

## Section B

### Standard Six

#### **Standard Six – Governance and Administration**

***Explain significant changes in the governing Board, leadership, and management of the institution.***

#### **Governing Board**

The Board continues to be responsible to the public for monitoring the effectiveness of the College. It governs by policy, formally entrusting the operational responsibilities of running the College to the administration.

The Board is legally vested with final decision-making in all matters of college policies, programs, facilities, budget and personnel.<sup>1</sup> Among its duties, the Board regularly reviews its policies during monthly Board meetings, making revisions as necessary. The policy review schedule enables the Board to examine and discuss every policy on an established three-year schedule, unless it is determined that a particular policy needs to be reviewed sooner. Annually, the Board evaluates its performance with a self-assessment completed by each member and assessments by others who work with or closely observe the work of the Board.<sup>2</sup> Finally, the Board conducts evaluations of the president at the end of each academic year which, like the board evaluation, elicits input from each board member and from others who work with the president.<sup>3</sup>

During the 2007-08 academic year, Board members traveled to ten sites across Lane's service district to host strategic conversations with citizens of Lane County. Those conversations were guided by three broad questions:

1. *What is Lane doing well?*
2. *What should Lane be doing more of in the future to meet community need?*
3. *What does each community need Lane to be doing to support development of the community?*

Input provided by citizens during those strategic conversations was reviewed by the Board during its July 2009 Planning Retreat.<sup>4</sup>

2005	Board conducted annual evaluation of its performance and the President's performance every year from 2005-2009
	Student Affairs Council completed Student Affairs Plan
	Learning Council completed the Learning Plan
through	Diversity Council Work Plan completed
	Lane's Management Structure Workgroup (MSW) chartered fall of 2007; Lane's Board of Education adopted President's recommendations for management structure during its March 2008 meeting
	Board hosted strategic conversations at ten sites across the service district to better understand community needs and how Lane might serve them
2009	College Council and Board began review of Lane's Strategic Directions
	Facilities Council completed Long-range Strategic Plan

Figure B.6.1: Key Activities by Academic Year

<sup>1</sup> See Appendix B.6.1: Board Policy B.120 – Board Job Description.

<sup>2</sup> See Appendix B.6.2: Board Policy B.110 - Governing Style. See also the Standard 6 Evidence binder for a report of the most recent Board Performance Evaluation.

<sup>3</sup> See Appendix B.6.3: Board Policy B.060 Board Duties and Responsibilities: Budget Making.

<sup>4</sup> See Standard 6 Evidence Binder: Summaries of Community Conversations Host by Lane's Board of Education. Also posted at <http://www.lanec.edu/research/planning/2007-08CommunityConversations.htm>.

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#### Management Structure

Several key changes have been made in Lane's management structure since the 2004 Self-Study. An important contribution to those changes was a special study that was conducted by the Management Structure Workgroup (MSW). The final report of the MSW was submitted to the President in February 2008.<sup>5</sup> Upon chartering the MSW there were a number of management vacancies, retirements, and interim appointments that provided an opportunity for review for changes that may more effectively align the structure with the current and future needs of the College.<sup>6</sup>

From the MSW report, the President developed recommendations for changes in the management structure and the Board approved those recommendations during its March 2008 meeting. One change was to shift the structure of associate vice presidents and division chairs to a structure of executive deans, chief officers, and deans. A new management position also was created in IT to guide and support Academic Technology.<sup>7</sup> This change links more closely the many IT functions with direct support for student learning and success. This change in IT is aligned with a college focus of strategic development of online courses and programs. (See Standard 5T).

Several other new management positions were developed as a result of the work of the MSW. A new position of Governmental and Community Relations, was also added to the President's area beginning 2008-09. This position was created as a response to the increasing importance of establishing and maintaining connections with the community and government, in terms of revenue capability and the need to develop strategic collaborations with community partners.

The position of Vice President for College Operations has remained vacant since December 2006 when the former incumbent retired. Since 2006, the President, the Vice President for Academic and Student Affairs (ASA), the Chief Human Resources Officer and the Chief Financial Officer (CFO) have shared duties of that position. This has, in fact, led to further integration of College Operations with Academic and Student Affairs and Executive Business Services.

A restructuring of three of the executive-level management positions in ASA occurred in 2007-08. Lane now has an executive dean for each of the following areas: Academic Affairs – Career Technical; Academic Affairs – Transfer; and Student Affairs – Student Services and Student Development.

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<sup>5</sup> *Management Structure Workgroup, Management Structure Report:*  
<http://www.lanec.edu/oasa/MSW/documents/MSWstudy-final.pdf>

<sup>6</sup> See Appendix B.6.4 – Lane's Summary Organizations Chart (Sept 2007).

<sup>7</sup> See Appendix B.6.5 – Lane's Summary Organizational Chart (Sept 2009).

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#### **Governance**

By adopting a policy governance model, the Board clarified a variety of issues including authority, responsibilities and relationships. In March 2004, the Board approved Board Policy B.025, College Governance System.<sup>8</sup> This policy replaced Board Policy B.070, Shared Governance. The new Board policy states:

*The college is to be governed by a learning-centered system that strives to achieve the mission of the college and abide by its core values. The president is the steward of the governance system...*

Lane's college governance system, which was approved by the Board in April 2004, is designed to ensure that the authority, responsibilities, and relationships among and between the Board, administrators, faculty, staff, and students are described in documents posted on the governance website.<sup>9</sup>

The College Council is charged with overall responsibility for the operation and effectiveness of the governance system, The Council's membership consists of representatives from the faculty, classified and management employee groups, student government, the two vice presidents, the Director of Institutional Research, Assessment, and Planning and the President. In addition to College Council, there are six other councils and each has responsibility for a specific college function: Learning Council, Student Affairs Council, Diversity Council, Facilities Council, Finance Council<sup>10</sup>, and Technology Council. Each council is responsible for creating policies in its domain, and for assessing the overall effectiveness of its policies. Each council is also responsible for creating integrated plans for its domain.<sup>11</sup>

#### **Summary**

Lane's governing board has provided effective, broad-based oversight to ensure compliance with college policies. Lane remains committed to the system of college governance designed and approved by the Board in 2004. On-going review of effectiveness is important to all three systems and will be continued in the future.

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<sup>8</sup> See Appendix B.6.6, Board Policy B.025 College Governance System.

<sup>9</sup> See the Governance homepage at <http://www.lanec.edu/governance/index.html>

<sup>10</sup> The duties of the Finance Council have moved to the Budget Development subcommittee of College Council.

<sup>11</sup> See the Standard 6 Evidence Binder for strategic plans developed by governance councils.

*Appendices*

***Appendix B.6.1: Board Policy B.120 – Board Job Description***

**POLICY NUMBER: B.120**

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: BOARD JOB DESCRIPTION**

The job of the board is to represent the people of the college district in determining and assuring organizational performance.

The board is legally vested with final decision making in all matters of board policies, programs, facilities, budget, and personnel.

Consequently, the contributions of the board shall include:

1. The link between the organization and the citizens of the district.
2. Written governing policies which, at the broadest levels, address:
  - a. Ends: Organizational products, impacts, benefits, outcomes (what's good for which needs at what cost).
  - b. Executive Directions: Directions for executive authority which establish the prudent and ethical boundaries within which all executive activity and decisions must take place.
  - c. Governance Process: Specification of how the board conceives, carries out, and monitors its own task.
3. Board-President Relationship: How accountability/authority and duties are delegated and monitored.
4. The assurance of presidential performance.

ADOPTED: November 9, 1998

REVISED: February 11, 2004

REVIEWED: February 13, 2008

***Appendix B.6.2: Board Policy B.110 – Governing Style***

**POLICY NUMBER: B.110**

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: GOVERNING STYLE**

The board will govern with an emphasis on meeting community needs, respecting diverse viewpoints, leading strategically, clearly distinguishing board and president roles, making collective decisions, being future-oriented, and being proactive.

More specifically, the board will:

1. Operate in all ways mindful of its obligation to the people of its district.
2. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy-making principles, respect of roles, speaking with one voice, and adherence to ethical practices.
3. Keep adequately informed about relevant global and local educational and other issues, actively gathering information to fulfill this role.
4. Direct, control, and inspire the organization through the careful establishment of the broadest organizational values and perspectives through written policies.
5. Focus chiefly on intended long-term impacts on the world outside the organization (Ends), not on the administrative or programmatic means of attaining those effects.
6. Be an initiator of policy. The board will be responsible for board performance.
7. Use the expertise of individual members to enhance the ability of the board.
8. Monitor and regularly discuss the board's own process and performance.
  - a. Self-monitoring will include an annual comparison of board activity and discipline to its Governance Process and Board-Staff Relationship policies.
  - b. Continual redevelopment will include orientation of new members in the board's adopted governance process and periodic board discussion of process improvement.
9. Acting as a committee of the whole, perform the functions of the Audit Committee including:
  - a. The appointment, compensation and oversight of the work of any public accounting firm employed by the College to audit its financial statements.
  - b. The appointment, compensation and oversight of independent counsel or other advisor as deemed necessary to carry out its audit duties.

Additionally, the President shall be responsible for establishing and reporting to the Board procedures for:

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Appendix B.6.2 (cont.): Board Policy B.110 – Governing Style

10. The receipt, retention and treatment of complaints received by the College regarding accounting, internal controls and auditing matters.
11. The confidential, anonymous submission by employees regarding questionable accounting or auditing matters.

ADOPTED: November 9, 1998

REVISED: July 27, 2004

REVISED: March 9, 2005

**Appendix B.6.3: Board Policy C.060 – Monitoring President’s Performance**

**POLICY NUMBER: C.060**

**POLICY TYPE: BOARD-PRESIDENT LINKAGE**

**POLICY TITLE: MONITORING PRESIDENT'S PERFORMANCE**

Any evaluation of the president’s performance, formal or informal, may be derived only from the criteria established within board Ends and Executive Directions.

Accordingly,

1. The purpose of monitoring is to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring.
2. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the president discloses compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. The standard for compliance shall be any reasonable presidential interpretation of the board policy being monitored.
4. All policies that instruct the president will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<b>Policy</b>	<b>Method</b>	<b>Frequency</b>
Treatment of Learners	Internal	Annually
Treatment of Staff	Internal/External	Annually
Financial Planning and Budgeting	Internal	Semi-annual
Financial Condition and Activities	Internal	Quarterly
	External	Annually
Emergency President Succession	Internal	Annually
Compensation and Benefits	Internal	Annually
Communication and Support to the Board	Internal/Direct Insp.	Annually
Asset Protection	Internal	Annually
Governance Process Policies	Direct Insp.	Annually

ADOPTED: November 9, 1998

REVISED: May 12, 1999

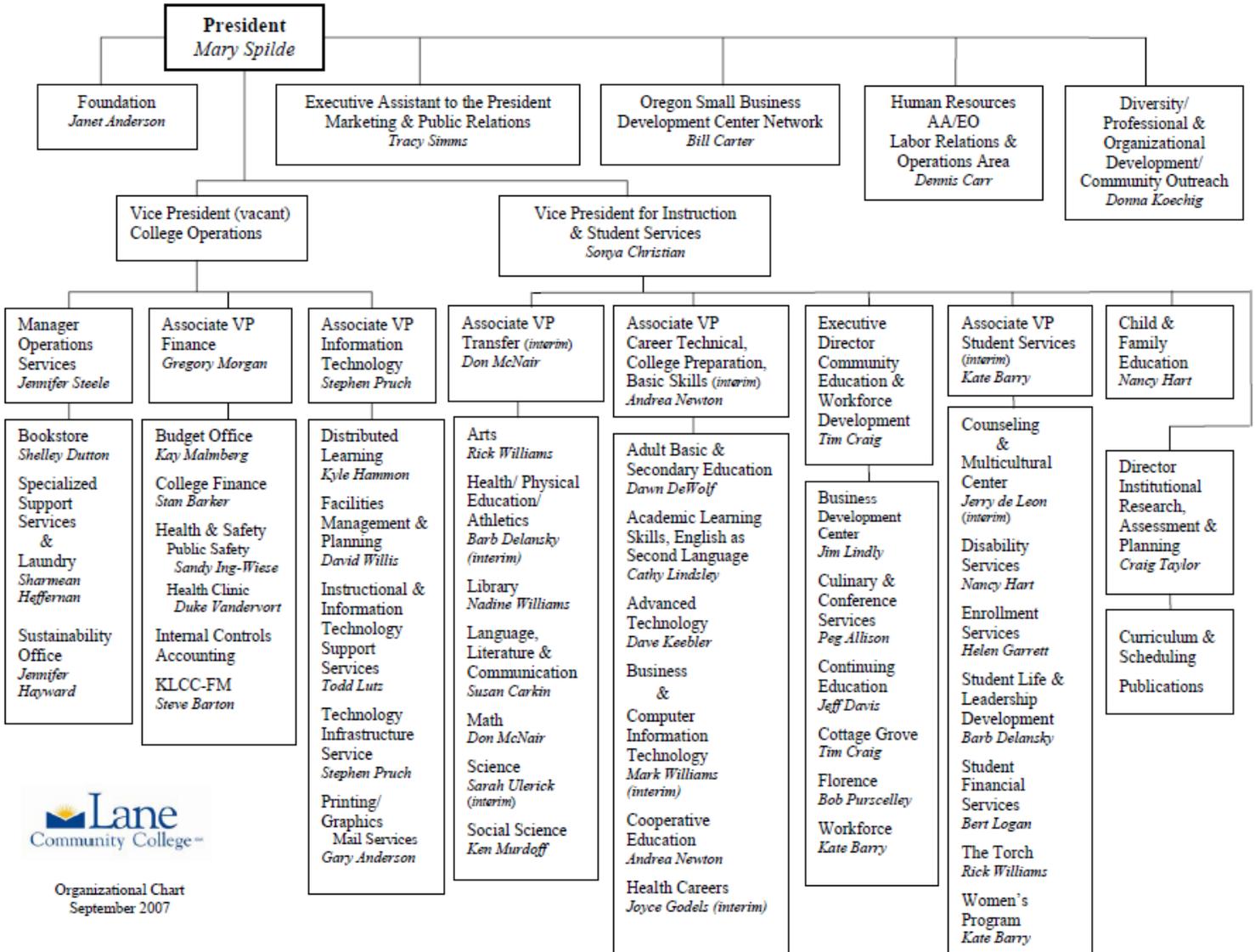
REVIEWED: May 12, 2004

REVIEWED: November 9, 2005

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Appendix B.6.4: Lane’s Summary Organizational Structure (September 2007)

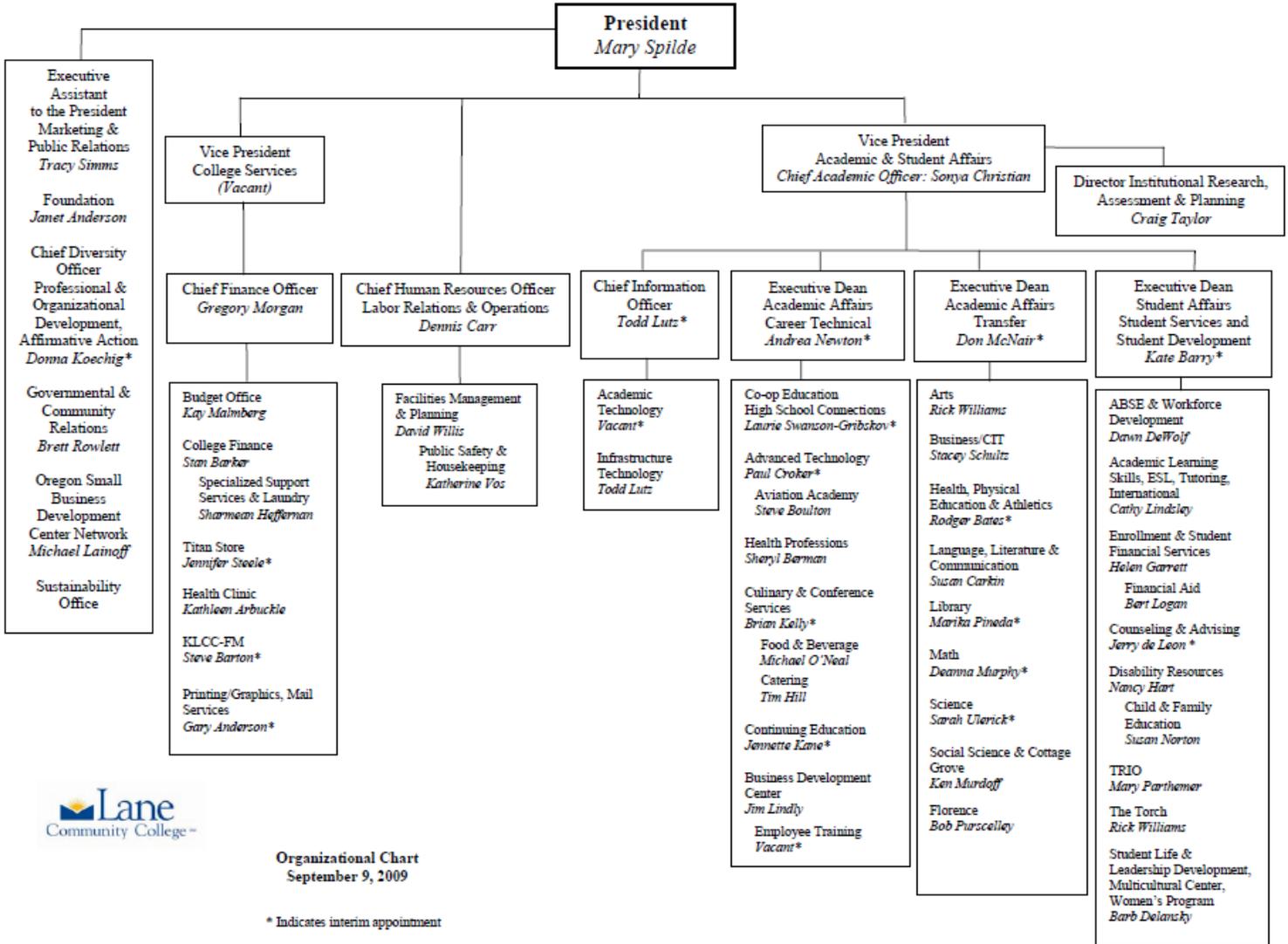


Organizational Chart  
September 2007

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Appendix B.6.5: Lane’s Summary Organizational Structure (Sept 2009)



Organizational Chart  
September 9, 2009

\* Indicates interim appointment

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***Appendix B.6.6 – Board Policy B.025 – College Governance System***

**POLICY NUMBER: B.025**

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: COLLEGE GOVERNANCE SYSTEM**

Lane Community College shall be governed by a system that is a learning-centered system and fulfills the vision, mission, and core values of the college.

The president shall be the steward of the governance system, be accountable and responsible for the decisions made in the governance system, and evaluated accordingly.

The college governance system shall recognize that the best decisions are made through the inclusion of many and diverse voices. The system of governance shall ensure that the authority, responsibility, accountability, and relationship among and between the board, managers, faculty, staff, and students are clearly described and communicated. The system of governance shall be evaluated as to its:

1. Clarity
2. Wide and explicit communication
3. Effectiveness
4. Efficiency and timeliness
5. Processes that encourage employee and student participation in problem solving and decision making
6. Processes that assure that decisions are made at the appropriate level, by the appropriate group with the needed expertise
7. Recognition of the support needed for employees and students to participate and contribute meaningfully

ADOPTED: March 10, 2004

REVIEWED: September 10, 2008