEO, mentors or other trustees, and/or the board chair before each meeting to seek clarification on agenda items.
- Become knowledgeable about basic parliamentary procedures and other practices related to participating in effective meetings.
- Be willing to observe and learn for the first few months to understand how things have been operating. Call the board chair or CEO when there are questions.
- Understand the key conditions of open meeting laws and laws and regulations related to conflicts of interest.

Practice Good Human Relations Skills

- Get to know other members of the board as individuals.
- Learn and respect communication protocols with other trustees, the CEO, and staff members.
- Work to be a member of the board team. Wisely contribute ideas and opinions.

Rely on the Following Resources

- The Chief Executive Officer
- The Clerk of the Board
- The Board Chair and other experienced trustees
- Kansas Association of Community College Trustees
- Association of Community College Trustees

Kansas Statues Relating to Board of Trustees – Chapter 71 – Community Colleges

(K.S.A. 71-201 – K.S.A. 74-3202)

https://www.ksrevisor.org/statutes/ksa_ch71.html

Kansas Open Meetings Act (KOMA)

<https://ag.ks.gov/open-government/koma->

[faq#:~:text=The%20KOMA%20only%20requires%20that,with%20notice%20of%20that%20decision.](https://ag.ks.gov/open-government/koma-faq#:~:text=The%20KOMA%20only%20requires%20that,with%20notice%20of%20that%20decision.)

https://ag.ks.gov/docs/default-source/publications/a-citizens-guide-to-koma-kora.pdf?sfvrsn=f054e281_16

https://ag.ks.gov/docs/default-source/publications/koma-kora-training-slides.pdf?sfvrsn=343d6c58_28

Kansas Open Records Act (KORA)

https://ag.ks.gov/docs/default-source/publications/a-citizens-guide-to-koma-kora.pdf?sfvrsn=f054e281_16

https://ag.ks.gov/docs/default-source/publications/koma-kora-training-slides.pdf?sfvrsn=343d6c58_28

KS Degree Stats - KBOR

https://ksdegreestats.org/program_search.jsp

https://submission.kansasregents.org/ibi_apps/portal/BIP_Public2/KHEStats

https://www.kansasregents.org/resources/PDF/Data/KBOR_Tuition_Rates_CC_FY22.pdf

https://www.kansasregents.org/resources/PDF/Data/2021_Community_College_Data_Book.pdf

Robert's Rules of Order

<http://www.rulesonline.com/>

KBOR list of Acronyms and Definitions

https://data.kansasregents.org/public_doc/support/training/Acronym%20List.pdf

Cowley College Properties Owned

Main Campus- Arkansas City

1. **Baseball Field** – 1500 S Summit Street, Arkansas City
2. **Ben Cleveland Wellness Center** – 201 West 5th Avenue, Arkansas City
3. **Bowman Estate Donated Property** – 415 West Washington Ave., Arkansas City
4. **Brown Center** – 201 South 2nd Street, Arkansas City
5. **Career Technology Center** – 513 W. Washington Ave., Arkansas City
6. **Carver Park** – 102 N. 8th Street, Arkansas City
7. **Central Avenue Dorm** – 102 South 5th Street, Arkansas City
8. **Criminal Justice Training House** – 210 West Washington, Arkansas City
9. **D. Robert Storbeck Dormitory** – 101 South 3rd Street, Arkansas City
10. **Fleet Vehicle Parking Lot** – 303 South 2nd Street, Arkansas City
11. **Galle Johnson Hall** – 125 South 2nd Street
12. **Ireland Hall** – 300 West Central Avenue, Arkansas City
13. **Kerr Technology Building** – 100 South 3rd Street, Arkansas City
14. **Kirke W. Dale Dormitory** – 110 South 4th Street, Arkansas City
15. **Linda Adams Hargrove Recreation Building** – 617 West Washington Avenue, Arkansas City
16. **McAtee Dining Center** – 206 South 4th Street, Arkansas City
17. **Nelson Student Center** – 101 South 3rd Street, Arkansas City
18. **Oscar Kimmel Dormitory** – 101 South 4th Street, Arkansas City
19. **Renn Memorial Library** – 131 South 3rd Street, Arkansas City
20. **Shipping and Receiving Building** – 299 South 3rd Street, Arkansas City
21. **Sid Regnier Bookstore** – 207 West 5th Avenue, Arkansas City
22. **Softball Field** – 700 West Washington Avenue, Arkansas City
23. **The Lodge Dormitory** – 2575 Greenway, Arkansas City
24. **Travis Hafner Training Center** – 1600 South Summit, Arkansas City
25. **Vacant House** – 1426 South A Street, Arkansas City
26. **Vacant Lot 1** – 416 West Washington, Arkansas City

27. **Vacant Lot 2** – 101 North 4th Street, Arkansas City
28. **Vacant Lot 3** – 109 North 4th Street, Arkansas City
29. **Vacant Lot 4** – 115 North 4th Street, Arkansas City
30. **Vacant Lot 5** – 226 South 4th Street, Arkansas City
31. **Vacant Lot 6** – 220 West Washington, Arkansas City
32. **Vacant Lot 7** – 325 East Filmore, Arkansas City
33. **Vacant Lot 8** – 315 East Filmore, Arkansas City
34. **Vacant Lot 9** – 0 South Summit, Arkansas City
35. **Vacant Lot 10**– 1800 South Summit, Arkansas City
36. **Walker Industrial Technology Building** – 201 South 4th Street, Arkansas City
37. **Webb-Brown Building** – 300 South 3rd Street, Arkansas City
38. **William R. Docking Dormitory** – 100 South 4th Street, Arkansas City
39. **W.S. Scott Auditorium** – 200 West 5th Avenue, Arkansas City

Additional Properties – Winfield, Mulvane, Wellington

40. **Allied Health Center** – 1406 East 8th, Winfield
41. **Mulvane Science, Engineering, and Academic Center** - 430 E. Main St., Mulvane
42. **Sumner Campus Housing** – 2206 Shurtz-Juden Loop, Wellington
43. **Sumner Campus Short General Education Center** - 2208 Davis-White Loop, Wellington
44. **Sumner Campus Technology and Innovation Center** - 2205 Shurtz-Juden Loop, Wellington

Main Campus Properties



Section V: Reference Materials and Data

Google

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Premier Body & Paint

S Summit St

E Filmore Ave

Tiger Ball Park - Cowley College

Travis Hafner Training Center - Cowley College

S Ast

Cowley CCC Soccer Field